

# Arun District Council

<b>REPORT TO:</b>	<b>Full Council - 19 March 2025</b>
<b>SUBJECT:</b>	<b>Council Vision 2025 - 2026 Core Foundations</b>
<b>LEAD OFFICER:</b>	<b>Dawn Hudd – Chief Executive</b>
<b>LEAD MEMBER:</b>	<b>Cllr Lury – Leader of the Council</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY / POLICY CONTEXT / CORPORATE VISION:</b>	
The Council Vision 2022-2026 was agreed by Full Council in 2022 and reviewed by members in 2023. The proposed additional Core Foundations deliver an internal framework which will support and help all staff to understand their role in the delivery of the Vision.	
<b>DIRECTORATE POLICY CONTEXT:</b>	
This Vision covers all staff and all areas of the Council	
<b>FINANCIAL SUMMARY:</b>	
There are no immediate financial implications arising from this report, but Members will understand that delivering the Council Vision may well necessitate additional revenue and capital investment. Any such expenditure will need to be supported by a business case and evaluated for affordability.	

## 1. PURPOSE OF REPORT

- 1.1 This report describes the work that has been done within the Council to help all staff to engage and identify with the Council Vision 2022 - 2026 (the Vision) and turn it into reality. The report sets out a proposed set of Core Foundations to be adopted by the council and included in the Vision. It describes what is being proposed and how and why they were developed.

## 2. RECOMMENDATIONS

It is recommended that:

- a) The Council adopts the proposed Core Foundations as a new section to be included in the Council Vision 2022 – 2026

## 3. EXECUTIVE SUMMARY

- 3.1 Members will be familiar with the four key themes of the Vision. That is its overall aims and the statements setting out how we will achieve these. These are attached at appendix 1, which also includes the proposed Core Foundations as a final draft page.

- 3.2 Our Vision is our shared purpose and gives members and staff alignment and focus for the work they do. It is important that staff understand how their own roles help to deliver the Vision, and this report will explain what the Core Foundations are and how and why they have been developed.
- 3.3 The report seeks approval from Full Council to adopt the Core Foundations as an additional section to the existing Council Vision 2022-2026. These are set out in sections 4.6 and 4.7 of the report

#### **4. DETAIL**

- 4.1 The Vision was developed in a number of workshops with councillors and staff and was agreed by Full Council in March 2022. Following local elections in 2023 the Vision was reviewed by an all-party member working group and a revised version was agreed at Full Council in January 2024. We are now in year 3 of the Vision and there will be a progress report on delivery to all committees covering 2024/25 in the summer of 2025.
- 4.2 Following adoption of the Vision in 2022 a staff survey was carried out and a series of staff workshops followed. These covered many issues around working practices and culture, but a key issue arising was that up to one third of our staff may have been struggling to see how their job linked to the Vision.
- 4.3 Our current themes are all outward looking and do not cover how the Council actually operates to deliver the Vision. Typically, therefore it was the staff working in corporate teams with little or no direct external customer contact, those who developed and managed back-office systems and those who managed compliance and governance structures who had this difficulty. This was of considerable concern as it is staff in all parts of the organisation who translate members Vision into reality. Examples of this would be preparation for the regular budget reports for committees or the Updated Risk Management Framework which went to the Audit and Governance Committee in December 2024. In the first of these it would be unusual for Finance staff to have direct contact with external customers, their role is to support internal customers, including members. In the second the work done on the report included a review of changes in legislation, government regulations, best practice and research into experiences within the Council, so technical work, focused on a vital internal corporate process and very difficult for the staff involved to link directly with Vision themes.
- 4.4 Following the staff workshops staff from different areas of the organisation volunteered to join a 'Culture Group' to support the HR Team in the development of a new HR framework based on behaviour and competencies.
- 4.5 The culture group worked with staff to agree the staff values which members can see around the building. They then moved on to workshops with larger groups or individual teams (140 staff in total) and consulted on a number of statements about what our internal framework for staff should look like, that is how we work and behave in order to deliver the Vision. The aims and statements are set out below and were based fundamentally on responses to the staff survey.

