

MID SUFFOLK DISTRICT COUNCIL

TO: Cabinet	REPORT NUMBER: MCa/19/47
FROM: Cllr Suzie Morley, Leader	DATE OF MEETING: 10th February 2020
OFFICER: Kathy Nixon, Strategic Director	KEY DECISION REF NO. CAB175

OUTPUTS 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 22nd October and Babergh Council on 24th October 2019, this report sets out the detailed outputs 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 Cabinet is recommended to agree the outputs for 2019-23 set out at **Appendix One** of this report.

REASON FOR DECISION

To ensure that Babergh and Mid Suffolk have appropriate plans in place to address the challenges and seize the 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:
- The Environment;
 - The Economy;
 - Housing;
 - Wellbeing;
 - Our Customers; and
 - Our Communities.
- 4.3 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. The Economic Development Strategy will also be refreshed over the next few months.
- 4.4 These strategies will set out the key outcomes under each strategic theme and will be underpinned by detailed action plans.

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

- 4.5 This report sets out at **Appendix One** the outputs that will be delivered to support each of the Corporate Plan's strategic priorities during the first four years, from 2019-2023.
- 4.6 The outputs for 2019/20 include in-year milestones. More detailed plans for those scheduled for delivery in the period 2020-23 will be worked up in the coming months. These will form part of the action plans to accompany each of the strategies, referred to at paragraph 4.4 above.
- 4.7 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.
- 4.8 It is also acknowledged that there is a great deal of core activity that contributes to the six strategic priorities but is not specifically referenced in these outputs. The listed outputs focus on pieces of work that are new, are of particular strategic importance, need to move forward in a new direction or require particular focus for other reasons. Core work will be central in Service Area Plans and will continue to form part of monitoring and reporting to Cabinet against the corporate indicators.

Programme and Project Management

- 4.9 Programme Boards, chaired by the Strategic Director, have been established to monitor the progress of projects, take an overview of interdependencies between projects and to address risks, barriers and resource implications.
- 4.10 A new project management approach has been developed over the last year and this will be applied to all key projects.

- 4.11 Further Project Management training is ongoing and, at the time of writing this report, more than 60 staff are scheduled to attend.

The Golden Thread

- 4.12 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.
- 4.13 Service Plans for 2020/21 are currently being developed and individual objectives and personal development plans for all staff are scheduled to be completed by 30th April 2020. These will feed into the organisation's annual Learning and Development Plan.

Monitoring and Reporting Progress on Delivery of the Joint Corporate Plan

- 4.14 Corporate performance indicators are currently being revised for 2020/21 onwards to align with the new Corporate Plan.
- 4.15 Progress on the Joint Corporate Plan will be reported and monitored through the quarterly performance reports to Cabinet.
- 4.16 Ongoing reporting will take place at the regular Cabinet Portfolio Holder meetings with Assistant Directors and Corporate Managers.
- 4.17 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.
- 4.18 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.

Communications Plan to Support the Roll Out of the Joint Corporate Plan

- 4.19 A programme of communication activities to raise awareness and broaden understanding of the Joint Corporate Plan among Members, staff, residents and partners is now being developed. This will include video content, infographics, social media and online material, workshops and other events.
- 4.20 An All-Member briefing session will take place in March 2020 to provide an opportunity for Members to gain a greater overall understanding of the six strategic priorities and the strategies that will underpin these. Thereafter, throughout the year, All-Member briefing sessions will be themed to cover one strategic priority each. This will enable all Members to be involved in more in-depth ongoing dialogue with Cabinet Members and Officers about the individual strategies, action plans, projects and performance for each of the six priority areas.
- 4.21 Work is underway to ensure that as many Member development and engagement sessions as possible will be accessible remotely through a range of methods. The same is being considered more generally for the roll out of the Joint Corporate Plan.

5. LINKS TO JOINT CORPORATE PLAN

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

6. FINANCIAL IMPLICATIONS

6.1 The Medium Term Financial Plan (MTFP) supports 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. The Councils will also draw on their respective Growth & Efficiency Funds and Transformation Funds to resource this development work.

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 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
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.	2 (unlikely)	3 (bad/serious)	People Strategy and action plan agreed. Learning and Development Plan in place for 2019/20 and new plan will be developed for 2020/21. Organisational Change Policy and toolkit in place. Corporate Manager vacancies are currently being recruited to. Two

			<p>new Corporate Managers have already started.</p> <p>Leadership development programme in the process of being commissioned.</p> <p>Programme Boards in place. New Project Management approach in place. Project Management training ongoing. More than 60 staff scheduled to attend.</p> <p>Communications and engagement plan being developed to roll out Corporate Plan to the whole organisation.</p> <p>Resources to support the Corporate Plan are included in the MTFP and development monies are available through the Growth & Efficiency and Transformation Funds.</p>
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9. CONSULTATIONS

- 9.1 Both Cabinets and the Senior Leadership Team have worked closely together to develop the 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' existing, recently adopted 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, Climate Change & Environment, Community Infrastructure Levy, Public Realm, Leisure, Local Plan, Grants Review) and officer

engagement in the development of the Corporate Plan through the Chief Executive's regular staff briefing sessions.

- 9.3 Ongoing engagement with our customers and communities will continue through the action plans supporting the Customer and Communities Strategies.

10. EQUALITY ANALYSIS

- 10.1 Equality Impact Assessments have been carried out in relation to each of the Council's 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 Plan Outputs 2019-23	Attached separately.