

## Full Council

**27 September 2017**

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

**Yes**

## Revised Five Year Plan 2017-22

<b>Final Decision-Maker</b>	Full Council
<b>Portfolio Holder(s)</b>	Councillor David Jukes – Leader of the Council
<b>Lead Director</b>	William Benson – Chief Executive
<b>Head of Service</b>	Jane Clarke – Head of Policy and Governance
<b>Lead Officer/Report Author</b>	Jane Clarke – Head of Policy and Governance
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

### **This report makes the following recommendations to the final decision-maker:**

1. That the revised Five Year Plan 2017-22, as set out at appendix A to the report, be adopted; and
2. That the contents of the equalities impact assessment and associated actions be noted.

### **This report relates to the following Five Year Plan Key Objectives:**

- A Prosperous Borough
- A Green Borough
- A Confident Borough

*The Five Year Plan is the strategic plan for the Council, and sets out the key objectives of Prosperous, Green and Confident as the themes for the Council's projects and plans. This report refreshes the Five Year Plan to ensure it is aligned with current thinking and circumstances, and proposes a revision to the Five Year Plan key objectives.*

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Leadership Board	10 July 2017
Management Board	19 July 2017
Discussions with Portfolio Holders	Ongoing
Cabinet Advisory Boards	21 – 23 August 2017
Cabinet	14 September 2017
Full Council	27 September 2017

# Revised Five Year Plan 2017-22

## 1. EXECUTIVE SUMMARY

- 1.1 The Five Year Plan has been revised to take account of the substantial changes to both the national government and the local government landscape in the last three years, the effects that continued austerity measures have had on this organisation, and the results of the recent Local Government Association (LGA) Peer Challenge report.
  - 1.2 This report presents the final version of the Five Year Plan, following consultation with councillors, stakeholders, and members of the public.
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 Strategic planning is important for any organisation, not least governments and local government organisations, which are responsible for delivering a range of different products and services to a wide and varied demographic.
- 2.2 Strategic planning is widely recognised as a way of helping an organisation to develop a sense of direction, and clarifies the steps it wants to take to get there. It ensures that those who work for the organisation and who are responsible for delivering the day-to-day functions of the organisation, do not lose sight of its overall aims and purpose.

### Policy Framework

- 2.3 Tunbridge Wells Borough Council is one of several bodies of influence within the borough area. Our plans and strategies outline the aims and ambitions we have for the borough, but also take account of, feed into, and reflect back the plans and strategies of other organisations that we work alongside, such as central Government and Kent County Council.
- 2.4 The Five Year Plan is Tunbridge Wells Borough Council's overarching strategy, which all of our other plans, strategies and policies flow from. It is supported by the Medium Term Financial Strategy, and the Local Plan. These are all medium to long term strategies, but in the short term, they are refreshed regularly by the annual Corporate Priorities and Budget, and ad hoc refreshes of the policies and Development Planning Documents of the Local Plan.

### The Previous Five Year Plan

- 2.5 The last strategic plan, the Five Year Plan 2014 - 2019, was agreed in April 2014, and set out the main activities that the Council would work on to achieve its mission.
- 2.6 The Council has undertaken a variety of projects and much has been done in the last three years to achieve the key aim and mission in the Five Year Plan.

2.7 Some key successes from the last Five Year Plan include:

	<b>We Said...</b>	<b>We Did...</b>
<b>Prosperous</b>	By 2019, we will have worked with Kent County Council and the Highways Agency to complete <b>dualling of the A21</b> and eased congestion in <b>North Farm Industrial Estate</b> .	By April 2015, work had begun on dualling the A21, with an expected completion date of Summer 2017.  By September 2015, work had been completed to road improvement works on North Farm Industrial Estate.
	By 2019, we will have developed business space to <b>attract small creative industries</b> to the Borough.	By September 2016, refurbishment work had been completed to 29-31 Monson Road to provide a co-working space for creative businesses, called The House.
<b>Green</b>	By 2019, we will have improved facilities in <b>Grosvenor and Hilbert park</b> .	By April 2014, we had been awarded HLF funding of £2.36m, and to date we have completed works to the Hub, the play area, Marnock Lake and the Dripping Wells, upgraded the entrances to the park, and restored the wetlands.
	By 2019, we will have encouraged a reduction in <b>household waste</b> and an increase in the borough <b>recycling and compost</b> rate.	During 2016, we have altered our collections at the kerbside to include more materials for recycling, included material collected by our street sweeping vehicles for recycling, altered our Civic Amenity Vehicle collections and rounds, which has resulted in a significant drop in the amount of waste going to landfill, and begun the process of renewing our waste and recycling contracts, to ensure we meet the target of 50% of our waste being sent to recycling and composting.

