

BABERGH DISTRICT COUNCIL

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| From: Head of Corporate Organisation | Report Number: M116 |
| To: Strategy Committee | Date of meeting: 22 November 2012 |

STRATEGIC AND FINANCIAL PLANNING PROCESS 2013/14

1. Purpose of Report

- 1.1 The Strategy Committee approved the format and approach to developing the future strategic priorities and financial planning framework for Babergh at the meeting on 13 September 2012. This report summarises the progress made in developing the emerging strategic vision, priorities and outcomes for the area.
- 1.2 The report provides the Strategy Committee with the opportunity to review and approve the emerging vision, draft strategic priorities and developing outcomes which will lead to the development of the council's strategic plan and inform the 2013/14 financial planning and budget setting process, and the development of the Operational Delivery Teams (ODTs).

2. Recommendations to Council

- 2.1 That the vision, strategic priorities and developing outcomes be adopted in draft form as the basis upon which a strategic plan, the budget process for 2013/14, Medium Term Financial Strategy and the Operational Delivery Teams can be developed.
 - 2.2 That the strategic and financial planning process approach outlined at 11.1-11.5 be approved.
- The Committee is able to resolve these matters.

3. Financial Implications

- 3.1 There are no specific financial implications contained in this report; however the vision, strategic priorities and outcomes will form the basis for the budget setting and resource allocation process for 2013/14.

4. Risk Management

- 4.1 The following key strategic risks have been considered and mitigated through the developmental process for the proposed programme:

| Risk Description | Likelihood | Impact | Mitigation Measures |
|--|------------|--------|--|
| 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 | Manage and monitor Transformation and Integration Plan (TIP) by regular reports to MB/JMIB/Scrutiny Committee Agree strategic priority process for 2013/14 onwards. |

| Risk Description | Likelihood | Impact | Mitigation Measures |
|---|------------|--------|--|
| Failure to develop the role of Councillors leads to the Councils' joint vision not being fulfilled. | 3 | 2 | Ensure Councillors are fully involved in the development of the vision, priorities and outcomes for both Councils through workshops and the formal committee system. |

5. Consultations

- 5.1 The developmental process for the vision, strategic priorities and outcomes has been informed by an extensive and ongoing community engagement programme led by Councillors. The programme has provided the council with the opportunity to have a really meaningful dialogue with many groups and individuals on the issues and challenges they face about how we can work with them to maximise the impact of the reduced resources in the longer-term.
- 5.2 The Joint Member Implementation Board (JMIB) has also reviewed the strategic and financial planning timetable and approach.

6. Equality Analysis

- 6.1 There are no specific equality and diversity implications arising from this report. However the impact of changes in strategic direction and resource allocation will be identified, reviewed and determined on a case by case basis using an equality impact assessment process.

7. Shared Service / Partnership Implications

- 7.1 There are two very separate, but similar strategic and financial planning processes underway in Mid Suffolk and Babergh. Both Councils are developing a vision, set of strategic priorities and delivery outcomes, which will then inform the council's 2013/14 financial planning process. The JMIB group will be reviewing the emerging draft priorities and outcomes for each council in December 2012 to determine potential synergies, linkages and to identify opportunities for alignment. This will result in more efficient and effective working practices for the shared Operational Delivery Teams (ODTs).

8. Key Information

- 8.1 The strategic and financial planning process has provided the Council with the opportunity to radically rethink its purpose and focus, to listen to and respond to community and business needs and aspirations, and to then re-model the organisation in line with these needs.
- 8.2 In parallel to the community engagement programme (see 5.1), there has been a process driven by leading Councillors, involving all Councillors to develop a strategic vision, priorities and outcomes for the council.
- 8.3 The work has included a review of national and local drivers and intelligence sources to determine key issues and core themes. The outputs have then been mapped against the outcomes from the community engagement programme to ensure that a clear picture of current community needs and aspirations has been determined.

8.4 This comprehensive picture has then been used by Councillors as the basis for the development of an emerging vision for the area and a set of core priorities for the council. Councillors have also started to consider the core characteristics the organisation will need to adopt to deliver these.

9. Emerging Vision for Babergh

9.1 Through the strategic and financial planning process Councillors have developed the following emerging vision for Babergh:

“We will increase the potential of individuals, communities and businesses to thrive and flourish.”

9.2 Members of PLG, the Strategy Committee, and the Strategic and Financial Planning Task Group (PLG+) discussed whether the vision should contain the word ‘maximise’, ‘improve’ or ‘increase’ and felt ‘increase’ realistically described what could be achieved.

10. Emerging strategic priorities

10.1 To support the vision, PLG+ considered strategic priorities that articulate the overarching outcomes the council aims to achieve, and to provide a focus for the council’s activity.

In order to do this we will engage proactively with businesses, partners and communities to:

- ***Support and facilitate active, healthy and safe communities where people can thrive.***
- ***Shape, influence and provide the conditions to deliver growth whilst protecting and enhancing our environment.***
- ***Achieve the right mix and supply of housing.***

PLG+ inserted ‘safe’.

PLG+ discussed whether this priority should contain ‘supply’ and felt that it should.

11. Next Steps- Strategic and financial planning process

11.1 Further work is underway to develop and refine the more detailed outcomes which underpin each of the strategic priorities. This will provide the basis for the Council’s strategic plan which will detail the outcomes we will deliver or support in partnership with others for our communities.

11.2 The more detailed outcomes will also provide the basis for the development and focus for ODTs, the budget plan for 2013/14 and the Medium Term Financial Strategy. In tandem with this work there will also be a separate piece of work which will refine and develop the outline characteristics the organisation will need to adopt to deliver the emerging priorities and outcomes.

- 11.3 Town and Parish Council liaison meetings have been set up for the 29 November (9.30am and 6.00pm in Babergh's Council Chamber) to provide feedback on progress and outcomes from the community engagement programme. The ongoing community engagement programme will also be used to ensure that all of our communities are provided with feedback from the process for developing the emerging strategic priorities and the future impact on the budget development process and resource allocation.
- 11.4 JMIB will review the identified priorities and outcomes for Mid Suffolk and Babergh District Councils in December 2012 to examine synergies and identify opportunities for potential alignment.
- 11.5 The 2013/14 budget process will be aligned to the emerging priorities and outcomes and be presented to this committee in draft on 17 January 2013. A final paper will be submitted on 14 February for approval.

12. Appendices

13. Background Documents

- 13.1 M38 – Strategic and Financial Planning Process 2013/14
- 13.2 M71 - Strategic and Financial Planning Programme for 2013/14 - Lead Member Roles and Responsibilities

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