

POLICY & RESOURCES COMMITTEE

14 December 2016

Is the final decision on the recommendations in this report to be made at this meeting?

No

Strategic Plan 2015-20, 2017-18 Refresh

Final Decision-Maker	Council
Lead Director	Chief Executive
Lead Officer and Report Author	Angela Woodhouse, Head of Policy and Resources
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. To approve the refreshed Strategic Plan for further development by the service committees, prior to approval in February before submission to full Council in March.
2. To focus performance reporting for 2017-18 on the three prioritised action areas described at paragraph 2.7. This will be supported by each Service Committee agreeing performance reports for their respective areas.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all
- Securing a successful economy for Maidstone Borough

The Strategic Plan sets the council's priorities and how they will be delivered. The refresh is focused on shaping the plan to be fit for purpose in 2017-18.

Timetable

Meeting	Date
Policy and Resources	14 December 2016
Strategic Planning Sustainability and Transportation	10 January 2017
Communities, Housing and Environment Committee	17 January 2017
Heritage Culture and Leisure	31 January 2017
Policy and Resources	15 February 2017
Council	2 March 2017

Strategic Plan 2015-20, 2017-18 Refresh

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The report sets out the refreshed strategic plan at Appendix A for consultation with the three service committees. Each committee will be asked to review the action areas relevant to its terms of reference to identify actions and measures for 2017-18 focused on the “we will” section under each action area.
 - 1.2 The changes made so far reflect the results of the budget consultation and follow up workshop with the leadership team including Chairs and Vice Chairs from all four principal committees.
 - 1.3 The Strategic Plan is aligned to and underpinned by the Medium Term Financial Strategy.
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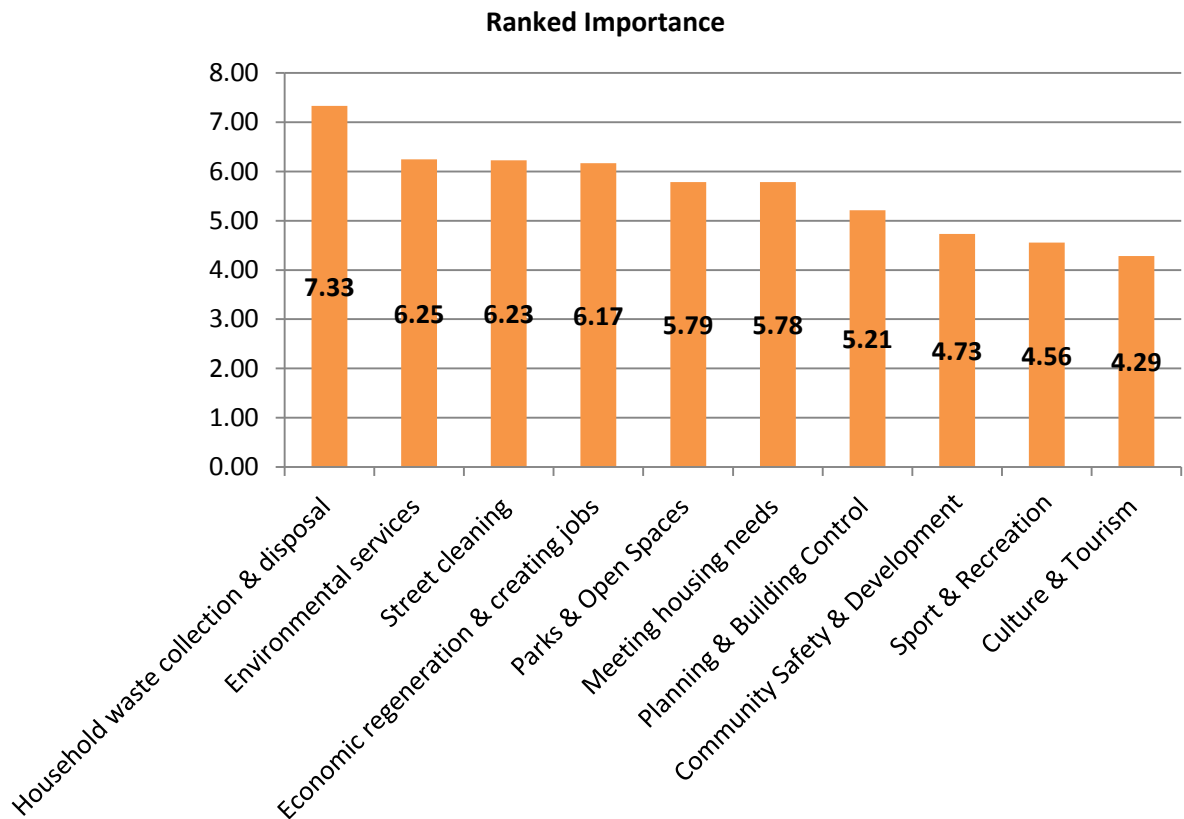
2. INTRODUCTION AND BACKGROUND

- 2.1 The Committee agreed in September that the Strategic Plan be refreshed for 2017-18 rather than creating a new plan. To support the refresh of the plan and in-light of the budget savings required going forward a budget consultation was carried out.
- 2.2 The consultation was held between 7 October and 20 November 2016. Roadshows were held at a variety of locations around the borough and the survey was emailed to the Council’s consultation mailing list and promoted via social media and available online. Respondents were asked two questions in the survey attached at Appendix B:
 - to rank ten services in order of importance where 1 was most important and 10 least important.
 - for the same list of services, to say if they thought funding for that service should remain the same, be reduced or be cut altogether.

