

## BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

<b>TO:</b> Joint Overview and Scrutiny Committee	<b>REPORT NUMBER:</b> <b>JOS/19/21</b>
<b>FROM:</b> Cllr Suzie Morley, Leader, Mid-Suffolk Cllr John Ward, Leader, Babergh	<b>DATE OF MEETING:</b> 8th January 2020
<b>OFFICER:</b> Kathy Nixon, Strategic Director	<b>KEY DECISION REF NO.</b> N/a

### CORPORATE OUTPUTS AND PRIORITIES FOR 2019-23 TO SUPPORT THE DELIVERY OF THE JOINT CORPORATE PLAN

#### 1. PURPOSE OF REPORT

- 1.1 Further to the agreement of the Joint Corporate Plan 2019-27 at Mid Suffolk Council on 22<sup>nd</sup> October and Babergh Council on 24<sup>th</sup> October 2019, this report sets out the detailed corporate outputs proposed for 2019-23 to support the delivery of that Plan. These are outlined at **Appendix One** of this report.

#### 2. OPTIONS CONSIDERED

- 2.1 The options that informed the development of these key outputs focussed on the strategic priorities within the Joint Corporate Plan, namely, Environment, Economy, Housing, Wellbeing, Customers and Communities.

#### 3. RECOMMENDATIONS

- 3.1 It is recommended that Joint Overview and Scrutiny Committee comment on the proposed corporate outputs for 2019-23, set out at **Appendix One** of this report, prior to their agreement by the respective Cabinets.

#### REASON FOR DECISION

To ensure that Babergh and Mid Suffolk have appropriate plans in place to address the challenges and opportunities facing the districts, and their organisations, for the foreseeable future.

#### 4. KEY INFORMATION

##### Vision

- 4.1 The Joint Corporate Plan 2019-27, agreed by both Babergh and Mid Suffolk Councils in October 2019, sets out the vision for the two Districts as:

‘Places with great communities, with bright and healthy futures, that everybody is proud to call home.’

### Strategic Priorities

4.2 The vision is underpinned by the Councils' strategic priorities which are:

- (a) The Environment;
- (b) The Economy;
- (c) Housing;
- (d) Wellbeing;
- (e) Our Customers; and
- (f) Our Communities.

Each of these strategic priorities are supported by their own strategies, with the Environment Strategy currently under development and the Well-Being Strategy scheduled for development in the first half of 2020.

### Outputs to Support the Delivery of the Corporate Plan 2019-23

4.3 This report sets out at **Appendix One** the proposed outputs that will be delivered to support each of the Corporate Plan's strategic priorities during the first four years, from 2019-2023.

4.4 The proposed corporate outputs for 2019/20 include in-year milestones, while more detailed plans for those proposed for delivery in the period 2020-23 will be worked up in the second half of this financial year.

4.5 It is recognised that the outputs identified at this stage are not exhaustive and may be revised or added to over the next four years.

### Programme and Project Management

4.6 Programme Boards, chaired by the Senior Leadership Team, have been established to monitor the progress of projects, take an overview of interdependencies between projects and address risks, barriers and resource implications.

4.7 A new project management approach has been developed over the last year and this will be applied to all key projects.

4.8 Further Project Management training has taken place over recent months and is still ongoing. At the time of writing this report, more than 50 staff have attended.

### The Golden Thread

4.9 There will be a 'golden thread' from the Councils' Vision, Mission, Values, Corporate Priorities and Service Plans all the way through to each staff member's role and objectives.

4.10 Service Plans for 2019/20 are already largely aligned with the outputs for 2019/20 detailed in this report. There will be a full refresh of Service Plans and individual objectives and personal development plans for staff in February and March 2020, in time for the new financial year.

## Monitoring and Reporting Progress on Delivery of the Corporate Plan

- 4.11 Progress on the Corporate Plan will be reported and monitored through the quarterly performance reports to Cabinet and the quarterly Cabinet Portfolio Holder Reports to Council.
- 4.12 Ongoing reporting will take place at the regular Cabinet Portfolio Holder meetings with Assistant Directors and Corporate Managers.
- 4.13 The detailed list of intended outputs in this report will enable the Overview and Scrutiny Committees to identify key areas for further exploration well in advance, when developing their own forward plans.
- 4.14 As has been previous practice, 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 four-year period.

