

**BABERGH DISTRICT COUNCIL**

**FROM: Corporate Plan Working Group**

**REPORT NUMBER: G170**

**TO: Strategy Committee**

**DATE OF MEETING: 10<sup>th</sup> January 2008**

**2008 -18 CORPORATE PLAN – PROGRESS REPORT**

**1. PURPOSE OF REPORT**

1.1 This report seeks approval for the format of the Corporate Plan document and the mechanisms for its review and the delivery of associated actions. It also asks the Committee to consider draft outcomes for the Corporate Plan for completeness. The report culminates with the next steps in the development of the Plan.

**2. RECOMMENDATIONS**

- 2.1 That the draft format of the Corporate Plan be approved.
- 2.2 That the planning and review mechanism outlined in this report be approved.
- 2.3 That the Corporate Plan Working Group considers any changes to the draft outcomes proposed by the Strategy Committee.

The Committee is able to resolve these matters.

**3. FINANCIAL IMPLICATIONS**

3.1 There will be some costs associated with the production and printing of the Corporate Plan document. It is anticipated these will be met from existing budgets.

**4. RISK MANAGEMENT**

4.1 By its very nature, the Corporate Plan is linked to a number of the Council's Significant Business Risks. But the main ones are:

<b>Risk Description</b>	<b>Likelihood</b>	<b>Seriousness or Impact</b>	<b>Mitigation Measures</b>
The organisation fails to deliver or meet: <ul style="list-style-type: none"><li>• Its own priorities and objectives</li><li>• Statutory or committed work with government or partners</li><li>• Residents' expectations</li></ul>	Significant	Critical	An agreed, resourced Corporate Plan is compiled following wide consultation and research
<ul style="list-style-type: none"><li>• Service quality isn't</li></ul>	Low	Critical	The Corporate Plan

<p>delivered, or is delivered ineffectively and inefficiently</p> <ul style="list-style-type: none"> <li>• Major projects/initiatives could be jeopardised.</li> <li>• The various sectors/communities of the District do not have their needs met</li> <li>• Poor customer satisfaction levels</li> <li>• Money isn't spent, or more may need to be spent to bring priorities back on track</li> <li>• The Council is judged poorly when scrutinised</li> </ul>			<p>is supported by medium-term and annual action plans linked to the Council's financial strategy and the Suffolk Community Strategy</p>
--	--	--	--

## 5. **KEY INFORMATION**

### **Background**

- 5.1 The Corporate Plan Working Group (CPWG) considered statistical and demographic information and various consultation results in the preparation of its paper to the Council's State of the District Debate on 30 October. This identified key issues the area would be likely to face over the next ten years. It concentrated on what affects Babergh as an area and not just on those services the Council delivers directly. At the Debate, the Council confirmed the issues that it wished the CPWG to pursue further as part of the Corporate Plan.
- 5.2 Since the State of the District Debate various aspects relating to the Corporate Plan have been discussed at meetings of the CPWG, a joint meeting of the CPWG and SFP Group and a joint meeting of the Overview and Scrutiny Committees. In addition they have been discussed at Management Team and Heads of Service meetings. This paper updates Councillors on the progress made and the issues arising, focusing on the following key areas:
- Format
  - Planning and review mechanisms
  - Vision, values and roles
  - Key outcomes
  - Priorities

### **Format**

- 5.3 A suggested format for the ten year Corporate Plan is shown in Appendix 1. It follows the principle that the ten year Corporate Plan should be high level, setting out the Council's vision for the area, outlining the main issues to be addressed and the priority outcomes to be aimed for. In essence, it should be capable of standing without change as a document unless alterations are called for because of substantive changes in relation to key issues/ priorities. The document itself needs to be well designed and laid out and written in a straightforward way. An additional option would be to produce a 'headline'

version that could fit onto a leaflet for wider distribution. Joint CPWG and SFP Group, and Joint Overview and Scrutiny Committee have agreed the draft format in principle.

### **Planning and review mechanism**

- 5.4 With a long term Corporate Plan it is important to be clear how progress against it will be assessed and how the plan itself might be reviewed to ensure it still meets the needs of the Council effectively. CPWG has proposed a planning and review mechanism that would allow the Council to present its long, medium and short term plans for achieving our priorities and to focus on clear targets or milestones against which progress might be gauged. This would make it easier to communicate priorities and progress to members of the public, staff, partners, for example, through an annual progress report to the public on what has been achieved and what our plans are for the following year. The proposals have been approved in principle by Joint CPWG/SFP Group and Joint Overview and Scrutiny Committee.

#### *Long term*

- 5.5 A ten year Corporate Plan as described above, high level focusing on the issues, priorities and outcomes.

#### *Medium term*

- 5.6 A medium term plan (described as a three year plus one plan) focused on the priorities, setting out what is to be achieved in the three-year lifetime of the Council's financial strategy and county-wide 2008-11 Local Area Agreement.
- 5.7 The final year (fourth year) allows the new Council to maintain momentum on agreed priorities whilst it carries out a review of the ten year Corporate Plan, in light of progress to date, current circumstances and future projections.

