

HERITAGE, CULTURE AND LEISURE COMMITTEE

31 January 2017

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 Communications
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. To review and recommend amendments to the draft Strategic Plan 2015-20, 2017-18 refresh to Policy and Resources Committee as appropriate
2. To review and agree the performance indicators for the action areas pertinent to this committee for reporting in 2017-18.

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
Policy and Resources Committee	18 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 service committees.
 - 1.2 The Committee is 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 within each action area.
 - 1.3 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.
 - 1.4 The Strategic Plan is aligned to and underpinned by the Medium Term Financial Strategy.
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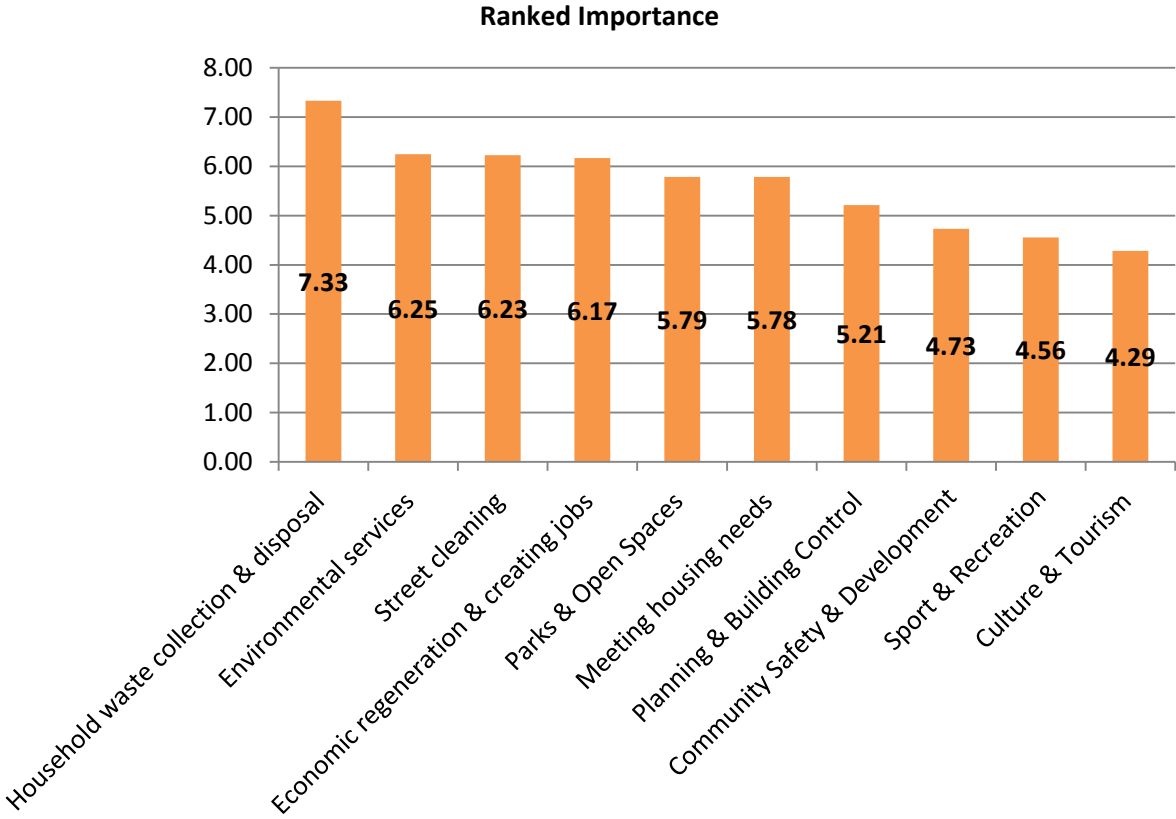
2. INTRODUCTION AND BACKGROUND

- 2.1 The Policy and Resources Committee agreed in September that the Strategic Plan would 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:
 - 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 –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 Policy and Resources Committee on all performance measures they will receive a report on the top three areas of focus. Each service committee will be able to design and shape performance reports relevant to their areas of focus in 2017-18.

2.9 When considering indicators to measure progress against our actions they should be:

- Relevant to our Strategic Plan, priorities and our responsibilities
- SMART: Specific, Measurable, Achievable, Relevant and Time-Bound

Measures will be added to the 'measured by' sections of the Strategic Plan.

2.10 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.

2.11 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 is asked to consider any amendments to the actions and measures for recommendation to Policy and Resources Committee. The Committee can choose what amendments to propose if any. They are also asked to consider how the actions will be measured giving consideration to which performance indicators would be appropriate.

3.2 The areas of the Strategic Plan which relate to this committee are:

- Respecting the character and heritage of our Borough
 - Ensuring there are good leisure and cultural attractions
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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The Committee is asked to consider any amendments to the actions and measures for recommendation to Policy and Resources Committee.
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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.
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6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The current stage in the process is to consult with the service committees prior to reporting to the Policy and Resources Committee in February.
- 6.2 Policy and Resources will consider the changes put forward by each service committee prior to approving the refreshed plan for submission to Council on 2 March 2017.
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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	Head of Policy

	plans and individual appraisals	and Communications
Legal	No legal implications	Interim Head of the Legal Partnership
Equality Impact Needs Assessment	As decisions are made on each of the projects and actions these will need to take equality into account	Head of Policy 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: Potential Performance Measures

9. BACKGROUND PAPERS

None