

BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

From: Heads of Corporate Organisation and Resources	Report Number: M71
To: EXECUTIVE AND STRATEGY COMMITTEES	Date of meeting: 10 and 13 September 2012

STRATEGIC AND FINANCIAL PLANNING PROGRAMME FOR 2013/14- LEAD MEMBER ROLES AND RESPONSIBILITIES

1. Purpose of Report

- 1.1 The provide leading councillors with the opportunity to review , design and approve the timetable and overall methodology for the development of the strategic priorities, financial planning and budget setting processes for 2013/14.
- 1.2 To outline the proposed member roles and responsibilities, particularly lead members in determining the council's strategic priorities and associated resource allocation and budget planning processes.

2. Recommendations

- 2.1 That the 2013/14 strategic and financial planning programme timetable approach and overall methodology is approved.
- 2.2 That the key role which leads Members will play in determining strategic priorities and then using these to agree future resource allocation as part of the Medium Term Financial Planning and Budget setting process is recognised and agreed.

The committee are able to resolve this matter.

3. Equality Analysis

- 3.1 There are no specific equality and diversity implications arising from this report as it describes a process, however any equality impact of changes in strategic direction for the council will be considered and reviewed through the equality impact assessment process.

4. Shared Service/Partnership Implications

- 4.1 The development of Operational Delivery Teams will be dependent on the creation of a clear strategic direction by councillors supported by Management Board. The Heads of Service role will be to ensure the full and proper translation of these strategic priorities into operational realities. This will then inform and guide the process of development for the teams that is to be led by the Corporate Managers (CMs) in collaboration with operational colleagues.

5. Financial Implications

- 5.1 There are no additional financial implications relating to the content of this report as it describes the process, approach and timetable for the development of a clear strategic vision for the councils which will inform the budget setting process for the 2013/14 budget.

6. Risk Management

- 6.1 The following key strategic risk have been considered and mitigated through the developmental process for the proposed programme.

Risk Description	Impact	Probability	Mitigation Measures
Failure to plan early and identify options to meet the medium term (3 year) and 2013-14 budget gap of both councils to minimise or avoid reductions in service provision	3	2	Early and rigorous discussions to agree how savings and additional income are to be achieved for the next 3 years and the draft budget proposals for 2013-14
Failure to integrate services in accordance with Strategic Priorities and the business case leads to full benefits of joint service delivery not being achieved	3	2	<ol style="list-style-type: none">1. Manage and monitor Transformation and Integration Plan (TIP) by regular reports to MB/JMIB/Scrutiny Committee2. Agree strategic priority process for 2013/14 onwards

7. Consultations

- 7.1 The developmental process for the strategic priorities is supported by an extensive and community engagement programme led by members who will inform both the development of clear strategic direction for the councils and the allocation of resources through the budget setting process. The JMIB have also reviewed the proposed timetable and approach outlined in this report.

8. Key Information

- 8.1 The strategic and financial planning programme and methodology was reviewed and approved by the JMIB group on 14 August 2012. A programme of community engagement designed to inform the development of the vision and key strategic priorities for the councils and the linked detailed delivery and operational plans budgets and resource allocation process for 2013/14 has commenced as part of this programme.

- 8.2 The JMIB group agreed to the importance of the leading member role in providing clear leadership and direction on the issues that emerge from the strategic and financial planning process, so that informed decisions on strategic priorities, resource allocation, savings and future budgets are made.
- 8.3 The leading member role is different across the two councils with Babergh's Political Leaders Group (PLG), Strategic and Financial Planning Group (SFP) and Strategy Committee members providing the core focus and strong lead for this process. Whereas in Mid Suffolk the Portfolio Holders will provide this function in their role as the ruling political administration alongside key members from other political groups. To deliver this political and managerial leadership requirement a programme has been designed with four key principles:
- Broad involvement from all Members in reviewing evidence sources and supporting the work to develop strategic priorities for the councils.
 - Lead Members review information sources and intelligence and provide a clear steer and leadership in determining an approach to the ranking key issues and a process for developing strategic priorities.
 - Lead Members to be given the earliest opportunity to shape and determine the future strategic direction for each Council using available resources; capacity, budget and intelligence sources.
 - Lead members to work with political group colleagues and other councillors to provide leadership and clear direction in determining future council strategic priorities.
- 8.4 Appendix one outlines the proposed approach for both councils respectively for the Member led timetable. These are separate processes for each sovereign council, however taking place at the same time to ensure that an effective steer is provided to the single officer core in developing Operational Delivery Teams and associated delivery plans and expected community outcomes. The strategic and financial planning process is divided into a number of sub-stages with key objectives:
- Stage 1 (mid August 2012 to mid September 2012) – To agree the overall process, timetable, methodology and lead member role;
 - Stage 2 – (mid September 2012 to beginning of October 2012) - To review emerging intelligence and commence the work to determine overall council priorities ;
 - Stage 3 (October 2012) – To agree the ranking methodology/ mechanism and format for all member workshops. Consider implications for financial planning and resource allocation ;
 - Stage 4 (November 2012) –To Determine initial priorities and develop draft financial strategy and budget proposals ;
 - Stage 5 (December 2012- End February 2013) – To approve strategic priorities and financial plan/budget for 2013/14.

