

## BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

<b>From: Lindsay Barker, Strategic Director</b>	<b>Report Number: R111</b>
<b>To: Strategy Committee Executive Committee</b>	<b>Date of meeting: 7 April 2016 11 April 2016</b>

### STRATEGIC PLAN REFRESH 2016-2020

#### 1. Purpose of Report

- 1.1 To seek Committee approval to the adoption by full Council of the Babergh and Mid Suffolk Councils full Joint Strategic Plan Refresh 2016-2020. The purpose of the full Plan and the direction set by the Plan have been considered and supported by the Portfolio Holders of both Councils.
- 1.2 An overview of this Plan, a 'Plan on a Page', was approved by Councils in February. The Plan being presented today is the information that informs the 'Plan on a Page' document. It encapsulates all of the key strategic outcomes and the outputs needed to deliver these outcomes, identified by Portfolio Holders in a series of strategic planning workshops held between September and November 2015. This full Plan also includes examples of the activities to be undertaken to ensure the outputs and outcomes are delivered.

#### 2. Recommendations

- 2.1 That the Babergh District Council and Mid Suffolk District Council full Joint Strategic Plan Refresh 2016-2020 (Appendix A to the report) be approved.
- 2.2 That the Strategic Director, in conjunction with the Leaders of both Councils, be authorised to make any minor changes to the document as may be necessary.

The Committee is able to resolve 2.2 above, and is asked to recommend 2.1 to Full Council for adoption.

#### 3. Financial Implications

- 3.1 The Joint Strategic Plan Refresh has shaped the financial and resource allocations made in the Medium Term Financial Plan for both Councils, as the detailed output from the Portfolio Holders strategic planning workshops, was used as the basis for building the 2016/17 budget and the Medium Term Financial Plan (MTFP).
- 3.2 The budget and the MTFP are informed by and will drive the financial sustainability of both Councils. The Councils' joint response to the financial challenges and the opportunities faced comprises the following key actions:
  - Aligning resources to the Councils' refreshed strategic plan and services.
  - Continuation of the shared service agenda, collaboration with others and transformation of service delivery.

- Behaving more commercially and generating additional income.
- Considering new funding models (e.g. acting as an investor).
- Encouraging the use of digital interaction and transforming our approach to customer access.
- Taking advantage of new forms of local government finance (e.g. New Homes Bonus, business rates retention).

3.3 The Medium Term Financial Plan (MTFP) was reported to the Committee and Council meetings in February, the same meeting at which the ‘Plan on a Page’ was approved. The MTFP includes in broad terms how the Joint Strategic Plan will be funded and resourced.

#### 4. Legal Implications

4.1 There are no immediate legal implications arising from the approval of Appendix A however, as the Councils deliver the key specific outcomes, legal implications may arise.

#### 5. Risk Management

5.1 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Insufficient funding and resources to deliver the outcomes set out in the Plan	High	High	<ul style="list-style-type: none"> <li>• The financial planning process to develop the 2016/17 Budget and the Medium Term Financial Plan (following 3 years) has been integrated with the strategic planning process</li> <li>• The financial planning process has been undertaken with a Priority Based Resourcing (PBR) approach, such that budgets have been focused on high priority outcomes, and savings made in low priority activities.</li> <li>• The new management structure developed under the Focused Management Review, has taken full account of the refreshed Plan, and has been designed to deliver the Plan.</li> <li>• The Delivery Programme is being refreshed and will set out the activities needed to deliver the required priority outcomes.</li> </ul>

## **6. Consultations**

- 6.1 Major community consultations were undertaken by Councillors and officers at the commencement of the preparation of the original Joint Strategic Plan 2014-2019. This consultation exercise informed the vision and priorities for each Council which in turn are the foundations of the 2014-2019 Plan.
- 6.2 Following the creation of the vision and priorities, the Councillor-led Transformation Enquiry Groups (TEGs) then engaged with our various communities, engaged with partners, and looked at best practice from elsewhere, in order to inform the shape of the 2014-2019 Plan.
- 6.3 The 2016-2020 Plan is a refresh of the 2014-2019 Plan, and therefore has relied on the consultations undertaken as a basis for that earlier Plan.

