

**COUNCIL**

<b>Report title</b>	Strategic Plan 2018-22	
<b>Mayor / Executive Member</b>	Elected Mayor of Middlesbrough	
<b>Chief Executive / Director</b>	Chief Executive	
<b>Date</b>	28 March 2018	
<b>Purpose of the report</b>	To seek approval of the Strategic Plan 2018-22.	
<b>Summary of the report</b>	The report refreshes the Council's overarching Strategic Plan, which sets out its contribution to the Mayor's Vision for Middlesbrough, and extends it to 2021/22, in line with the revised Medium-Term Financial Plan agreed by Council on 7 March 2018.	
<b>If this is a key decision, which key decision test applies?*</b>	Over the financial threshold (£150,000)	<b>X</b>
	Amends the Council's policy framework	<b>X</b>
	Affects two or more wards	<b>X</b>
	Non-key	
<b>For the purposes of scrutiny call in procedure this report is*</b>	Exempt under s.12a Local Government Act 1972	
	Urgent	
	Non-urgent	<b>X</b>
<b>If this is a confidential report, which exemption(s) from the Schedule 12a of the Local Government Act 1972 applies?</b>	Not applicable.	
<b>Decision(s) asked for</b>	That Council approves the proposed Strategic Plan for 2018-22.	
<b>Impact of decision(s)</b>	The Strategic Plan will remain fit for purpose, enabling a systematic, coherent and controlled approach to addressing the Council's ongoing financial challenges over the medium-term, while maximizing its contribution to the 2025 Vision for Middlesbrough.	
<b>Contact:</b>	Paul Stephens, Head of Strategy, Information and Governance	

## What is the purpose of this report?

1. Following Council's approval of the 2018/19 budget, set within the context of a Medium-Term Financial Plan (MTFP) for 2018-22, on 7 March 2018, this report presents for consideration a proposed Strategic Plan for the same period.

## Why is this report necessary?

2. The Strategic Plan is the Council's overarching business plan for the medium-term (four years ahead), and is refreshed on an annual basis. The plan is one of ten documents within the Council's Policy Framework. Council is required to approve these documents, as set out in Article 4.2 of the Constitution.

## Proposed strategic priorities and revised plan format

3. On 6 December 2017, Council approved a set of proposed strategic priorities for 2018-21 for public consultation to inform the next iteration of the Strategic Plan. These priorities would represent the Council's approach to delivering the Mayor's Vision for Middlesbrough in 2025 – *Fairer, Safer, Stronger* and were ordered under three strategic aims:
  - **Business Imperatives** – Ensuring that the Council operates efficiently and effectively, so that Physical and Social Regeneration outcomes are maximised.
  - **Physical Regeneration** – Investing in Middlesbrough to provide and improve facilities which act to increase the town's reputation, create social opportunity, and improve the Council's finances.
  - **Social Regeneration** – Working with our communities and other public service organisations to improve the lives of Middlesbrough's residents.
4. Council also agreed at that meeting that the next iteration of the Strategic Plan would be more streamlined, and would:
  - set out clearly how the Council contributes to the Mayor's Vision, and be organised around the three aims outlined above;
  - celebrate successes and 'sell' the Council's plans for the future;
  - be more useful in communicating the above the staff, partners, residents and businesses; and
  - inform a more streamlined approach to strategic performance management from 2018/19.

## Responses to consultation

5. Consultation on the proposed strategic priorities and budget savings across the MTFP period took place between 7 December 2017 and 31 January 2018, and engaged elected members, local residents, businesses and partners. An Ad Hoc Scrutiny Panel scrutinised the proposed priorities and the approach taken to consultation from an early stage, and fed into the considerations underpinning this report. The Panel will report its findings to the Mayor and the Executive in due course for consideration in developing consultation plans for future years.
6. Open consultation with residents yielded a positive response to the proposed strategic priorities, with 127 respondents completing the Council's online questionnaire during the

consultation period, resulting in 289 comments. Respondents were asked the extent of their support for the proposed priorities. All priorities received the support of the majority of respondents, with the split by priority, and a summary of issues raised, set out below.



The main issues raised related to the need to maintain service standards when improving efficiency; ensuring that an appropriate balance is struck between raising income and providing affordable services; and not disadvantaging those customers without access to ICT in progressing digital solutions. There were also some queries over how unit costing will be implemented. Reports to the Executive in early 2018/19 on the proposed approach to Change Programme 3.1 and Digital Strategy will provide assurance on these issues.

The main issues raised related to the prospect of over development (both in respect of housing and office space) and associated implications for infrastructure and traffic flow. There was also some concern around social housing in the town. Several respondents expressed concern over the future of the bus station, however the Mayor has since pledged that this will remain close to the shops when relocated. There were also some queries over town branding plans – the Executive will receive a report on this during 2018/19.

The majority of respondents were very approving of the proposed priorities within this theme. There was some concern over the 2025 City of Culture bid, specifically around the potential for this to be progressed at the expense of core responsibilities such as those around health and social care. The Executive will receive a report on developing a cultural strategy for the town during 2018/19.

