

OVERVIEW & SCRUTINY BOARD

Tuesday 11 March 2008

Middlesbrough Council Strategic Plan 2008-2011 Proposed content and timetable

Report of: Jan Richmond, Chief Executive

Summary

1. The report sets out the proposed content for the Council's new three-year Strategic Plan covering the period 2008-2011, highlighting specific changes to the content and structure of the document.

Introduction

2. The 2006 local government white paper, *Strong and Prosperous Communities*, removes the requirement for the Council to produce an annual Best Value Performance Plan. The white paper also sets out a new framework for effective and co-ordinated local service delivery, which puts new duties on the Council to prepare a Sustainable Community Strategy and a Local Area Agreement (LAA) in consultation with local partners.
3. In 2006 the Council's Corporate Performance Plan was replaced with a three-year strategic plan. The plan provided an overview of the Council's medium-term priorities and included an annual action plan setting out details of the key improvement activities to be completed during the financial year.
4. From April 2008, the local authority performance management framework based on Best Value Performance Indicators (BVPIs) will be replaced by a new national indicator set, providing a single set of performance measures for use across Sustainable Community Strategies, LAAs and local service delivery plans.
5. This report sets out proposals for changes to the content of the Council's Strategic Plan in response to the key changes in the national frameworks.

Evidence / Discussion

Proposals For The 2008-2011 Strategic Plan

Timeframe

6. Whilst there is no requirement for the Council to produce a three-year strategic plan, it is good practice and it is proposed that the Council will continue to produce a plan to:
 - set out its medium term priorities;
 - provide details of the key service activities planned each year to help deliver improved outcomes against these priorities;
 - report on performance against its annual targets.
7. The Council's current strategic plan has been framed to cover the period 2006/07 – 2008/09. It is proposed that the plan is revised a year ahead of schedule and that a new strategic plan is produced to cover the period 2008/09 – 2010/11.
8. The rationale for this approach is:
 - to align the Council's strategic planning cycle with the new requirements for the Sustainable Community Strategy and the LAA; and
 - to align the service and medium-term financial planning processes.

Structure

9. It is proposed that the Strategic Plan will continue to follow the three-part structure introduced in 2006:
 - Part I – **Corporate Overview**
Strategic context – the long-term vision and medium-term priorities for the plan period.
 - Part II – **Achievements and Future Actions**
Annual action plan - performance against the previous year's planned actions and details of key actions for the new financial year.
 - Part III – **Supporting Documentation**
Detailed performance information - national indicators, strategic risks, diversity action plan, etc.
10. For 2008/09, it is proposed that the set of plan documents will include an additional section to accommodate the change over from BVPIs to the new national indicator set and the introduction of a new set of strategic themes to frame the Sustainable Community Strategy and the LAA. The content of the 2007/08 plan is structured under a series of themes that will not be carried forward into the Sustainable Community Strategy or the LAA. This additional section will allow the Council to report on its performance against its existing priority themes and to restructure its strategic plan around the new set of themes, ensuring consistency and continuity for its performance reports in future years.
11. Part II of the core plan documentation in 2008/09 will, therefore, focus on future actions.

Content

12. It is proposed that the content for each part of the plan will broadly follow the existing model. The proposed content for 2008/09 is set out in Appendix A.

13. Some minor changes are proposed to bring the content in line with the expectations set out in the white paper and the Audit Commission's *Use of Resources 2009*. These changes are summarised below:

Part I - A general restructure of the content around the new Sustainable Community Strategy themes

- Summary of progress towards the Mayor's Raising Hope Agenda
- Sustainability, including carbon footprint reduction
- Delivering increased efficiency
- Commissioning & procurement capability

Part II - Format change as outlined in paragraph 10 above.

Part III - The transition to a single set of national indicators makes it possible to incorporate two sets of information that are currently included as separate sections into the core content of the plan:

- LAA Priority Outcomes and Targets
- Quality of Life Index

Development Timescale

13. The proposed timetable for the production of the Strategic Plan is attached at Appendix B.

Annual Updates

14. It is proposed that parts I and II of the Strategic Plan will be updated each year to:

- outline any key changes that have occurred over the previous 12 months
- reflect on achievements made in respect to the previous year's key actions
- report the Council's performance against national indicators
- set out planned actions for the forthcoming year.

Conclusions

15. That the scrutiny board considers and comments on the proposals for the content and structure of Council's strategic plan for 2008-2011.