## **7. Equality Analysis**

- 7.1 The attached Plan is based upon engagement with our communities for the 2014-2019 Plan and sets out how we aim to deliver positive changes for the many and diverse communities we serve.
- 7.2 Where appropriate, specific projects and programmes arising from the refreshed 2016-2020 Plan will be the subject of an Equality Impact Analysis.

## **8. Shared Service / Partnership Implications**

- 8.1 The Plan for our two sovereign Councils has been developed in the context of the major financial and social changes that our communities face.
- 8.2 It places the “shared service agenda” and “partnership working” at the heart of what we do.

## **9. Links to Joint Strategic Plan**

- 9.1 The attached Plan is a refresh of the Joint Strategic Plan 2014-2019, and will replace it to become the new Joint Strategic Plan for the next five years for both Councils.

## **10. Key Information**

- 10.1 This Joint Strategic Plan Refresh sets out how the Councils aim to provide services to deliver positive, sustainable change in our communities, individual and business communities, over the next five years.
- 10.2 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.
- 10.3 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.

- 10.4 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:
- **Housing delivery** – More of the right type of homes, of the right tenure in the right place
  - **Business growth and increased productivity** – Encourage development of employment sites and other business growth, of the right type, in the right places and encourage investment in skills and innovation in order to increase productivity
  - **Community capacity building and engagement** – All communities are thriving, growing, healthy, active and self-sufficient
  - **Assets and investment** – Improved achievement of strategic priorities and greater income generation through use of new and existing assets
  - **An enabled and efficient organisation** – The right people, doing the right things, in the right way, at the right time, for the right reasons.
- 10.5 However, 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/Cambridgeshire/Peterborough (East Anglia) Devolution agreement.
- 10.6 We are now working alongside our partners to agree solutions that reduce demand and cost, optimise the use of our resources, and create the right conditions and culture to achieve common outcomes.
- 10.7 It is recognised that a new level of commerciality needs to be embedded across the organisation to identify new opportunities for reducing our costs, and for generating increased levels of fees and developing new income streams. Officers have been working on a number of new commercial initiatives over the last year, with some having already been implemented and now realising positive benefits. These initiatives taken together are getting us on track to be more efficient and more financially sustainable.
- 10.8 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 new management structure and culture implemented following the recent management review will lead the organisation to deliver these outcomes.
- 10.9 As stated above, the Plan Refresh sets out how the Councils aim to provide services to deliver positive, sustainable change in our communities, individual and business communities, over the next five years. It is not a detailed Work Programme. These details will be set out in the established Corporate Work Programme and Committee Work Plans, with a Delivery Programme Plan sitting below these documents.

10.10 Key to delivering the outcomes in the Plan will be our relationship with our communities and businesses. The achievement of Councillor priorities in the areas of homes, jobs, and businesses, and our overall approach to serving our residents, will require our work with communities to be embedded in all those areas.

10.11 As Councillors we have a key role in leading and overseeing delivery against the outcomes in our refreshed joint Strategic Plan. Through our new outcome performance management framework we will measure our progress towards achieving the desired results and outcomes of our key projects and activities, underpinning the agreed priorities and ambitions of the Councils. Our developing framework will measure the impact the Councils (and partners) are having on improving community conditions and quality of life. We also aim to become more transparent in our activities, all of which will enable us to be responsive and accountable to the electorate.

## 11. Appendices

Title	Location
A The Babergh District Council and Mid Suffolk District Council Joint Strategic Plan Refresh 2016-2020	Attached

## 12. Background Documents

12.1 The Babergh and Mid Suffolk District Councils Joint Strategic Plan Refresh 2016-2020 'Plan on a Page'.

12.2 The Babergh and Mid Suffolk District Councils Joint Strategic Plan 2014-2019.

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