

SSDC Council Action Plan 2017-18

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Purpose of the Report

To invite members to endorse the SSDC Annual Action Plan and to recommend its adoption at Full Council on the 20th April 2017.

Public Interest

The Council Plan for 2016-21 agreed by Full Council last year showed the Council's ambition to make major changes in the way that it operates and delivers services over the next two years whilst continuing to deliver services and priority projects that meet the needs of our residents, visitors and businesses. The Annual Action Plan 2017-18 reflects this priority and the resource required to deliver Transformation.

Recommendation

That Full Council adopts the Annual Action Plan 2017-18.

Background

SSDC is in an exciting period of major transition with many challenges still ahead. The changes we are making through our transformation programme will ensure we are better placed to deliver excellent services and meet the needs of our communities into the future, during what are very demanding times.

The Council Plan

In April 2016, we adopted 'Tackling the Challenges': Council Plan on a Page (2016-21) and also a simpler way to update and report on the Council Plan through a one page summary Annual Action Plan (AAP). As last year, the AAP is accompanied by a one page summary of the "core work" of the Council that outlines what we are doing to continue to meet the needs of our residents, visitors and businesses.

The contents of the Annual Action Plan for 2017- 18 have been created and revised through a number of recent member and officer workshops and provide a clear focus for the Council and what it will deliver during a period of major change. It draws together our strategies and priority projects for the year ahead.

The main focus for the coming year will be the implementation of our transformation programme. Delivering major change such as this will take a lot of the organisation's capacity and energy and will require a clear focus if we are to be successful. Ensuring that we can meet our aims is more complex than ever and like all councils, we continue to face substantial financial challenges as we work towards meeting the £4.7 million savings we need to find from our budgets.

Our communities still expect us to deliver for them and we provide many local services in and for South Somerset. We also play an essential role in broader areas like engaging with and where necessary, supporting local communities and businesses, helping the most vulnerable in society and making sure our district continues to develop and thrive economically. We want to press ahead with many projects, but recognise that we will not have the capacity to deliver everything and have set clear priorities in the AAP.

The Transformation Programme

The Transformation Programme will see us adopt a very different way of working and delivering services, using technology as an enabler. It will also see us develop a more commercial approach to support our community objectives and increase the income the council receives. There will also be significant cultural change within the council to support the development of a more modern, flexible organisation that can continue to change and develop in to the future. This will help us remain financially sound and able to continue to deliver important local services and improvements for our communities.

The Transformation Programme represents a massive change in the way the council works and delivers services - the biggest change for over twenty years. Our transformation is about more than saving money and investing in better technology, important as these things are. We want to shape the transformation programme to help us deliver further benefits that ultimately mean we provide a better service to our residents, visitors and businesses.

The AAP includes a statement that reflects the organisation we aspire to become through transformation. One team that is ambitious for South Somerset, great to work for, excellent to work with, leading the way and delivering for our communities.

For us this means that, by the end of the Transformation Programme:

- We are one team – Members and officers united under a common purpose and working effectively together to ensure we meet the organisations goals
- There is effective leadership at every level of the organisation – coaching and supporting people in taking ownership of their work and stopping barriers such as process, complexity and hierarchy getting in the way
- We have a strong and ambitious workforce – we are investing in developing our staff and giving people ownership of their own development so that everyone and the organisation as a whole is continually developing and improving. Ensuring we are developing the next generation of people to provide services in to the future.
- We are all focused on clear and ambitious outcomes – the organisation and everyone in it is clear on what we are trying to achieve and what their role is in achieving it and that we are pushing for the best for South Somerset and our communities
- Everyone in the organisation is focused on our communities and customers – ensuring what we do is benefitting our communities and customers, that we do it as efficiently as possible, and that we use customer insight and data in making the best decisions
- We are continually improving – ensuring that in a changing environment, we do not stand still and that we continuously develop our skills, approaches and systems and always asking “how can we do better?”

- That we re-establish ourselves as one of the leading councils in the country because we are being innovative and highly efficient in providing services and meeting our communities' needs

This will provide a focus for the programme and the decisions we will need to make during the transformation process. It will also be a reference point to check whether changes are effective and take us towards being the organisation we want to be.

Our Priority Projects

Whilst Transformation will deliver new ways of working, a more commercial council and develop a different culture, the priority projects set out those things the council will focus on delivering for and with our communities over the coming year. Therefore, if something is not covered by the Transformation Programme or the Priority Projects, it will be a low priority for the council in terms of its financial and staff resources.

Performance Management

The Transformation Programme will also enable us to develop a new performance management framework that better links corporate and service area performance and business intelligence. This will move us from monitoring performance to driving improved performance in the organisation. To fully realise the "One Team" philosophy we recognise that we have an opportunity to redesign the collection, analysis and reporting of performance data throughout SSDC, not only to ensure we achieve the outcomes we set ourselves but also to ensure that good quality data drives and underpins our future policy development.

Financial Implications

The costs of implementing our strategies and priority projects have been included in the 2017/8 budget, and, the capital programme report which appears elsewhere in this Agenda.

Council Plan Implications

This report clarifies council plan priorities

Carbon Emissions and Climate Change Implications

None directly

Equality and Diversity Implications

None directly

Privacy Impact Assessment

None directly

Background Papers

SSDC Council Plan 2016 to 2021 (*Report to Full Council April 2016*)