This work resulted in a number of aims and statements which were developed by staff who can understand and relate to what they say and importantly can link their own roles to them. These will be set out in the same way as the existing Vision and a draft of this is attached on the final page of appendix 1

4.6 The overall aims of the core foundations are:

- Delivering a seamless service for our customers in an effective and efficient way.
- Drive continual improvement and innovation, using new technologies and ideas to meet the evolving needs of our community and colleagues.
- Promote meaningful engagement with the community and stakeholders, ensuring transparency and accountability in all services.
- Being a sector leader and innovator, developing our compliance and governance frameworks to demonstrate the highest standard of behaviour and regulatory adherence.

4.7 The statements setting out how we will achieve the aims are:

1. Investing in our staff to ensure they have the necessary skills, knowledge and support to excel in their roles and adapt to future challenges.
2. Ensuring processes have a customer-first approach with all interactions and services aligning with the needs and expectations of our residents and service users.
3. Continuously assess and optimise the allocation of resources across departments to ensure they are used effectively and support strategic priorities.
4. Developing a culture of clear, concise and timely communications for all to encourage transparency, trust and open dialogue.
5. Developing robust compliance frameworks and governance structures to ensure all council operations adhere to legal and regulatory requirements, promoting ethical practices and accountability.
6. Investing in and implementing advanced technology solutions across all services to automate routine tasks, improve data accuracy and provide efficient solutions for residents and employees

4.8 The core foundations describe how we should be, and in most cases are already working. The intention is to capture this in a way that all staff can relate to and will become part of our 'toolset', to support and encourage staff and enable more consistent performance across the organisation. It will be used to help us identify where we need to improve and in particular where we need to provide more training and support.

**5. CONSULTATION**

Consultation with staff as set out in the report, consultation has also taken place with Corporate Leadership Team, Managers and Unison.

**6. OPTIONS / ALTERNATIVES CONSIDERED**

An alternative would be to adopt the core foundations internally and not update the published Vision. This is not recommended as it would not send a positive message to staff or demonstrate that they are all valued

**7. COMMENTS BY THE GROUP HEAD OF FINANCE/SECTION 151 OFFICER**

There are no immediate financial implications arising from this report, but Members will understand that delivering the Council Vision may well necessitate additional revenue and capital investment. Any such expenditure will need to be supported by a business case and evaluated for affordability.

**8. RISK ASSESSMENT CONSIDERATIONS**

There are no direct risk considerations arising from this report, however by defining our Core Foundations we bring clarity to our expectations of staff which may reduce risk in some areas.

**9. COMMENTS OF THE GROUP HEAD OF LAW AND GOVERNANCE & MONITORING OFFICER**

There are no direct legal implications associated with this report. The report supports sound performance management, service improvement and governance arrangements.

**10. HUMAN RESOURCES IMPACT**

A positive impact in terms of a clearer link to the Vision for many staff, and the opportunity to use this constructively in managing individuals and teams through uncertainly and change

**11. HEALTH & SAFETY IMPACT**

No direct impact

**12. PROPERTY & ESTATES IMPACT**

No impact

**13. EQUALITIES IMPACT ASSESSMENT (EIA) / SOCIAL VALUE**

No direct impact

**14. CLIMATE CHANGE & ENVIRONMENTAL IMPACT/SOCIAL VALUE**

No impact

**15. CRIME AND DISORDER REDUCTION IMPACT**

No impact

**16. HUMAN RIGHTS IMPACT**

No impact

**17. FREEDOM OF INFORMATION / DATA PROTECTION CONSIDERATIONS**

No direct impact

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**CONTACT OFFICER:**

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**BACKGROUND DOCUMENTS:**

Council Vision 2022 -2026 attached as appendix