

**Report of Head of People and Transformation
To
Corporate Overview and Scrutiny
On
18 March 2024**

**Refreshed Corporate Strategy And
Performance Management Framework**

1. SUMMARY

- 1.1 This purpose of the refreshed corporate strategy is to set out the Council's revised vision, ambitions and priorities for the coming years, looking forward to 2030, showing how the authority will support and lead as an influencer of action, and how it will respond to the priorities of our residents, businesses and visitors.
- 1.2 The refreshed strategy aims to provide an opportunity to identify and promote the key priorities that will build upon the Council's previous achievements and ensure the council is sustainable for the future.
- 1.3 Together with its family of supporting plans and strategies, the refreshed strategy will show how the Council intends to achieve its priorities, manage its resources to secure its ambitions and maintain a commitment to meaningful and measured performance management.
- 1.4 The target audience for the strategy will be councillors, employees, our communities, and key partner organisations/agencies, and will be a working document that ensures that the Council and other partners work toward a common purpose.
- 1.5 The Elected Mayor, Cabinet and Corporate Leadership Team have worked collaboratively holding various meetings and workshops to develop a shared vision, ambitions and priorities for the district and that vision, ambitions and priorities have formed the foundation for the refreshed strategy document.
- 1.6 In conjunction with the refreshing of the corporate strategy the councils Performance Framework document has also been updated to reflect the shift of corporate ambitions and priorities and sets out the commitment to meaningful performance management within the council.
- 1.7 To ensure delivery of the vision, the strategy now looks to focus on five core themes:
 - Our communities
 - Our organisation
 - Our district
 - Our environment

Our economy

- 1.8 Each one for the five core themes will be supported by a detailed delivery plan with strategic theme leads assigned, who will be responsible for the co-ordination of the delivery plan.

2. RECOMMENDATIONS

Recommendation to the Overview and Scrutiny Committee (Corporate)

- (i) In line with developing a policy framework document, members of Overview and Scrutiny Committee determine their response to the draft refreshed corporate strategy prior to seeking approval from Full Council to adopt the strategy.
- (ii) In line with developing a policy framework document, members of Overview and Scrutiny Committee determine their response to the draft refreshed Performance Management Framework prior to the Head of Paid Service taking a decision to approve the document.

3. BACKGROUND

- 3.1 As a district Mansfield has undergone enormous change since the development of the current corporate strategy and those changes have resulted in some significant challenges going forward.
- 3.2 The purpose of the revised strategy is to shift the council towards 2030 with key consideration to the current and future challenges faced by the district.
- 3.3 The refreshed strategy now named “Towards 2030: A Strategy for Mansfield”, has been developed to clearly set the councils overall strategic direction, our revised vision for the future and the ambitions and priorities that will focus on to ensure we meet those challenges.
- 3.4 The refreshed vision for the district is:

“To be an ambitious, caring and confident district where everyone can prosper.”
- 3.5 It is acknowledged that our revised vision is ambitious, and it is designed to demonstrate to our residents, businesses, and visitors that even in challenging times the council will remain committed to providing an ambitious, caring, and prosperous district for all.
- 3.6 For the refreshed strategy it is important to be able to demonstrate that the vision, ambitions, and priorities are based on those issues that matter most to the Council’s residents/businesses and, ensure that these issues are addressed effectively. The specific ambitions included in the refreshed strategy have been developed in line with the following revised themes:

Our communities
Our organisation
Our district
Our environment
Our economy

3.7 The ambition for the Our communities' theme is that our communities are supported to live safe, healthy, and happy lives. Our communities' theme will focus on the following priorities:

- Create opportunities for people to lead healthy lifestyles and be physically active.
- Give communities a voice.
- Protect and safeguard our most vulnerable members of the community.
- Work in collaboration with our community safety partners to reduce crime and anti-social behaviour.
- Value the diversity of our communities.
- Support people to live independently in suitable, safe, and warm homes.

3.8 The ambition for Our organisation theme is that our communities benefit from a resilient, financially sound, and well-run council working in partnership. Our organisation theme will focus on the following priorities:

- Deliver robust financial planning.
- Maintain sound governance practices and informed and transparent decision making.
- Deliver value for money services that meet the needs of our communities.
- Provide a positive working environment where staff are proud to work for the council and have opportunities to progress.

3.9 The ambition for Our district theme is that our communities are proud of the district and promote it as a great place to live, work and visit. Our district theme will focus on the following priorities:

- Champion and promote the district and communicate a positive image.
- Manage and make best use of our public spaces.
- Create welcoming town centres and neighbourhoods.
- Deliver a diverse cultural and leisure experience.
- Deliver affordable housing that meets current and future needs.

