

## BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

<b>From: Strategic Director</b>	<b>Report Number: R89</b>
<b>To: Strategy Committee Executive Committee</b>	<b>Date of meeting: 4 February 2016 8 February 2016</b>

### JOINT 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 Joint Strategic Plan Refresh 2016-2020. The purpose of the Plan and the Direction set by the Plan have been considered and supported by the Portfolio Holders of both Councils.
- 1.2 The Plan is a refresh of the Joint Strategic Plan developed in 2013/14 by the previous Councillor administrations of the two Councils. The new Councillor administrations elected in May 2015, are both now Conservative majorities, and they wanted to revisit the previous Joint Strategic Plan 2014-2019, and refresh the Plan, given changes in the local, regional and national context since that Plan was developed in 2013/14.
- 1.3 The Plan being presented today is a summary document, a 'Plan on a Page', that 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.
- 1.4 The detail behind this summary document is being developed into a full Joint Strategic Plan refresh document, and will be brought forward for approval at the following Strategy and Executive Committee meetings, and full Council meetings, to be held in April 2016.

#### 2. Recommendations

- 2.1 That the Babergh District Council and Mid Suffolk District Council Joint Strategic Plan Refresh 2016-2020 'Plan on a Page' (Appendix A to the report) be approved.
- 2.2 That the Strategic Director be authorised to make any minor changes to the document as may be necessary.

The Committee resolves 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 is 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 essential 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) will be reported to the same Committee and Council meetings as this report. 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> </ul>

Risk Description	Likelihood	Impact	Mitigation Measures
			<ul style="list-style-type: none"> <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 ('Profit for Purpose')
  - **An enabled and efficient organisation** – The right people are doing the right things, in the right way, at the right time, for the right reasons and are able to prove it
- 10.5 However, the national, regional and local environment has changed since the development of the previous Plan. Some of the key issues and challenges facing the Councils now and over the next five years include:

**National:**

- The Government is driving economic and housing growth to strengthen the local economy and ensure people and places become more prosperous.
- New National Government policy changes, including Welfare reform, which is essentially about helping people become more independent; Budget announcements; Productivity plan; the Prevent agenda, which is about intervening before issues become acute, which links to wider whole system working; changes to feed-in tariffs that reduce the income generating potential of renewables; and the implications of the Comprehensive Spending review announced in November.
- Government's drive for public sector resources to be reduced, and transformation of the way public services are resourced, which drives the need for a cross-Suffolk System review.

- Growing population and ageing population; low average wage economy/high average house prices (and rising faster than wages); challenges around how we involve our communities in realising the benefits of growth in their places.
- Increasingly litigious culture, freedom of information, transparency agenda making it easier to challenge decision making, increased ability and willingness to challenge, equalities duties, new parliament (whose role is to make law).
- The continuing digital revolution - changes in technology affecting the ways we can interact with people, but also, for example, increasing move to online shopping impacting the role of town centres and physical shopping habits. This also creates opportunities for demand management.

### **Regional:**

- Public services across Suffolk are being transformed to deliver better outcomes for less resource with collaboration and joining up of activities across the whole system.
- Suffolk Devolution bid and potential combined authority to take growth forward.
- The Suffolk economy, where we have sector issues like stagnating tourism levels, low wages and the growth in green industry.

### **Local:**

- The Local political environment has changed with the new Babergh administration.
- Both Babergh and Mid Suffolk face a challenging financial outlook for the next four years and in all likelihood beyond 2020.

10.6 Officers and Councillors across both Councils have been working very hard to develop and deliver solutions to address each of these key challenges. However, it is recognised that the challenges are significant and affect all public services and communities across Suffolk. Delivery of the strategic outcomes can only really be achieved through collaboration with public sector partners, local communities and the voluntary sector.

10.7 Work is underway across Suffolk to lead this whole system transformational change, and this has underpinned the Suffolk/Norfolk Devolution proposals. 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. For example, the Localities work stream is looking to jointly commission a better Voluntary and Community Sector (VCS) offer and radically revise the community development resources so we can move to a single and more cohesive conversation. The same can be said for our strategic connections to Health and Wellbeing, community safety aspirations, growth and many others.

- 10.8 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 eg new Treasury Management Strategy providing increased revenue from cash invested in CCLA and the Funding Circle. These initiatives taken together are getting us on track to be more efficient and more financially sustainable.
- 10.9 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 Focussed Management Review has been developing a new management structure and culture that will lead the organisation to deliver these outcomes. This new organisation has been designed to be:
- more agile and adaptable, where people are increasingly networked both internally and across the Suffolk system;
  - work is organised so key areas that overlap are better connected and to create tight groupings of activities where required to strengthen linkages across the organisation;
  - resources are aligned and focused to the outcomes of the Councils to enable both collaboration and a strong focus to deliver strategic outcomes and services;
  - senior leadership is created that is similarly outcome-focused and has a real positive impact.
- 10.10 Finally, a new performance management framework is being developed to define what success will look like, and to monitor progress towards delivering the required strategic outcomes.
- 10.11 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.
- 10.12 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.
- 10.13 Appendices

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

## 11. Background Documents

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

Authorship:

Lindsay Barker  
Strategic Director

01449 724697/ 01473 825844  
[lindsay.barker@baberghmidsuffolk.gov.uk](mailto:lindsay.barker@baberghmidsuffolk.gov.uk)

k:\governance\docs\committee\reports\strategy\2015\040216-jsp refresh 2016.docx

# Joint Strategic Plan Refresh 2016-2020 Overview



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

**Vision & Priorities** - 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 (identified in this overview diagram by the five larger pieces) - Housing delivery; Business growth; Community capacity building and engagement; Assets & investments ('Profit For Purpose'); An enabled and efficient organisation.

**Operating Environment** - the national, regional and local environment has changed since the development of the previous Plan. Some of the key issues and challenges facing the Councils now and over the next five years include:

- The Government is driving economic and housing growth to strengthen the local economy and ensure people and places are more prosperous.
- New National Government policy changes, including Welfare reform; Productivity plan; the Prevent agenda
- Government's drive for resources to deliver public services to be reduced and the transformation of the way public services are resourced.
- Growing population and ageing population, low average wage economy/ high average house prices.
- Increasingly litigious culture, freedom of information, transparency agenda, equalities duties, new parliament.
- Continuing the digital revolution.
- Suffolk Devolution bid and potential combined authority to take growth forward.
- The Suffolk economy, where we have sector issues like stagnating tourism levels, low wages and the growth in green industry.
- The Local political environment has changed with the new Babergh administration.
- Both Babergh and Mid Suffolk face a challenging financial outlook for the next four years and in all likelihood beyond 2020.

**The Suffolk System** - It is recognised that the challenges are significant and affect all public services and communities across Suffolk. 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 Devolution proposals.

**Commercialism** - Officers have been working on a number of new commercial initiatives over the last year in order to generate income for both Councils, with some having already been implemented and now realising positive benefits. For example a new Treasury Management Strategy has been implemented, realising increased interest income for both Councils.

**Management, Organisation & Culture** - 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 Focussed Management Review has been developing a new management structure and culture that will lead the organisation to deliver these outcomes.



Work is underway across Suffolk to lead this whole system transformational change, and this has underpinned the Suffolk/Norfolk Devolution proposals.