

**Strategic Plan 2015-20, 2018-19 Refresh**

<b>Final Decision-Maker</b>	Council
<b>Lead Head of Service/Lead Director</b>	Chief Executive
<b>Lead Officer and Report Author</b>	Angela Woodhouse, Head of Policy, Communications and Governance
<b>Classification</b>	Public
<b>Wards affected</b>	All

**Executive Summary**

Policy and Resources Committee agreed that the Strategic Plan would be refreshed for 2018-19. The draft refreshed plan is attached at Appendix A. The Committee is asked to consider those sections that have been refreshed for the priorities relevant to its terms of reference, prior to approval by Policy and Resources for submission to full council.

**This report makes the following recommendations to this Committee:**

1. To note the refreshed Strategic Plan attached at Appendix A.
2. To recommend amendments to the Strategic Plan 2015-20, 2018-19 Refresh to Policy and Resources Committee as appropriate.

**Timetable**

<b>Meeting</b>	<b>Date</b>
Policy and Resources Committee	13 December 2017
Strategic Planning and Sustainable Transportation Committee	9 January 2018
Communities, Housing and Environment Committee	16 January 2018
Heritage, Culture and Leisure Committee	30 January 2018
Policy and Resources Committee	14 February 2018
Council	28 February 2018

# Strategic Plan 2015-20, 2018-19 Refresh

## 1. INTRODUCTION AND BACKGROUND

- 1.1 Maidstone Council's Strategic Plan 2015-20 sets out the Council's priorities and the actions that we need to take to achieve these. Last municipal year the Service Committees had extensive input into the wording of all the action areas within the Strategic Plan. Policy and Resources Committee subsequently agreed at its meeting on 25 July 2017 that the current plan be refreshed to ensure contextual information is up to date and areas of focus in relation to the action areas for 2018-19 are agreed. At their meeting on 13 December 2017 it was agreed that the three priorities for 2017-18 remain priority action areas for 2018-19. The plan attached at Appendix A includes updated statistics (where available) and changes to the "we will commit to" sections. The foreword will be updated prior to Policy and Resources Approval in February as will the artwork and strategies and plans sections of the plan at Appendix A.
- 1.2 A Resident Survey was conducted over the summer which included postal and online submissions as well as a roadshow in various locations. A summary report of those areas relevant to the strategic plan is provided at Appendix B.
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## 2. AVAILABLE OPTIONS

- 2.1 Appendix A shows the refreshed Plan with tracked changes as agreed by Policy and Resources Committee. The refresh includes updated statistics in the contextual information and updates to the: "we will commit to" sections of each action area.
- 2.2 Every two years the Council conducts a Resident Survey. The survey carried out over the summer included consultation on our budget and corporate priorities. When asked to prioritise the three priority action areas by importance, the majority of respondents said that priority 2, 'A clean and safe environment' was the one most important to them. One in four respondents said that 'A home for everyone' was most important and less than one in ten said that 'Regenerating the town centre' was most important to them. With regard to spending on the priorities just over half of all respondents said that funding for the priority 'A home for everyone' should be maintained and almost one in three said spending should be increased. Over half of all respondents said that funding for 'A clean and safe environment' should be increased and 1.5% said funding should be reduced. Overall, 46.1% of respondents said that funding on 'Regenerating the town centre' should be maintained and 26.8% said that it should be reduced.
- 2.3 Political groups were offered briefing session on the results of the Resident Survey. The results have been given to service managers to inform decision making in their service areas. The Policy and Information Team met with managers in December and January to collate the actions that

have been taken as a result of the survey. This will be used to inform the communication and engagement strategy refresh in March.

2.4 Policy and Resources have agreed that the top three priority areas for 2017-18 will be maintained for 2018-19:

- A Home for Everyone
- Providing a Clean and Safe Environment
- Regenerating the Town Centre

2.5 The Committee is asked to consider the 'we will commit to' sections for the priority areas that map to its terms of reference. The action areas to be considered are:

- Respecting the Character and Heritage of our Borough; and
- Ensuring there are Good Leisure and Cultural Attractions

### **3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

3.1 The Committee is recommended to consider whether any further amendments are need to the refreshed Strategic Plan at Appendix A. Any recommendations will be considered by the Policy and Resources Committee prior to submission to Council.

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### **4. RISK**

4.1 The Strategic Plan sets out our priorities and how they will be delivered, informing the Council's risk register and risk appetite. The Council has a corporate risk register which will pick up any actions from the Strategic Plan.

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### **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

5.1 Residents were asked to consider our priorities in the Resident Survey carried out in the summer - see Appendix B. Service Committees are now being asked for their feedback on the refresh.

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### **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

6.1 The amendments from each Service Committee will be collated and considered by the Policy and Resources Committee prior to approving the refreshed plan for submission to Council on 28 February 2018

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### **7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The Strategic Plan sets the Council's priorities	Head of Policy, Communications and Governance

<b>Risk Management</b>	Already covered in the risk section	Head of Policy, Communications and Governance
<b>Financial</b>	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
<b>Staffing</b>	The plan informs service plans and individual appraisals	Head of Service
<b>Legal</b>	Each local authority has a statutory duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Council's Strategic Plan demonstrates compliance with that duty.	Keith Trowell, Interim Team Leader (Corporate Governance), MKLS
<b>Privacy and Data Protection</b>	No implications	Head of Policy, Communications and Governance
<b>Equalities</b>	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Head of Policy, Communications and Governance
<b>Crime and Disorder</b>	The Strategic Plan sets out the high level priorities for Community Safety	Head of Policy, Communications and Governance
<b>Procurement</b>	No implications	Section 151 Officer

## 8. REPORT APPENDICES

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

- Appendix A: Strategic Plan 2015-20, 2018-19 Refresh
- Appendix B: Resident Survey Summary

## 9. BACKGROUND PAPERS

None