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APPENDIX A

2008/11 Strategic Plan - Proposed Content

PART 1 – CORPORATE OVERVIEW	
SECTION / HEADING	CONTENT
1) Introduction	<ul style="list-style-type: none"> ▪ Sets out purpose of the plan and outlines its structure
2) The Strategic Plan in Context	<ul style="list-style-type: none"> ▪ Profiles of the town and Council to set the context within which the authority works. ▪ Main factors that influence the authority and the way it operates - changes in legislation / policy / local factors
3) Summary of the long term vision	<ul style="list-style-type: none"> ▪ Mayor's Raising Hope Agenda ▪ Vision for the future –long term objectives ▪ Summary of progress made (last 3 years) ▪ Links to the Sustainable Community Strategy Themes and national priorities (dartboard)
4) Working in Partnership	<ul style="list-style-type: none"> ▪ Sustainable Community Strategy themes ▪ Links across Sustainable Community Strategy and Local Area Agreement ▪ Key partnerships
5) Community Engagement / cross cutting principles	<ul style="list-style-type: none"> ▪ The Council's aims in relations to <ul style="list-style-type: none"> - Communication - Consultation - Diversity and Community Cohesion - Access to services - Neighbourhood renewal and management - Sustainability (incl. carbon footprint reduction)
6) Priority & Budget Setting Process	<ul style="list-style-type: none"> ▪ Budget / performance cycle diagram
7) Budget Strategy & The Medium-term Financial Plan	<ul style="list-style-type: none"> ▪ Budget consultation ▪ Budget Setting Strategy ▪ Delivering Increased Efficiency ▪ Medium Term Financial Strategy ▪ Resources priorities ▪ Commissioning & procurement capability
8) Performance, Budget and Risk Management Processes	<ul style="list-style-type: none"> ▪ Process overview ▪ Performance, Budget and Integrated Clinics process table ▪ Risk management
9) Council's strategic priorities/Sustainable Community Strategy	<ul style="list-style-type: none"> ▪ Summary of the Council's contributions to the Sustainable Community Strategy and LAA Themes ▪ The Council's strategic priorities ▪ Improvement priorities (explain how these have been mainstreamed into other Council plans) e.g. <ul style="list-style-type: none"> - CPA Improvement Action Plan - Inspection recommendations ▪ Local priorities e.g. Raising Hope

PART 2A - 2007/08 ACHIEVEMENTS	
SECTION / HEADING	CONTENT
10)Introduction	<ul style="list-style-type: none"> ▪ Purpose of section <ul style="list-style-type: none"> - Revision of plan structure - Termination of BVPIs
11)Overall Council Performance in 2007/08	<ul style="list-style-type: none"> ▪ CPA 2007 ▪ External Inspection outcomes ▪ Contribution to 2007/08 Community Strategy Themes – summary of key performance points, 3-4 per theme ▪ Summary of key changes in residents/service users satisfaction surveys ▪ Summary of key review outcomes
12)Community Strategy Themes	<ul style="list-style-type: none"> ▪ Performance against planned actions and targets for 2007/08
13)Best Value Performance Indicators by Community Strategy Thme	<ul style="list-style-type: none"> ▪ Performance for two previous years ▪ 2007/08 performance against target and national performance comparators.

PART 2B - FUTURE ACTIONS 2008/09	
SECTION / HEADING	CONTENT
14)Introduction	<ul style="list-style-type: none"> ▪ Purpose of section <ul style="list-style-type: none"> - Revision of plan structure - National indicators introduction
15)Key influences for 2008/09	<ul style="list-style-type: none"> ▪ Sustainable Community Strategy and Local Area Agreement ▪ Corporate Assessment & Joint Area Review ▪ MTFP ▪ Response to the 2006 Local Government White Paper
16)Review programme for 2008/09	<ul style="list-style-type: none"> ▪ Internal – including Scrutiny reviews ▪ External - Audit Commission, Ofsted, CSCI ▪ VFM
17)Annual action plan	<ul style="list-style-type: none"> ▪ Summary of key issues driving targets and priorities ▪ Key actions/ milestones/ targets (activity and PIs) ▪ Cross reference to LAA delivery

PART 3 – SUPPORTING DOCUMENTATION

SECTION / HEADING	CONTENT
18)National Indicators	<ul style="list-style-type: none">▪ Baseline figures where possible for 2007/08▪ Targets – 3 years▪ Highlight those indicators that contribute to the LAA and LPSA
19)Financial information	<ul style="list-style-type: none">▪ Spending plans and income breakdown 2007/08 and 2008/09▪ Annual Efficiency Statement▪ MTFP summary
20)Corporate Diversity Action Plan	<ul style="list-style-type: none">▪ Overview statement▪ Corporate priority actions
21)Strategic Risk Register	<ul style="list-style-type: none">▪ Approach overview▪ Strategic Risks with their residual risk score
22)Statement on contracts	<ul style="list-style-type: none">▪ Statutory requirement

APPENDIX B**Timescale for Strategic Plan 2008/11**

Action	Date
Draft Service Plans to inform the Strategic Plan	18 th February
CMT paper with rationale for Strategic Plan and outline structure	28 th February
Service Plan Editorial Board meetings to fill gaps identified in Service Plans	End Feb – Mid March
Single Member (Cllr. Bob Kerr) Executive paper with rationale for Strategic Plan and outline structure	TBA
Paper with rationale for Strategic Plan and outline structure to Overview and Scrutiny Board	11 th March
Papers to Children & Learning and Community Safety Scrutiny Panels	14 th March
Papers to Environment and Economic Regeneration & Transport Scrutiny Panels	25 th March
Papers to Social Care Scrutiny Panel	26 th March
Community Safety Scrutiny Panel	26 th March
Children & Learning Scrutiny Panel	26 th March
Environment Scrutiny Panel	7 th April
Economic Regeneration and Transport Scrutiny Panel	7 th April
Social Care Scrutiny Panel	9 th April
Health Scrutiny Panel	TBA
Draft plan to CMT – for information and comment	24 th April
Papers to Overview and Scrutiny Board	25 th April
Strategic Plan to printing	2 nd May
Circulate Plan to LSP members – allow 2 weeks for comments	5 th May
Draft Plan to Overview and Scrutiny Board	6 th May
First external proof read	12 th May
Final Strategic Plan to CMT	29 th May
Papers to Executive	11 th June
Strategic Plan to Executive	24 th June
PDF on website and copies distributed	30 th June
Strategic Plan to Council with Sustainable Community Strategy and LAA	TBA