

MID SUFFOLK DISTRICT COUNCIL

TO: CABINET	REPORT NUMBER: MCa/19/21
FROM: Leader of the Council	DATE OF MEETING: 07 October 2019
OFFICER: Arthur Charvonja Chief Executive	

CORPORATE PLAN (2019 - 2027)

1. PURPOSE OF REPORT

- 1.1 To adopt a revised corporate plan for the Council.

2. OPTIONS CONSIDERED

- 2.1 The Councils' existing "Refreshed Joint Strategic Plan" is due to expire in 2020 and therefore needs replacing. The options that informed the development of the draft corporate plan are contained within Appendix A.

3. RECOMMENDATIONS

- 3.1 That Cabinet recommend the draft corporate plan (2019 – 2027) to Council (as visually represented in paragraph 4.5) to replace the Refreshed Joint Strategic Plan (2016 – 2020).

REASON FOR DECISION

- 3.2 To ensure that Babergh and Mid Suffolk have an appropriate corporate plan in place, designed to address the challenges and seize the opportunities facing the districts, and their organisations, for the foreseeable future.

4. KEY INFORMATION

- 4.1 Babergh and Mid Suffolk District Councils last adopted a corporate plan in 2016. This itself was a refresh of the previous corporate plan known as the 'Joint Strategic Plan'. The current corporate plan, 'Joint Strategic Plan, 2016 – 2020' expires next year.
- 4.2 Following the elections in May 2019, in consultation with the Chief Executive, the new administrations at both Councils have reviewed the Councils' approach and considered how the Councils need to continue to adapt to address the challenges and seize the opportunities facing the districts, and their organisations, for the foreseeable future.
- 4.3 The administrations have agreed with the Chief Executive that the Councils need to focus upon providing more confident leadership of our places, through greater place-based working. In doing so the organisations will also need to be more deeply rooted in what we believe in, and common sense - in our values and our sense of public service - genuinely caring about our residents and places, and getting stuff done for people.

- 4.4 The Councils will continue to strive to be recognised as organisations that help make things happen and trusted to do the right thing - delivering outcomes that positively affect people's lives. The Councils will continue to work effectively in partnership with others and be more outward looking - seeking examples of best practice and opportunities beyond Suffolk.
- 4.5 A visualisation of the revised corporate plan (2019 – 2027) to replace the Joint Strategic Plan (2016 – 2020) is presented below for approval by the Council. Attached at Appendix A is a summary of the development of this revised plan.

Our Vision is to build:

“Great communities with bright & healthy futures that everyone is proud to call home”

Our Mission is to:

“Provide strong, proud & inspirational leadership; striving for excellence, and together building great communities for everyone to live, work, visit & invest in”

Our Strategic Priorities are the Environment, Economy, Housing, Wellbeing, our Customers and our Communities.



5. FINANCIAL IMPLICATIONS

- 5.1 If approved the revised (February 2020) Medium Term Financial Plan (MTFP) will be developed to reflect the new corporate plan. As the new corporate plan is an evolution of the previous Joint Strategic Plan it is not anticipated that there will be any significant different financial implications arising from adopting this more refined corporate plan. The 2020/21 budget and the MTFP will continue to ensure the financial sustainability of both Councils.

6. LEGAL IMPLICATIONS

- 6.1 There are no immediate legal implications arising from the adoption of a revised corporate plan.

7. RISK MANAGEMENT

- 7.1 If approved the corporate risk register will be reviewed in light of the new corporate plan. Initial analysis by officers indicates that adoption of the revised corporate plan itself will not create new or mitigate existing corporate risks. As highlighted however the corporate plan is designed to enable the Council to address the challenges and seize the opportunities facing the districts.

8. CONSULTATIONS

- 8.1 As set out in Appendix A there has been various officer engagement during 2018/19 in the development of the draft corporate plan. The development of the corporate plan has also been informed by the engagement and consultation that has taken place in the development of the Councils' corporate strategies and the Local Plan.
- 8.2 The purpose of the corporate plan is to enable the Councils to function most effectively. As such the main 'audience' for the corporate plan is councillors, staff and stakeholders (as opposed to residents). There has not therefore been any direct consultation with the public regarding the revised corporate plan. Ongoing engagement with our customers and communities will however continue through the action plans supporting the Customer and Communities Strategies, and will be informed by the emerging task and finish work with regard to the Councils' branding.
- 8.3 It is vital that our residents and communities know about their Council's vision, mission and priorities so that they can be confident in our leadership, get involved if they want to and challenge where they feel necessary. The Councils do not however expect the public to read through long documents and / or understand local government in detail, in order to do any of these things.
- 8.4 Once the corporate plan has been adopted there will be a programme of communication activities to raise awareness and broaden understanding of the plan among residents and partners. This will include video content, infographics, workshops, events, social media and online material. This will also dovetail with the Councils' clear and transparent performance monitoring approach, so that anyone can judge how well the Councils are doing against the plan. As in previous years, the Councils also intend to produce end of municipal term reports, primarily for residents, in order to account for the Council's performance over the 4 year period.