#### *Annual*

- 5.8 A one year delivery plan that forms part of the medium term plan. Progress would be reported to Members, say six monthly, as part of the normal performance management arrangements. Some key indicators might be incorporated into the quarterly performance reporting system e.g. as part of the basket.
- 5.9 There would also be an annual stock take against the ten year Corporate Plan. Has anything substantially changed which would trigger a full review of issues or priorities? If so, undertake a full review, if not, Corporate Plan document stays as it is and any less substantive changes are addressed through the medium term plan.

### **Vision, values and roles**

- 5.10 At its next meeting (21 January) the CPWG will review the current definition of vision, values and roles contained in the existing Corporate Plan. Any proposed changes will be presented to Strategy Committee as part of the Corporate Plan report on 7 February.

### **Key issues and outcomes for the ten year Corporate Plan**

- 5.11 Outcomes are a vital component of this plan as they will sit under the main priority headings as a tangible expression of what we are aiming to achieve and should be the effective basis for allocating or realignment of resources. Joint CPWG/ SFP Group has

considered these outcomes and an updated list is presented in Appendix 2 alongside the issues Council confirmed it wished CPWG to pursue. Joint Overview and Scrutiny Committee also considered these outcomes at their last meeting and asked that CPWG consider the specific inclusion of mental health, the importance of education, the protection of village school and the importance of tourism within the outcomes.

- 5.12 Heads of Service are currently considering the outcomes in detail and their comments are awaited. Further changes are likely to occur as we go through the process of confirming the Corporate Plan and developing the medium term plan.

### **Priorities**

- 5.13 CPWG has not yet made recommendations as to priorities. CPWG will look at the draft Corporate Plan outcomes mapped against existing BDC priorities and the themes of the draft Suffolk Community Strategy at their next meeting and will consider the need for any changes to priorities. Any suggested changes will be presented to Strategy Committee as part of the Corporate Plan report on 7 February.

### **Next steps**

- 5.14 The draft Corporate Plan will be presented for consideration to Strategy Committee on 7 February with the intent of going to Council on 22 February 2008. This will include any proposals for changes to vision, values and roles, priorities and outcomes.
- 5.15 Actions to deliver the annual and medium term plans will continue to be developed. However, LAA targets are not likely to be confirmed until June 2008 and thus the medium term action plan is unlikely to be completely confirmed until around then.

## **6. APPENDICES**

- (1) Draft skeleton format
- (2) Draft issues and outcomes

## **7. BACKGROUND PAPERS REFERRED TO:**

Reports to Corporate Plan Working Group: 31<sup>st</sup> July 2007, 10<sup>th</sup> August 2007,  
17<sup>th</sup> September 2007, 17<sup>th</sup> October 2007, 19<sup>th</sup> November 2007.

**CONTACT: Janice Rees**

**DIRECT LINE: 01473 826635**

**Draft Skeleton Format**

Corporate plan section	Contents	
Introduction	<ul style="list-style-type: none"> <li>The purpose of the document</li> </ul>	Chairman / Leader/ CEO
Babergh background information	<ul style="list-style-type: none"> <li>Brief info only to set context</li> </ul>	
Vision for Babergh Values	<ul style="list-style-type: none"> <li>Babergh area (not BDC)</li> <li>For 10 years</li> <li>Our Values</li> <li>Consultation and involvement principles</li> <li>Working locally (Place)</li> </ul>	
Key issues / outcomes	<ul style="list-style-type: none"> <li>What are the issues and why are they important?</li> <li>What are the priority outcomes we want to achieve?</li> <li>Direction of travel objectives</li> </ul>	Priority issues or priority outcomes?
How will we do this?	<ul style="list-style-type: none"> <li>Direct including LDF</li> <li>Partnership (LAA, CDRP, LSPs)</li> <li>Influencing</li> </ul>	Diagram of relationships
Progress	<ul style="list-style-type: none"> <li>Medium term development plan</li> <li>Annual delivery plan (LAA)</li> <li>Report back to members six monthly and public annually on what has been achieved</li> <li>Full review every 4 years</li> </ul>	
Financial principles	<ul style="list-style-type: none"> <li>Funding base</li> <li>Medium term financial plan</li> <li>Council tax raises</li> </ul>	
Medium term and one year plans inserted into the back flap.		