## **5. LINKS TO THE JOINT CORPORATE PLAN**

- 5.1 The entirety of this report addresses the Joint Corporate Plan.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The revised Medium-Term Financial Plans (MTFP), due to be agreed in February 2020, will be developed to reflect the new Joint Corporate Plan.
- 6.2 Where additional investment is required to support the development of the outputs detailed in this report, these will be supported by business cases that will go through the appropriate process for agreement, in line with the Councils' Standing Orders.
- 6.3 The 2020/21 budget and the Medium-Term Financial Plan will continue to ensure the financial sustainability of both Councils.

## **7. LEGAL IMPLICATIONS**

- 7.1 There are no immediate legal implications arising from the adoption of the outputs to support the Joint Corporate Plan. Legal advice will be sought as necessary when the projects are rolled out.

## **8. RISK MANAGEMENT**

- 8.1 As the Corporate Plan encompasses work across all the strategic priorities, it is recognised that there are some linkages to the whole of the Significant Risk Register, but more specifically to the risks to the delivery of the new Corporate Plan if the organisation doesn't have the resources, skills or appropriate change management processes in place to deliver it. The likelihood, impact and mitigation relating to those risks are set out in the table below.

Risk Description	Likelihood (after mitigation)	Impact (after mitigation)	Mitigation Measures
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<p>If we do not have the skills and resources in place, or appropriate change management processes in place, we may fail to meet the new Corporate Plan and its ambitions.</p>	<p>2 (unlikely)</p>	<p>3 (bad/serious)</p>	<p>People Strategy agreed. Detailed action plan in draft.</p> <p>Learning and Development Plan in place for 2019/20 and new plan will be developed for 2020/21 and each subsequent year thereafter.</p> <p>Organisational Change Policy and toolkit in place.</p> <p>Recruitment to Corporate Manager vacancies ongoing.</p> <p>Leadership development programme currently being commissioned.</p> <p>Programme Boards in place. New Project Management approach in place. Project Management training ongoing. More than 50 staff have attended to date.</p> <p>Communications and engagement plan being developed to roll out the Corporate Plan to the whole organisation.</p> <p>Resources to support the Corporate Plan beyond 2019/20 will be reviewed as part of the MTFP,</p>
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			to be agreed by Council in February 2020.
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## 9. CONSULTATIONS

- 9.1 Both Cabinets and the Senior Leadership Team have worked closely together to develop the proposed outputs set out in this report.
- 9.2 These deliberations have been informed by the engagement and consultation that has taken place in the development of the Councils' corporate strategies, the Joint Local Plan, the Visions for Prosperity in Sudbury, Stowmarket, Eye, Hadleigh and Needham Market, various cross party Member Working Groups over the past year (for example, Environment, Community Infrastructure Levy, Public Realm, Leisure, Joint Local Plan) and officer engagement in the development of the Corporate Plan through the Chief Executive's staff briefings.
- 9.3 Ongoing engagement with the Councils' customers and communities will continue through the action plans supporting the Customer and Communities Strategies.
- 9.4 A programme of communication activities to raise awareness and broaden understanding of the Joint Corporate Plan among staff, residents and partners is now being developed. This will include video content, infographics, workshops, events, social media and online material.

## 10. EQUALITY ANALYSIS

- 10.1 Equality Impact Assessments have been carried out in relation to each of the Councils' existing strategies and this will continue in relation to the emerging Environmental Strategy, Well-Being Strategy and Joint Local Plan. Where individual Equality Impact Assessments are required for specific projects, these will be carried out at the appropriate stages.

## 11. ENVIRONMENTAL IMPLICATIONS

- 11.1 The environment is a clear strategic priority within the revised Joint Corporate Plan. There are no immediate environmental implications arising from this report. The Councils' emerging Environment Strategy and recently established taskforce will however consider this in detail, with a particular focus on climate Change and Biodiversity.

## 12. BACKGROUND DOCUMENTS

- (a) Joint Strategic Plan 2019-27.
- (b) Economy Strategy ('Open for Business').
- (c) Housing and Homes Strategy.
- (d) Leisure, Sport and Physical Activity Strategy.
- (e) Communities Strategy.
- (f) Customers Strategy.
- (g) Babergh & Mid Suffolk District Councils' Values.

**13. APPENDICES**

Title	Location
(a) Corporate Outputs 2019-23	Attached separately.