9. EQUALITY ANALYSIS

Equality Impact Assessments have been carried out in relation to each of the Council's strategic priorities, strategies and action plans. An additional equality impact assessment of the Council's revised Vision and Mission is therefore not considered necessary.

10. ENVIRONMENTAL IMPLICATIONS

10.1 The environment is a clear strategic priority within the revised corporate plan. There are no immediate environmental implications arising from the adoption of a revised corporate plan. The Council's emerging Environment Strategy and recently established taskforce will however consider this in detail, with a particular focus on Climate Change and Biodiversity.

11. APPENDICES

Title	Location
(a) Summary of the development of the revised corporate plan	Attached

12. BACKGROUND DOCUMENTS

- The Refreshed Joint Strategic Plan (2016 – 2020)
- Economy Strategy ('Open for Business')
- Housing and Homes Strategy
- Leisure, Sport and Physical Activity Strategy
- Communities Strategy
- Customers Strategy
- Babergh & Mid Suffolk District Councils' Values

Summary of the development of the revised corporate plan

Corporate Plan

The administrations adopted a set of principles to guide the evolution of the corporate plan:

- The Plan will remain relentlessly people (customer & outcome) focused
- The Plan will be comprised of:
 - a. Our Vision – that describes the world we want to see
 - b. Our Mission – that details our specific part in seeing our vision become a reality – how we are creating the world we want to see
 - c. Our Values – that set out the motivation behind the vision, the heart behind the mission, and the drive behind our people
 - d. Our Strategies – that describe the tactics we are deploying to support delivery of our mission and vision
- There should be a ‘golden thread’ from the Councils’ Vision, Mission, Values, Corporate Strategies and Service Plans all the way through to each person’s role & objectives
- It should be a longer-term corporate plan e.g. 8 years, reviewed in 2022 ahead of 2023 district elections (and then refreshed post-election) and any general election (NB more regular reviews of the supporting strategies will be necessary)
- The main audience for the corporate plan is councillors, staff & stakeholders (as opposed to residents) – it is there to help the Councils function most effectively
- The Plan will align with and emerge from the Joint Local Plan (2036)
- The Plan will inform any incomplete outcome and / or organisational strategies, and when they are being refreshed
- The Plan will be presented as a virtual ‘plan on a page’ with supporting digital materials

The plan will avoid:

- Adopting a single overarching strategic approach e.g. subsidiarity / enabling, ‘Easy Council’, ‘Commissioning’, ‘Commercialism’
- Being style over substance
- Context of the wider future environment facing our area (e.g. Suffolk 20+). As this changes more frequently, it is suggested that it forms part of our annual planning

Vision

In addition the administration have developed principles for the revision to the Councils' vision:

- There should be a single, clear & compelling Vision for Babergh and Mid Suffolk that inspires a common purpose
- That the Vision should reflect Babergh and Mid Suffolk as places
- The Vision should be stretching
- The broad focus of the Vision should be improving quality of life

In considering a revised Vision the administration also drew upon work of officers during 2018/19. Whilst senior officers agreed with the need for the Councils to further evolve they highlighted the need to preserve some key aspects of the Councils. These were:

- Caring for our districts - putting our communities at the heart of all we do
- Our sense of duty & positive impact on residents' lives (not profits)
- Our friendly, welcoming, open & supportive 'family' rather than an 'organisation'
- Being greater than the sum of our parts as a collection of services
- The richness, strength and authenticity of our relationships and partnerships
- Our local knowledge of our places
- Our essential links to our communities that help to improve lives
- How we are seen to value our communities
- Being custodians of open spaces, for peoples' health & wellbeing
- Improving our places whilst protecting the character and strengths that our communities value

Mission and Values

The Joint Strategic Plan 2016 – 2020 resulted in both Councils adopting a more outcome-based approach to delivery. The simple creation of the plan did not however have all of the intended impact upon the organisations or for residents. The Chief Executive believes that this is in part because of the lack of explicit Mission and Values to underpin the plan. The Chief Executive has therefore adopted specific corporate values and behaviours alongside ongoing wider cultural change for the organisation; and has recommended that these now be enshrined, together with an explicit mission statement, within the revised corporate plan.

Strategic priorities

The Councils' strategic priorities (as reflected by their corporate strategies) will remain as the Environment, Economy, Housing, Wellbeing, our Customers and our Communities.