## Corporate Plan 2008 – 2018 Draft issues and outcomes

Draft Corp Plan Issue	Draft Corp Plan Outcomes
<p><b>Being and feeling safe</b> Covers:</p> <ul style="list-style-type: none"> <li>• Crime levels</li> <li>• Environmental crime</li> <li>• Road deaths and serious injuries</li> <li>• Emergency planning</li> </ul>	<ul style="list-style-type: none"> <li>• People living, working and visiting Babergh are safer and feel safer from crime and its effects.</li> <li>• Babergh's environment is clean with little environmental crime and is recognised as such by residents.</li> <li>• It is safer to travel on Babergh's roads.</li> <li>• Practicable steps have been taken to alleviate potential emergencies arising from environmental or other sources and be ready to deal with emergency situations as they arise.</li> </ul>
<p><b>Healthy communities</b> Covers:</p> <ul style="list-style-type: none"> <li>• Access to healthcare services</li> <li>• Life expectancy (inequalities)</li> <li>• Teenage pregnancy</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to public healthcare services to better meet the needs of individuals and communities.</li> <li>• Improved health and life expectancy for residents in all areas of the district, with a particular focus on the most income deprived areas.</li> <li>• Reduced levels of teenage pregnancies where they currently exceed the national average</li> <li>• A more active population</li> </ul>
<p><b>Quality homes for local people</b> Covers:</p> <ul style="list-style-type: none"> <li>• Housing, numbers, mix, location</li> <li>• Affordable housing</li> <li>• Housing quality ( including private sector rented)</li> <li>• Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• There are enough good quality homes, of the right size and type and in the right place to meet the needs of the people of Babergh</li> <li>• There are enough good quality affordable homes, of the right size and type, and in the right place to meet the needs of the people of Babergh.</li> <li>• New housing developments should be supported by adequate infrastructure improvements.</li> <li>• Housing within Babergh should meet high environmental sustainability standards</li> </ul>
<p><b>Strong and vibrant economy</b> Covers:</p> <ul style="list-style-type: none"> <li>• Need to expand the economy</li> <li>• Higher skilled and better paid jobs</li> <li>• Need to increase skills</li> </ul>	<ul style="list-style-type: none"> <li>• Babergh's economy should have grown sustainably, with more small and medium sized enterprises situated here</li> <li>• More skilled and higher paid jobs in the Babergh area with a higher proportion being taken up by Babergh residents</li> <li>• Increased skill levels among Babergh's working population to enable them to access higher paid employment</li> </ul>
<p><b>Strong and Inclusive communities</b> Covers</p> <ul style="list-style-type: none"> <li>• Ageing population</li> <li>• Young people</li> <li>• Inclusivity and cohesion</li> </ul>	<ul style="list-style-type: none"> <li>• There is a sense of belonging within communities where everyone is valued.</li> <li>• People have the choice and control to enable them to live independent lives.</li> <li>• Public services and those delivered by other sectors appropriately reflect the needs and aspirations of different groups in their design, resourcing and delivery, for example older people, people in income deprived areas.</li> <li>• Increased opportunities for children and young people in Babergh to participate in and subsequently take up sporting, leisure, cultural, developmental and recreational activities with particular emphasis on those in more isolated areas and socially deprived areas of the district</li> </ul>
<p><b>Enhancing our environment</b> Covers:</p> <ul style="list-style-type: none"> <li>• Balance of environment</li> </ul>	<ul style="list-style-type: none"> <li>• That Babergh should still be recognised by residents as a great place to live.</li> <li>• To have achieved the right balance between the need to</li> </ul>

<p>and development</p> <ul style="list-style-type: none"> <li>• Babergh's contribution to climate change.</li> <li>• Levels of traffic congestion, improved traffic infrastructure improved public transport.</li> <li>• Reducing the amount of waste sent to landfill</li> </ul>	<p>protect the natural environment with the need to support opportunities for the people of Babergh to develop and meet their own aspirations in respect of quality of life, including housing and employment.</p> <ul style="list-style-type: none"> <li>• A smaller carbon footprint for the area.</li> <li>• Less waste sent to landfill</li> <li>• Improved key parts of the road infrastructure especially around Sudbury</li> <li>• More effective public transport that better meets the needs of the people of Babergh</li> </ul>
<p><b>Local perspectives</b> Covers:</p> <ul style="list-style-type: none"> <li>• Towns</li> <li>• Villages/rural</li> </ul>	<ul style="list-style-type: none"> <li>• To have recognised and demonstrated through our policies, service delivery, partnership and influencing roles that the council understands the differing needs of the different areas that make up Babergh.</li> <li>• Improved infrastructure of our market towns to better facilitate controlled growth and diversification in relation to housing, retail, service, employment and recreation.</li> <li>• Improvement in respect of key aspects of social deprivation in the towns.</li> <li>• Alleviation of the impact of rural isolation on parts of the district and in particular access to affordable housing, transport, jobs and other key public services.</li> <li>• An arrest in the decline of village facilities.</li> </ul>
<p><b>Enabling mechanisms</b> Covers:</p> <ul style="list-style-type: none"> <li>• Quality, efficiency and effectiveness in the provision of council services</li> <li>• Access to public services Not just BDC</li> </ul>	<ul style="list-style-type: none"> <li>• The provision of quality public services ( by whatever route) that better meet people's needs and also provide value for money, being recognised as such by the public.</li> <li>• That the people of Babergh have effective and convenient access to the public services they need by physical, telecommunications or other electronic means.</li> </ul>
<p><b>Citizenship and participation</b> Covers</p> <ul style="list-style-type: none"> <li>• Participation of people in democratic processes, consultations and involvement in decisions ( could be bracketed with inclusion)</li> </ul>	<ul style="list-style-type: none"> <li>• Local people are more involved and feel more involved in respect of participation and local decision making.</li> <li>• More people participating in democratic processes</li> </ul>