- 3.10 The ambition for Our environment theme is that our communities are protected and benefit from measures to tackle the impact of climate change. Our environment theme will focus on the following priorities:
- Encourage a net zero infrastructure and green skills.
 - Contribute to a net zero infrastructure by minimising our organisational carbon emissions and be ambassadors for change.
 - Support and encourage sustainable development with biodiversity.
 - Support and encourage sustainable waste management.
 - People are supported to have sustainable homes.
- 3.11 The ambition for Our economy theme is that our communities benefit from employment opportunities, skills development, and investment. Our economy theme will focus on the following priorities:
- Support the development of infrastructure, embracing technology and technological advances.
 - Support employment, training, and education.
 - Enabling housing growth
 - Support local businesses and encourage national and regional businesses to invest in the district.
 - Lead regeneration and renewal to revive key sites.
- 3.12 Each of the five themes will have a delivery plan that outlines the high-level actions required to deliver the ambitions and priorities and a strategic theme lead will be assigned to co-ordinate the delivery plans.
- 3.13 The progress and performance of the strategy will be reported to CLT monthly. CLT will receive timely updates at high level with the theme lead responsible for detailed performance and management.
- 3.14 Cabinet and Overview and Scrutiny Committees will receive a quarterly report, and this will be supported with appropriate metrics to demonstrate the impact of the delivery work. The theme leads will work to agreed smart action plans which will be subject to rolling review.
- 3.15 CLT and Cabinet will review the strategy on an annual basis.
- 3.16 **REFRESHED PERFORMANCE FRAMEWORK**
- 3.17 The refreshed Performance Management Framework (PMF) sets out the Council's approach to performance management. It is designed to develop

and support a consistent and robust corporate approach to performance management.

3.18 Performance management can help us:

- Achieve our goals and priorities and, by extension, those of the local community.
- Prioritise what gets done within the resources available.
- Provide and demonstrate value for money.
- Motivate and manage staff.
- Provide good services and satisfaction for users and local community.
- Highlight and drive improvement across the organisation.

3.19 The aim of this document is to clearly explain the framework to Elected Members, managers, employees, partners, and the public so that they can easily understand how the council manages performance.

3.20 The PMF provides a structure that will ensure everyone understands:

- What we are trying to achieve
- Exactly how we are going to achieve it collectively and individually.
- How we will monitor and report progress through regular evaluation and review
- The contribution of individual employees, managers, teams, and services in helping to deliver our ambitions and priorities.
- The roles and responsibilities in delivering the framework.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 A this time the report seeks the views and input from the Overview and Scrutiny Committee on the councils refreshed corporate strategy and Performance Framework.

5. RISK ASSESSMENT

Not applicable as this stage.

6. ALIGNMENT TO COUNCIL PRIORITIES

6.1 This report and supporting appendixes seek the views of the Committee in refreshing the council's corporate priorities.

7. IMPLICATIONS

(a) Legal

There are no specific legal implications arising from the report.

(b) Finance

There are no specific financial implications arising from the report.

(c) HR/Resources

There are no specific HR/Resources implications arising from the report.

(d) Equality and Diversity

There are no specific Equality and Diversity implications arising from the report.

(d) Climate change and environmental sustainability

There are no specific Climate Change and environmental sustainability implications arising from the report.

(e) Crime and Disorder

There are no specific Crime and Disorder implications arising from the report.

8. COMMENTS OF STATUTORY OFFICERS

(a) Head of Paid Services –

The corporate strategy and Performance framework are two key strategic documents for the Council.

The corporate strategy provides a comprehensive high-level plan that aligns the organisations goals, resources and actions to ensure the council is sustainable and continues to improve opportunities for the community in a co-ordinated and efficient way. Linking the corporate strategy to the performance framework ensures that the council can define, measure and improve performance against the strategic objectives and allocate resources and co-ordinate plans including engagement and involvement with stakeholders and other bodies.

The two documents together provide a structured approach to setting goals, collecting relevant data, analysing performance and making informed decisions to enhance efficiency and effectiveness linked directly to the aims and objectives of the council.

(b) Deputy Monitoring Officer –

Having in place an up-to-date corporate strategy and an effective performance management framework demonstrates good corporate governance within the Council. The linked structured approach provides a framework of accountability within which the Council takes its decisions and leads and controls its functions in order to achieve its aims and objectives.

(c) Deputy Section 151 Officer –

No specific comments.

9. CONSULTATION

9.1 Insight has been gained from various consultation exercises undertaken by the council and its strategic partners.

9.2 Cabinet and members of CLT formulated the draft strategy document. Further consultation will be undertaken with key partners and other stakeholders following the formal adoption of the strategy.

10. SUPPORTING PAPERS

10.1 Appendix 1 – Draft refreshed corporate strategy – Towards 2030: A Strategy for Mansfield

10.2 Appendix 2 – Draft Performance Framework document

Report Author - James Biddlestone
Job Title - Head of People and Transformation
Telephone - 01623 463336
E-mail - jbiddlestone@mansfield.gov.uk