<b>Confident</b>	By 2019, we will have worked with local parish/town councils and community groups to devolve those services that are better placed to be <b>delivered in the local community</b> .	By August 2016, we had worked with all town and parish councils to jointly fund an improved weekend supplementary waste and recycling service (Civic Amenity Vehicle), which has seen a significant drop in the amount of waste going to landfill.
	By 2019, we will have worked with local parish/town councils and community groups to develop suitable <b>community facilities</b> .	By October 2016, we had worked with Southborough Town Council and KCC, so that a planning application could be submitted for the Southborough Hub, which will see a new Theatre, library, café and medical centre, plus residential housing provided for the town.  Throughout 2016, we continued to work with a support Cranbrook and Sissinghurst Parish Council and Paddock Wood Town Council to develop community facility schemes of their own.

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### 3. FEEDBACK AND CONSULTATION

- 3.1 This version of Five Year Plan, which will cover the period from 2017-2022, has been revised to take account of the substantial changes to both the national government context and the local government landscape in the last three years, with some of those changes taking place recently. The effects that continued austerity measures have had on the organisation also need to be taken into account in the new corporate strategy.
- 3.2 As well as taking account of the significant changes taking place at a national level, the council has also taken account of comments received from the wider council membership, advice received from the Local Government Association (LGA) in their recent corporate peer challenge for Tunbridge Wells Borough Council, feedback from stakeholders such as town and parish councils, and the results of a public consultation held between Tuesday 25 May and Monday 5 June.

### **Councillor Feedback (Appendix B)**

- 3.3 Members have been consulted over the last year on the emerging draft of the revised Five Year Plan, and on the draft for public consultation.
- 3.4 Full details of the comments received by members during the stages of developing the revised Plan are included at appendix B. As a result of this feedback, changes and amendments have been made to the Plan, and these are noted in the response to the comments at appendix B.

### **Public Consultation (Appendix C)**

- 3.5 Residents were consulted over a six week period from Tuesday 25 April to Monday 5 June, and two consultation 'events' were held at Matfield on 10 May, and Cranbrook on 12 May.
- 3.6 Full details of the comments received by members of the public during this period are included at appendix C, together with the Cabinet's response to those comments, and a note of where any amendments or changes have been made to the Plan as a result of the comments.

### **Stakeholder Feedback (Appendix D)**

- 3.7 Key stakeholders were consulted during the public consultation period, and the revised Plan was presented to the Royal Tunbridge Wells Town Forum on 11 May, and the Parish Chairmen's Forum on 12 June.
- 3.8 Full details of the comments received from the Royal Tunbridge Wells Town Forum, and from those Town and Parish Councils that took part in the consultation are available at appendix D, together with the Cabinet's response to those comments and a note of where any changes or amendments have been made to the Plan as a result of the comments.

### **LGA Feedback**

- 3.9 The Local Government Association (LGA) was invited to conduct a corporate peer challenge for Tunbridge Wells Borough Council in October 2016. The final report of the LGA on this challenge was overwhelmingly positive, but did include some recommendations for the Council to consider, of which recommendations two and three related to the communication of strategy and strategic narrative. The response of the Council to these recommendations was to include changes in the new revision of the Five Year Plan to take account of the recommendations.
- 3.10 The changes that have been made include:

#### **Recommendation two:**

A greater balance of emphasis between the projects of the Council (Our Borough), and the day-to-day work or services of the Council has been included. The work we undertake on a day to day basis, and the strategic narrative that supports this has been added in new sections titled 'Our Services', 'Our People' and 'Providing Value'.