7. While this response was relatively limited, some of its findings aligned with those of the Community Survey undertaken by the Council in Quarter Three 2017/18, which yielded 1, 200 responses and which will be reported to the Executive in April 2018.
8. In addition to the public consultation, briefing sessions were held for elected members and the North East Chamber of Commerce, and Directorates have updated over 75 of the Council’s key partners and stakeholders on the Council’s proposed strategic priorities and budget reductions for the current MTFP period.
9. The 2018/19 Budget report agreed by Council on 7 March 2018 reflected a number of additional financial pressures identified subsequent to Council’s approval of the proposed strategic priorities for 2018-21 on 6 December 2017. None of these pressures affect the Council’s strategic direction of travel.

## **Strategic Plan 2018-22**

10. Following consideration of the responses to the consultation and the updated MTFP for 2018-22, the Mayor has confirmed all of the proposed strategic priorities for inclusion within the proposed Strategic Plan for this period (it should be noted that targets within some strategic priorities have been extended to 2022 in line with this).
11. The Council's Budget and Policy Framework Procedure Rules provides for the Executive to draw up firm proposals on the Strategic Plan for submission to Council, taking into account responses to consultation undertaken on initial proposals. The Executive endorsed the proposed Strategic Plan 2018-22 attached at Appendix A at its meeting of 20 March 2018.
12. The proposed Strategic Plan sets out a comprehensive programme of activity to promote improved quality of life across Middlesbrough, which meets the Council's legal obligations and is within its financial means. It is designed to meet the brief for the document agreed by Council on 6 December 2017, as set out at paragraph 4. The design is aligned with that of the Middlesbrough Investment Prospectus, and is in step with the move towards a more consistent branding for key Council strategies and plans. For the first time for any such Council document, the text has been edited by the Plain English Campaign and has been awarded its Crystal Mark accreditation. This will help the Council in effectively communicating the plan to its intended audiences.

### **What decision(s) are being asked for?**

13. That Council approves the proposed Strategic Plan for 2018-22.

### **Why is this being recommended?**

14. To ensure that the Council's overarching business plan remains fit for purpose, enabling a systematic, coherent and controlled approach to addressing the Council's ongoing financial challenges over the medium-term, while maximizing its contribution to the 2025 Vision for Middlesbrough.

### **Other potential decisions and why these have not been recommended**

15. It is imperative that the Council effectively articulates and communicates an overarching plan to direct activity across Directorates towards the achievement of corporate strategic objectives. The only other feasible decisions therefore relate to the structure of the document, and its horizon (i.e. reverting to an annual plan). It is strongly in the Council's interest to plan over the medium-term, in line with the indicative budgets over this period outlined by the Government. The proposed document achieves this while providing an appropriate level of detail for all audiences on the Council's planned activity over this period.

### **Impact(s) of recommended decision(s)**

#### ***Legal***

16. Implementation of the Strategic Plan will enable the Council to operate within the resources available to it, and continue to meet its various statutory duties, including the overarching Duty of Best Value.

## ***Financial***

17. Activity set out in the Strategic Plan for implementation during 2018/19 forms part of the Council's revenue and capital budgets for the year, approved by Council on 7 March 2018. Other planned activity in the period to 2021/22 is considered to be deliverable within the agreed capital programme and the indicative revenue budgets outlined by Government, as outlined in the Council's Medium-Term Financial Plan. In outlining a programme delivering performance improvement within reduced resources, the Strategic Plan demonstrates how the Council will deliver value for money for the taxpayer in the medium-term.

## ***The Mayor's Vision for Middlesbrough***

18. The Strategic Plan provides an overarching summary of the Council's contribution to the Mayor's Vision for Middlesbrough, identifying three strategic aims: Business Imperatives, Physical Regeneration and Social Regeneration, and the key priorities under each to be delivered in the medium-term.

## ***Policy Framework***

19. The Strategic Plan forms parts of the Council's Policy Framework and as such must be agreed by Council. Approval of the plan will update the Policy Framework.

## ***Wards***

20. Implementation of the strategic priorities outlined within the plan positively impact on all wards in Middlesbrough.

## ***Equality and Diversity***

21. The proposed Strategic Plan has been subject to a Level 1 equality impact assessment (at Appendix B). This identified that no negative differential impact on diverse groups and communities within Middlesbrough is anticipated from the activity set out in the plan.

## ***Risk***

22. The proposed Strategic Plan sets out a range of activity to address the key risks set out within the Council's Strategic Risk Register, which is reported to Executive on a quarterly basis.

## ***Actions to be taken to implement the decision(s)***

23. The Strategic Plan is implemented through the Council's Performance and Risk Management Framework, which provides for quarterly progress updates to Executive in line with the requirements of the Scheme of Delegation.
24. The proposed streamlined Strategic Plan offers opportunities to further enhance performance management arrangements within the Council. As such, a revised Performance and Risk Management Framework will be presented to the Executive for consideration in May 2018, and if approved will be implemented from Quarter One 2018/19.

25. The revised framework will include:

- the requirement for each Directorate to develop a short Directorate Plan, mirroring the format of the Strategic Plan and demonstrating how the Directorate contributes to strategic priorities, that will be communicated to each member of staff in that Directorate;
- a shorter model quarterly update report for the Executive, using infographics and focusing on the measures of success set out within the Strategic Plan (and other information deemed relevant); and
- proposals to ensure that the Council's performance is effectively communicated to local residents e.g. including a summarised version of the quarterly report to Executive in the subsequent edition of LoveMiddlesbrough magazine.

### **Appendices**

- A Proposed Strategic Plan 2018-22
- B Proposed Strategic Plan 2018-22 – Impact Assessment

### **Background papers**

06/12/17 Council Strategic Planning 2018-21

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