

BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

From: Strategic Director	Report Number: S18
To: MSDC Executive Committee BDC Strategy Committee	Date of meeting: 6 June 2016 9 June 2016

JOINT STRATEGIC PLAN DELIVERY PROGRAMME

1. Purpose of Report

- 1.1 To explain the approach being taken to delivering the refreshed Joint Strategic Plan (JSP) 2016-2020 – the JSP Delivery Programme, and to ensure that Councillors are fully engaged and understand the JSP Delivery Programme, and their part to play in leading and supporting its delivery.

2. Recommendations

- 2.1 That the Committee notes and confirms its support for the approach being taken to the delivery of the refreshed Joint Strategic Plan 2016-2020 – the JSP Delivery Programme, as set out in this report.

3. Links to Joint Strategic Plan

- 3.1 The Delivery Programme is fully aligned to the refreshed Joint Strategic Plan 2016-2020.
- 3.2 As a quick recap, the JSP has three main priority areas:
- Economy and Environment
 - Housing
 - Strong and Healthy Communities

and five key strategic themes or outcomes:

- **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.

4. Key Information

Introduction

- 4.1 The JSP is a challenging agenda which is dynamic and complex. To respond to this, we are developing a networked approach in the organisation (initiated through the recent Management Review) which ensures clear accountability and Agile programme and project management skills, to be able to respond to a rapidly changing context.
- 4.2 The 'Plan on a Page', which summarised the content and thinking from the JSP on a single page, was approved by both Councils in February 2016. The full JSP Refresh was approved by both Councils in April 2016.
- 4.3 The Delivery Programme connects and aligns the strategy in the Joint Strategic Plan, to the day-to-day service delivery and service development activities carried out by management and staff.
- 4.4 It details the 'why, what, how, when and who' for delivering each of the outcomes in the JSP refresh. It is a comprehensive record of our work programme all held in one place.

The Councillors' role

- 4.5 All Councillors have a leading role to play in the Delivery Programme, in making sure delivery is on track, milestones are being reached, and that the strategic outcomes are being achieved. This has started with the alignment of the Portfolios and the Members with Special Responsibilities (MSRs) to the five key strategic outcome areas, along with the Environment.
- 4.6 The Portfolio Holders and MSRs will be the key points of contact for all Councillors to feed-in ideas, share information, and provide a group steer on the issues and outcomes in their areas of responsibility.
- 4.7 Where an activity within the Delivery Programme requires a decision from Councillors, it will be set out in the established Corporate Work Programme linking into the Forward Plans of each authority.
- 4.8 The role of Councillors in the Delivery Programme, the governance mechanisms, delivery and scrutiny, will be discussed and considered by Councillors and the Monitoring Officer during the Strengthening Governance Review. This is where consideration to a task and finish approach will be clarified along with Programme Steering Boards.

The approach to the delivery of the JSP

- 4.9 The Delivery Programme has been developed working outwards from the strategic outcomes, making the linkages across projects, service areas and the teams. This ensures that there is a clear set of activities and interventions, when delivered, which will achieve each outcome.
- 4.10 The development of the Delivery Programme provides a 'Business Plan' on how we will deliver the 'Business Strategy' outlined in the JSP. It contains all the elements of a business plan:

- Service delivery activities, each linked to one or more strategic outcomes
- Service development projects, each linked to one or more strategic outcomes
- Deliverables expected from each activity or project, which are intelligence-led and evidence-based, quantified where possible – service delivery, service improvement, cost reduction, new or increased income
- Owners of each activity or project – both the accountable owners, which would be Councillors as well as senior management, and the responsible owners for delivering the activity, which would be Corporate Managers, project leads and staff
- Resources and skills required to deliver each activity and project
- Costs of each activity and project
- A timetable to deliver each activity and project, including the milestones along the way
- The risks of undertaking, and of not undertaking, the activity or project

- 4.11 The Delivery Programme has been developed to be ‘paper lite’ – in fact wherever possible, we will place information and documents about each activity, initiative, project and programme online, so it can be accessed easily by Councillors and staff. A prototype has been developed within the new Council intranet, Connect, and this will be made available to all Councillors and staff shortly for testing.
- 4.12 By increasing the visibility, accessibility and transparency of the Delivery Programme, we will increase knowledge and engagement of Councillors and staff in any and all activities underway and planned across both Councils. This approach will also enable a single record to be held, maintained and available to all.
- 4.13 A set of ‘minimum controls’ has been designed to be used across the Delivery Programme, that guide the thinking and responses of the project, programme or service lead and gives assurance on effective management of the Delivery Programme. This approach will ensure we make the best use of resources, activities are undertaken as quickly as possible, and the likelihood of successful delivery is increased.
- 4.14 The detail of the Delivery Programme will not be ‘set in stone’ – it is a plan of action at the moment, given the knowledge we have now and the assumptions we have made on future funding, legislation, government priorities, population characteristics, etc. The Delivery Programme will be a living document that will be reviewed and changed as necessary on a regular basis, to respond to actual and predicted changes in our operating environment. This agile approach to delivering the strategic priorities mirrors the approach we have taken to developing an agile organisation.
- 4.15 Integral to the Delivery Programme is an outcome-focussed performance framework that enables us to be clear at all levels about what success looks like, what impact we expect to have, and how it will be measured. It is an essential tool

that will help us track our progress against outcomes, thus enabling clear and relevant performance management and reporting.