We received a total of 926 (786 online and 140 through the roadshow) responses.

- 2.3 The full budget report and results have been appended to the report on the Medium Term Financial Strategy (MTFS) on this agenda.

2.4 The bar chart below shows the ranked importance of the ten areas as prioritised by residents.



2.5 A workshop was held with the leadership team to consider the results of the survey, information from the residents survey 2015, performance data and proposed actions and measures for 2017-18.

2.6 As a result of the workshop and consultation two of the action areas have been reworded as follows:

- Enhancing the appeal of the town centre for everyone has been changed to: Regenerating the Town Centre
- Planning for sufficient homes to meet our Borough's needs to: A Home for Everyone

2.7 Three areas have been suggested for the council to focus on in 2017-18 out of the 8 action areas:

- Providing a clean and safe environment – a clean and tidy borough is consistently a high priority for our residents

- A Home for Everyone – housing was in the top 5 for residents and in light of the spend and needs in this area an area for focus in 2017-18
- Regenerating the Town Centre – focusing on delivery of our regeneration projects and working with partners

2.8 This gives the council clear priorities and focus for 2017-18. As such it is recommended a similar focussed approach is taken to performance management in 2017-18. Rather than reporting to the Committee on all performance measures this committee will only receive a report on the top three areas of focus. The service committees will be able to design and shape performance reports relevant to their areas of focus in 2017-18.

2.9 As is evident from the report of the Director of Finance and Business Improvement the Council faces significant financial challenges over the life of the plan with no revenue support grant in 2017/18 and a negative settlement by 2019/20. Despite the financial pressures the MTFS remains aligned to and underpins the delivery of the Strategic Plan priorities.

2.10 A report will go to each service committee in January to consider the actions that should be taken forward in 2017-18 and how these will be measured. Rather than creating an action plan as an appendix to the plan they will be reviewing the “we will” and “measured by” sections of the action areas.

2.11 Policy and Resources Committee will consider the final draft with changes as recommended by each committee for approval prior to submission to Council in March.

3. AVAILABLE OPTIONS

3.1 The Committee could amend the strategic plan further prior to it going to the service committees, approve the changes or reject them.

3.2 The Committee has already agreed that it would refresh rather than write a new plan. This is the first step in that process.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 Policy and Resources Committee is asked to approve the refreshed strategic plan for consideration and further development by the service committees. This is in-line with the process agreed by the committee when considering the corporate planning timetable in September.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 Residents were asked to consider our priorities in the budget consultation carried out in Autumn 2016, referred to above and appended to the report on the medium term financial strategy on this agenda.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The next stage in the process is to consult with the service committees prior to reporting to this committee in February. The budget survey results will be reported alongside the refresh of the strategic plan for consideration by each committee.
- 6.2 Policy and Resources will then consider the changes put forward by each service committee prior to approving the refreshed plan for submission to Council on 2 March 2017.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Strategic Plan sets the Council's priorities	Head of Policy and Communications
Risk Management	The Strategic Plan sets out our priorities and how they will be delivered informing the councils risk register and risk appetite. The council has a risk register which will pick up any actions from the strategic plan.	Head of Policy and Communications
Financial	The Strategic Plan sets the Council's priorities. The Medium Term Financial Strategy aligns with the Strategic Plan and sets out the priorities in financial terms.	Section 151 Officer & Finance Team
Staffing	The plan informs service plans and individual appraisals	Head of Policy and Communications
Legal	No legal implications	Head of Policy and Communications
Equality Impact Needs	As decisions are made on	Head of Policy

Assessment	each of the projects and actions these will need to take equality into account	and Communications
Environmental/Sustainable Development	The Strategic Plan sets out the high level priorities for Environment and Sustainable Development	Head of Policy and Communications
Community Safety	The Strategic Plan sets out the high level priorities for Community Safety	Head of Policy and Communications
Human Rights Act	No implications	Head of Policy and Communications
Procurement	No implications	Head of Policy and Communications
Asset Management	No implications	Head of Policy and Communications

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix A: Strategic Plan , 2015-2020 (2017-18, Refresh)
- Appendix B: Budget Survey

9. BACKGROUND PAPERS

None