8.5 The linked financial planning and Budget setting process will include the following elements:

- Ensuring Members and key officers fully understand the financial position and the challenges and tough choices we are facing
- Members and officers, including the new Corporate Managers, being engaged and involved in formulating our future financial plans and an overall medium term savings plan for the next 3 years as part of a Joint Medium-Term Financial Strategy

9. Appendices

(a) Strategic and financial planning process

Authorship:
Peter Quirk
Head of Corporate Organisation

01473 825829 or 01449 724556
peter.quirk@babergh.gov.uk

STRATEGIC AND FINANCIAL PLANNING TIMETABLE

Babergh		Mid Suffolk	
Stage 1- Objective – To agree the overall process, timetable, methodology and lead member role.			
Meeting	Purpose	Meeting	Purpose
14/8/12 JMIB	Agree overall approach and detailed timetable	14/8/12 JMIB	Agree overall approach and detailed timetable
16/08/12 PLG	Agree specific leadership role for PLG/Strategy committee members and SFP task group in developing priorities, resource allocation and 3 year savings plan for Babergh	15/8/12 Leader meeting	Consider how process will be managed , and determine specific roles and responsibilities
30/8/12 SFP Task Group	Start to feed in any emerging themes/issues from the community engagement process to inform the developing budget proposals. <i>(Verbal update on process)</i> . Consider initial work on 3 year savings plan and current spend/budget on services	28/8/12 Portfolio Holders meeting	Agree specific leadership role Portfolio Holders and role for other parties and members in developing priorities, resource allocation and 3 year savings plan for Mid Suffolk
13/9/12 Strategy Committee	Members design and approve process, timetable and overall methodology for development of strategic priorities, financial planning and setting budget for 2013/14.	10/9/12 Executive Committee	Members design and approve process, timetable and overall methodology for development of strategic priorities, financial planning and setting budget for 2013/14.
Stage 2- Objective – To review emerging intelligence and commence the work to determine overall council priorities.			
Meeting	Purpose	Meeting	Purpose
13/9/12 MB	To feed in views on strategic priorities to member workshops at end Sept/Oct.	13/9/12 MB	To feed in views on strategic priorities to member workshops at end Sept/Oct.
18/9/12 JMIB	Receive update on community engagement programme and consider proposed approach to member workshops. To agree approach to ranking.	18/9/12 JMIB	Receive update on community engagement programme and consider proposed approach to member workshops. To agree approach to ranking.
18/9/12 PLG + Strategy +SFPTG	Agree format, approach and content for Babergh member workshops. To agree approach to ranking.	Mid Sept Portfolio holders meeting	Agree format, approach and content for Mid Suffolk member workshops. To agree approach to ranking.

Babergh		Mid Suffolk	
members (12-4 Hadleigh Library)	Agree need for and purpose of Joint O&S Committees meeting in December (Priorities, resource allocation and Budget options)	(w/c 17/9/12 tbc)	
28/9/12 All Member workshop 2.00-5.00 pm (Venue tbc)	To review emerging issues and start to develop priorities.	2/10/12 All Member workshop 9.30-12.30 pm (Council Chamber)	To review emerging issues and start to develop priorities.
1/10/12 All Member workshop 5.30-8.30 pm (Guild Room Town Hall Hadleigh)	To review emerging issues and start to develop priorities.	2/10/12 All Member workshop 5.30-8.30 pm (Council Chamber)	To review emerging issues and start to develop priorities.
Stage 3- Objective – To agree the ranking methodology/ mechanism and format for all member workshops. Consider implications for financial planning and resource allocation			
Meeting	Purpose	Meeting	Purpose
2/10 SFP Task Group	Continue to consider emerging themes/issues from the community engagement process to inform the developing budget proposals. <i>(Verbal update)</i> Establish principles on Joint MTFs and consider progress on 3 year savings plan.		
11/10 /12 JMIB	Further update on emerging themes from community engagement programme and financial planning. <i>(Verbal update to allow time to feed in workshop outcomes.)</i>	11/10 /12 JMIB	Further update on emerging themes from community engagement programme and financial planning. <i>(Verbal update to allow time to feed in workshop outcomes.)</i>
16/10/12 PLG + Strategy +SFPTG members	To consider community intelligence information, start to identify key priorities and resource allocation/savings implications..	(W/c 15/10/12 or 22/10/12 tbc) Portfolio holders workshop	To consider community intelligence information, start to identify key priorities and resource allocation/savings implications. Preparation for November member workshops