- 4.16 The key initiatives, projects and programmes identified within the Delivery Programme will form the basis of performance reporting in future, enabling Councillors to track performance against our outcomes at a Suffolk and District level. This will be through a narrative built from a selection of high-level key indicators and measures. Presentation of highlights and issues associated with the key activities will enable Councillors to share our successes but also to see what interventions are needed and are underway.
- 4.17 The performance framework is being developed alongside the Delivery Programme. An agile approach is being followed, with the first performance report being a prototype that will be further developed over time.

5. Financial Implications

- 5.1 The JSP Refresh has shaped the financial and resource allocations made in the Medium Term Financial Strategy (MTFS) for both Councils, as the detailed output from strategic planning work was used as the basis for building the 2016/17 budget and the MTFS.
- 5.2 The budget and the MTFS are informed by and will drive the financial sustainability of both Councils. The Councils' joint response to the financial challenges and the opportunities faced, consists of 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).
- 5.3 The MTFS was reported to the Committee and Council meetings in February, the same meeting at which the 'Plan on a Page' was approved. The refreshed Joint Strategic Plan was approved by the Committee and Council meetings in April. The MTFS includes in broad terms how the Joint Strategic Plan will be funded and resourced.
- 5.4 The JSP Delivery Programme will be funded from the approved revenue and capital budget allocations in the 2016/17 budget and the MTFS, with transformation development project expenditure being funded through the Transformation Fund where necessary.

6. Legal Implications

- 6.1 There are no immediate legal implications that arise from the approach for delivering the JSP outlined in this report.
- 6.2 However, moving forward, there might be legal implications as the JSP Delivery Programme is implemented.

7. Risk Management

- 7.1 Risk management must be integral to policy, planning and operational management. It cannot be a 'bolt on' but must be embedded in the way the Councils work.
- 7.2 The Councils are clear that the responsibility for managing risk belongs to everyone and that there needs to be an appropriate level of understanding of the nature of risk by all stakeholders.
- 7.3 The JSP Delivery Programme covers all of the service delivery and development activity planned to be undertaken across both Councils in the next five years. The way we manage key corporate risk is therefore intrinsic to this strategy and plan of work, and will be embedded in each key activity, project and programme.
- 7.4 An updated corporate risk register and the risk strategy is the subject of a separate report being presented to the Committee at this meeting.
- 7.5 The key risks of not being able to deliver the Delivery Programme are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Insufficient funding and resources to deliver the activities set out in the JSP Delivery Programme	Unlikely	Bad	<ul style="list-style-type: none">• The financial planning process to develop the 2016/17 Budget and the MTF5 (following 3 years) has been integrated with the strategic planning process• 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.• The new management structure developed under the Management Review, has taken full account of the refreshed Plan, and has been designed to deliver the Plan.• The Delivery Programme has been developed to be in full alignment with the refreshed JSP; it sets out the activities needed to deliver the priority outcomes.

8. Consultations

- 8.1 The 2016-2020 JSP is a refresh of the 2014-2019 Plan, and has relied on the consultations undertaken as a basis for that earlier Plan. The Delivery Programme also relies on the earlier consultations.
- 8.2 Moving forward, there will be the need for significant community engagement in elements of the JSP Delivery Programme.

9. Equality Analysis

- 9.1 Where appropriate, specific projects and programmes within the JSP Delivery Programme, arising from the refreshed 2016-2020 Plan, will be the subject of an Equality Impact Analysis.

10. Shared Service / Partnership Implications

- 10.1 The JSP Delivery Programme incorporates a number of initiatives that consider the use of 'shared services' for their delivery.
- 10.2 All activities included in the Delivery Programme will include partnership working and collaboration as a key consideration in their resourcing and delivery.

11. Appendices

Title	Location
None	

12. Background Documents

- 12.1 The Babergh District Council and Mid Suffolk District Council Joint Strategic Plan Refresh 2016-2020.
- 12.2 The Babergh and Mid Suffolk District Councils Joint Strategic Plan Refresh 2016-2020 'Plan on a Page'.
- 12.3 The Babergh and Mid Suffolk District Councils Joint Strategic Plan 2014-2019.

Authorship:
Lindsay Barker
Strategic Director

Tel. 01449 724697/01473 825844
Email:
Lindsay.barker@baberghmidsuffolk.gov.uk