

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY 11 FEBRUARY 2015

REPORT OF THE CHIEF EXECUTIVE AND LEADER

Report prepared by Angela Woodhouse

1. DRAFT STRATEGIC PLAN 2015 - 2020

1.1 Issue for Consideration

1.1.1 The Strategic Plan and the Medium Term Financial Strategy are the key corporate planning documents for the Council. The Strategic Plan sets out what we want to achieve, the actions we will take and how we will measure our performance.

1.1.2 Cabinet are asked to approve the Draft Strategic Plan for 2015-2020 for submission to Council on 25 February.

1.2 Recommendation of Chief Executive and Leader

1.2.1 That the Draft Strategic Plan 2015-2020 be recommended to full Council for approval.

1.3 Reasons for Recommendation

1.3.1 The Draft Strategic Plan at **Appendix A** outlines a vision for the borough, supported by a clear mission for the Council to put people first and a set of clear priorities.

1.3.2 During the course of the plan's development we have consulted with staff at One Council briefing sessions, outlining the vision and priorities for the next five years and asking them to identify how we could achieve the priorities and what the barriers may be. This feedback has shaped the actions outlined in the priorities and will be used by heads of service and unit managers in their service planning. Work was also carried out with unit managers to look at how we measure achievement considering which indicators would give us the most useful information.

1.3.3 We have also held several budget roadshows with the public to discuss the priorities; asking residents to identify which are most important to

them. Over 12,000 residents took part in the consultation. There was positive feedback from this exercise and the results are shown in **Appendix B**.

- 1.3.4 As a result of the feedback, a clean and safe environment and transport improvements are proposed as top priorities for the Council. This has also been reflected in the medium term financial strategy.
- 1.3.5 Overview and Scrutiny considered the Draft Strategic Plan in January. They made a number of recommendations to improve the Plan's narrative and these changes have been incorporated into the Plan.
- 1.3.6 The Draft Plan has been developed giving careful consideration to performance data and other contextual information including the most recent residents' survey results, national research and other emerging strategies and plans. Information on the Borough Profile and 100 people is provided at **Appendix C**.
- 1.3.7 The plan has been deliberately kept short and focused to ensure it translates into action easily and it is clear to residents and council employees and our partners what we want to achieve over the next five years. The Leader and Chief Executive will complete their introduction to the plan following scrutiny's input.
- 1.3.8 There is synergy between the council's previous strategic plan and the new plan that has been developed. The mission to put people first continues the theme of Great People and underpins all of the council's priorities going forward. The previous Great People priority included outcomes for how we deliver our services and ensuring that people are not disadvantaged by where they live. Keeping Maidstone an attractive place for all and securing a successful economy continue our previous priorities of Great Place and Great Opportunity. There is a renewed emphasis in the plan on listening to our communities and working with our Parishes. The Draft Plan contains a balanced set of priorities that reflect all parts of the Borough both rural and urban.
- 1.3.9 The diagram at page 3 of the Draft Strategic Plan includes a section on the Council's values. These have been in place for a number of years having been set and reviewed with Council employees. For clarification the reference to internal and external teams in the Service value means that we should give excellent customer service to both our residents and others as well as from team to team within the council.
- 1.3.10 As face to face and on-line consultation has already been carried out on the priorities with residents and staff, the next phase will be on-line consultation on the draft plan itself and consultation with Overview and Scrutiny and all elected Members.

1.4 Alternative Action and why not Recommended

1.4.1 The current Strategic Plan finishes in March 2015, the draft Strategic Plan sets the vision and corporate priorities for the next five years. Without a Plan to set our priorities and provide clear focus for employees and related plans and policies the effectiveness of the Council would be significantly reduced.

1.5 Impact on Corporate Objectives

1.5.1 The Strategic Plan sets out the Council's Corporate Priorities for the next four years and it represents the top level document from which all other plans and strategies of the Council will flow.

1.6 Risk Management

1.6.1 A Strategic Risk Register and Action Plan will be developed following the formal approval of the Strategic Plan

1.7 Other Implications

1.7.1

1.	Financial	<input checked="" type="checkbox"/>
2.	Staffing	<input checked="" type="checkbox"/>
3.	Legal	<input type="checkbox"/>
4.	Equality Impact Needs Assessment	<input type="checkbox"/>
5.	Environmental/Sustainable Development	<input checked="" type="checkbox"/>
6.	Community Safety	<input type="checkbox"/>
7.	Human Rights Act	<input type="checkbox"/>
8.	Procurement	<input type="checkbox"/>
9.	Asset Management	<input type="checkbox"/>

Financial

The Draft Strategic Plan sets the priorities for the Council's spending for the next five years.

Staffing

The Draft Strategic Plan sets the strategic priorities, which staff will deliver; this will also be part of individual appraisals.

Equality Impacts Needs Assessment

The stage 1 assessment is attached at **Appendix D**

1.8 Relevant Documents

1.8.1 Appendices

Appendix A – Draft Strategic Plan 2015-2020

Appendix B – Consultation Response

Appendix C – Borough Profile and 100 People Document

Appendix D – Equality Impact Needs Assessment

<u>IS THIS A KEY DECISION REPORT?</u>		<u>THIS BOX MUST BE COMPLETED</u>	
Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If yes, this is a Key Decision because:			
The plan sets the priorities for the Council's Medium Term Financial Strategy and Services			
Wards/Parishes affected: All			