

BABERGH DISTRICT COUNCIL

To: Strategy Committee	Report Number: M162
From: Head of Corporate Organisation	Date of meeting: 14 March 2013

APPROVAL OF DRAFT STRATEGIC PRIORITY OUTCOMES

1. Purpose of Report

- 1.1 The Strategy Committee on 22 November 2012 and Council on 18 December 2012 adopted in draft form the vision, strategic priorities and developing outcomes for Babergh District Council as the basis upon which a Strategic Plan, the budget process for 2013/14, Medium Term Financial Strategy and the Operational Delivery Teams would be developed. Since then, further work has been carried out by Members and Officers to refine the draft versions and this report presents the revised versions for discussion, approval and recommendation to full Council.

2. Recommended to Council

- 2.1 That the revised draft vision, strategic priorities and outcomes as outlined at 8.1 and 8.2 be adopted.

3. Financial Implications

- 3.1 There are no specific financial implications contained in this report, however the strategic vision, priorities and outcomes will form the basis for the future budget setting processes and linked resource allocation.

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
Failure to develop the role of Members leads to the councils' joint vision not being fulfilled.	3	2	Ensure Members 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 strategic priorities has been informed by an extensive and ongoing community engagement programme led by Members. The programme has provided the council with the opportunity to have a really meaningful dialogue with many groups and individuals about how we can work with our communities to maximise the impact of the reduced resources in the longer-term.
- 5.2 The Joint Member Implementation Board (JMIB) has also reviewed the progress to determine potential synergies, linkages and to identify opportunities for potential alignment. This potential alignment will result in more efficient and effective working practices for the shared Operational Delivery Teams.

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 for each sovereign council. Both councils are developing a single vision, set of strategic priorities and delivery outcomes, which will then inform the council's 2013/14 financial planning process and culminate in an authority specific Strategic Delivery Plan. Each Council's draft vision, strategic priorities and outcomes have been shared with Members of the other Council at Member workshops at the beginning of February.

8. Key Information

- 8.1 A draft vision and priorities were presented to the Strategy Committee in November 2012 and Council in December 2012 to provide the basis upon which the strategic plan, the budget process for 2013/14, Medium Term Financial Strategy and Operational Delivery teams could be developed. In light of comments made at the November Executive meetings and at subsequent Member workshops in February the draft vision and priorities have been revised to give the proposed new versions below. At the February workshops, Members were also asked to rank the priorities in order of importance and they are presented below with the highest priority first.

Vision for Babergh

“To create an environment where individuals, families, communities and businesses can thrive and flourish.”

Strategic priorities

- ***Shape, influence and provide the leadership to enable growth whilst protecting and enhancing our environment.***
- ***Shape, influence and provide the leadership to achieve the right mix and supply of housing.***
- ***Shape, influence and provide the leadership to support and facilitate active, healthy and safe communities.***

8.2 Strategic Directors have further developed the outcomes put forward at the Member workshops in November and together with managers and staff developed a refined set of outcomes based on the Member and community views of what the area should look like. These were reviewed by members at workshops on 4 and 8 February and then further refined in light of comments and suggestions made. The proposed outcomes under each priority are shown in the tables below. Please note that these are not in any preferential order.

The Economy and Environment

Draft Priority: Shape, influence and provide the leadership to enable growth whilst protecting and enhancing our environment.
Proposed outcomes
A. Babergh is open for business and a champion of the local economy.
B. Investment is secured and employment opportunities are developed through existing and new business including the delivery of more high value jobs.
C. Local skills provision and the local economy are more aligned
D. More young people are able to fulfil their potential.
E. Improved infrastructure in place to deliver growth.
F. Key strategic sites planned and brought forward for development.
G. The natural and built environment and our heritage and wildlife are balanced with growth.
H. Our market towns are accessible and sustainable vibrant local centres.
I. Growth in the key sectors of food, drink, agriculture, tourism, advanced manufacturing, logistics, energy and the green economy.

Housing

Draft Priority: Shape, influence and provide the leadership to achieve the right mix and supply of housing.
Proposed outcomes
A. The supply of housing in Babergh meets the needs and demands of our communities.
B. Housing growth in Babergh makes a tangible contribution to the local economy.
C. Babergh District Council is engaged in managing supply and demand in the local housing market.

Our Communities (Wellbeing)

Draft Priority: Shape, influence and provide the leadership to support and facilitate active, healthy and safe communities.
Proposed outcomes
A. Communities use their capacity and assets to be more self sufficient, self reliant and independent.
B. More people take responsibility for their own health, fitness and lifestyles.
C. Communities feel safer and there are lower levels of crime.
D. Communities are better connected and have a strong and productive relationship with Babergh District Council.

9. Next Steps

- 9.1 The agreed draft vision, strategic priorities and outcomes will provide the basis for Babergh's Strategic Plan which will outline how we aim to achieve the outcomes in partnership with others. Similarly a Strategic Plan will be developed for Mid Suffolk. The information from both plans will form a key input into the transformational enquiries which will commence in the summer and will look at transforming the organisation in order to achieve the desired outcomes, along with service delivery alignment between both authorities. Further refinement of the outcomes may be made at this stage, hence the draft nature at this stage.

10. Background Documents

- 10.1 M116 – Strategic and Financial Planning Process 2013/14
- 10.2 M71 - Strategic and Financial Planning Programme for 2013/14 - Lead Member Roles and Responsibilities
- 10.3 M38 – Strategic and Financial Planning Process 2013/14

Authorship:

Peter Quirk
Head of Corporate Organisation

01449 724656 and 01473 825829
peter.quirk@babergh.gov.uk