

# Joint Strategic Plan Refresh 2016-2020 Overview



**Purpose** - This Joint Strategic Plan Refresh sets out how the Councils aim to provide services to deliver positive, sustainable change in our individual and business communities, over the next five years. The Plan is being refreshed following the election in May last year, as the two new administrations want to review and update the strategies of the two Councils, in light of key local, regional and national factors that have changed since the Joint Strategic Plan (JSP) was developed in 2013/14. Strategic planning workshops were held with Portfolio Holders between September and November to review the vision and the priorities for the Councils, and to consider any changes that need to be made to the Councils' activities in order to deliver the priority outcomes.

**Vision & Priorities** - Councillors confirmed that the vision and priorities in the previous Plan had not changed – Economy & Environment, Housing, Strong & Healthy Communities – and that these priorities would be delivered under five key strategic themes (identified in this overview diagram by the five larger pieces) - Housing delivery; Business growth; Community capacity building and engagement; Assets & investments ('Profit For Purpose'); An enabled and efficient organisation.

**Operating Environment** - the national, regional and local environment has changed since the development of the previous Plan. Some of the key issues and challenges facing the Councils now and over the next five years include:

- The Government is driving economic and housing growth to strengthen the local economy and ensure people and places are more prosperous.
- New National Government policy changes, including Welfare reform; Productivity plan; the Prevent agenda
- Government's drive for resources to deliver public services to be reduced and the transformation of the way public services are resourced.
- Growing population and ageing population, low average wage economy/ high average house prices.
- Increasingly litigious culture, freedom of information, transparency agenda, equalities duties, new parliament.
- Continuing the digital revolution.
- Suffolk Devolution bid and potential combined authority to take growth forward.
- The Suffolk economy, where we have sector issues like stagnating tourism levels, low wages and the growth in green industry.
- The Local political environment has changed with the new Babergh administration.
- Both Babergh and Mid Suffolk face a challenging financial outlook for the next four years and in all likelihood beyond 2020.

**The Suffolk System** - It is recognised that the challenges are significant and affect all public services and communities across Suffolk. Delivery of the strategic outcomes can only really be achieved through collaboration with public sector partners, local communities and the voluntary sector. Work is underway across Suffolk to lead this whole system transformational change, and this has underpinned the Suffolk/Norfolk Devolution proposals.

**Commercialism** - Officers have been working on a number of new commercial initiatives over the last year in order to generate income for both Councils, with some having already been implemented and now realising positive benefits. For example a new Treasury Management Strategy has been implemented, realising increased interest income for both Councils.

**Management, Organisation & Culture** - To enable the successful delivery of all the strategic outcomes, we need an enabled and efficient organisation – the right people, doing the right things, in the right way, at the right time, for the right reasons. The Focussed Management Review has been developing a new management structure and culture that will lead the organisation to deliver these outcomes.