Babergh		Mid Suffolk	
18/10/12 Strategy	Agree methodology for ranking priorities. <i>(Report by 9/10/12 PQ)</i> Interim Strategic and Financial Planning report. <i>(SFPTG)</i>	15/10/12 Executive Committee	Agree methodology for ranking priorities. <i>(Report by 5/10/12 PQ)</i>
Stage 4 : Objective - Determine initial priorities and develop draft financial strategy and budget proposals			
Meeting	Purpose	Meeting	Purpose
All member workshops 02/11/12 9.30-12.30 (Grand Hall, Hadleigh Town Hall)	Consider recommendations from PLG regarding future council priorities and resource allocation.	5/11/12 Portfolio holders meeting	Update information/final preparations for member workshop
6/11/12 JMIB	Update and alignment of issues/themes with financial plan and draft budget proposals.	6/11/12 JMIB	Update and alignment of issues/themes with financial plan and draft budget proposals.
6/11/12 SFP Task Group	Develop resource allocation, 3 year Savings Plan/MTFS and 2013/14 Budget Options further	7/11/12 All member workshops 5.30-8.30 (Venue tbc)	Consider recommendations from Portfolio holders regarding future council priorities and resource allocation.
08/11/12 All member workshops 5.00-8.30 (Grand Hall, Hadleigh Town Hall)	Consider recommendations from PLG regarding future council priorities and resource allocation.	9/11/12 All member workshops 9.30-12.30 (Venue tbc)	Consider recommendations from Portfolio Holders regarding future council priorities and resource allocation.
13/11/12 Members Seminar	Census data and update on progress.	9/11/12 pm TBC Portfolio holders meeting?	May be a requirement for additional PH meeting post member workshop
15/11/12 PLG + Strategy +SFPTG members	Update incorporating SFP Task Group's views and review of member workshop	13/11/12 Councillors Briefing forum	Census data and update on progress
22/11/12 Strategy	Consideration and approval of draft priorities to feed into financial planning, budget and ODT timetable. <i>(Report by 13/11/12)</i>	19/11/12 Executive Committee meeting	Consideration and approval of draft priorities to feed into financial planning, budget and ODT timetable. <i>(Report by 9/11/12)</i>

Babergh		Mid Suffolk	
TBC w/c 26/11/12 or 03/12/12 - Parish Liaison Meetings	To provide feedback on consultation	TBC w/c 26/11/12 or 03/12/12 - Parish Liaison Meetings	To provide feedback on consultation
Stage 5: Objective – Strategic priority and financial plan/budget approval			
Meeting	Purpose	Meeting	Purpose
27/11/12 SFP Task Group	Report for joint O&S 11 th		
11/12/12 O & S (Joint)	Draft budget options (Report of the Strategic and Financial Planning Task Group)		
13/12/12 JMIB	Update and alignment of issues between both councils. (<i>Report by 4/12</i>)	13/12/12 JMIB	Update and alignment of issues between both councils
18/12/12 SFP Task Group	To consider any final issues on the financial planning and draft budget options for Strategy Committee in January 2013.	31/12/12 Portfolio holders meeting	Further review of strategic priorities for 2013/14. Savings Plan/ MTFS & Draft budget
17/1/13 Strategy	Savings Plan/ MTFS & Draft budget	14/1/13 Executive Committee	Further review of strategic priorities for 2013/14. Savings Plan/ MTFS & Draft budget
22/1/13 O&S (Stewardship)	Scrutiny of the 2013/14 draft budget/ SFP outcomes.	29/1/13 Councillors Briefing Forum	Update
29/1/13 Members Seminar	Update	31/1/13 Scrutiny Committee	Pre Scrutiny of 2013/14 draft budget
14/02/13 Strategy Committee & 26/02/13 Council	Final Savings Plan/ MTFS & Budget Strategic priority outcomes Final Approval	11/02/13 Executive Committee & 21/02/13 Council	Final Savings Plan/ MTFS & Budget Strategic priority outcomes Final Approval