**Recommendation three:**

Including a strategic message in the Five Year Plan under which the projects in 'Our Borough' are nested, has been added by updating the Vision, and including an introduction page to the 'Our Borough' section, which links the projects to the Vision. This is to provide a clear message about the future direction of the borough.

**RECOMMENDATION FROM CABINET ADVISORY BOARD**

- 3.11 The Planning and Transportation Cabinet Advisory Board were consulted on this decision on 21 August 2017 and agreed the following recommendation:

That the recommendations set out in the report be supported.

- 3.12 The Finance and Governance Cabinet Advisory Board were consulted on this decision on 22 August 2017 and agreed the following recommendation:

That the recommendations set out in the report be supported.

- 3.13 The Communities Cabinet Advisory Board were consulted on this decision on 23 August 2017 and agreed the following recommendation:

That the recommendations set out in the report be supported.

**RECOMMENDATION FROM CABINET**

- 3.14 The Cabinet considered the matter on 14 September 2017 and resolved as follows:

That Full Council be recommended:

1. That the revised Five Year Plan 2017-22, as set out at appendix A to the report, be adopted; and
2. That the contents of the equalities impact assessment and associated actions be noted.

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**4. AVAILABLE OPTIONS****1) Do nothing**

- 4.1 The Cabinet could choose to do nothing, and to not refresh the current Five Year Plan.

- 4.2 Medium term planning is an important tool for all organisations and businesses, and creating a medium term strategic plan will enable the Council to set out its aims and ambitions, which can then be tested with stakeholders and the public to ensure it is viable and fit for purpose, and that it reflects local choice and circumstances. Whilst it is not a requirement for the Council to have a strategic plan in place, for the reasons given, this option is not recommended.

## 2) Agree the revised Five Year Plan

- 4.3 The Council has already committed itself, through previous Five Year Plans, to a number of projects that make up the main part of this revised version of the Five Year Plan. The revised plan presents Cabinet with an updated version of the existing plan, which takes into account changes to national government and legislation, feedback from stakeholders, and from the consultation period on the draft plan. Cabinet could chose to agree the final version of the Five Year Plan to be presented to Full Council for final decision.
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## 5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 5.1 Given the importance of creating a strategic plan for the organisation, and given the Council's current commitments and direction, which has seen many large scale projects progressed to a point where delivery will be possible within the next five years, it is recommended that Cabinet choose option 2 and agree the final version of the revised Five Year Plan, which has been the subject of extensive consultation with the public, with partners, and with councillors, and will be presented to Full Council for final adoption on 27 September.
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## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 If Full Council agrees to adopt the final version, this will then be published on the website as the final document and a small article added to Local magazine.
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## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	<p>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 Five Year Plan demonstrates compliance with that duty.</p> <p>There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.</p>	Keith Trowell Senior Lawyer

<p><b>Finance</b> and other resources</p>	<p>The Five Year Plan is accommodated within the Medium Term Financial Strategy (MTFS) and annually during the budget setting process. The current Corporate Priorities are therefore supported financially.</p> <p>Any new Corporate Priority projects that may be proposed as part of the public consultation would need to be considered as part of a robust business case for the financial viability and affordability to the Council.</p>	<p>Lee Colyer, Director of Finance and Corporate Services</p>
<p><b>Staffing establishment</b></p>	<p>This report outlines the strategic work to be undertaken over the medium term, and as such provides information on some of our future staffing requirements.</p> <p>The HR Strategy, and other HR processes and procedures will take into account the requirements within the revised strategic plan to assess the level of need for skills, and take account of any other HR and staffing issues that need to be addressed.</p>	<p>Nicky Carter, Head of HR and Customer Services</p>
<p><b>Risk management</b></p>	<p>Risks associated with the Corporate Priority projects and Council services are contained in separate risk registers, and managed through the Council's strategic risk management procedures, and in accordance with its risk management strategy.</p>	<p>Jane Clarke, Head of Policy and Governance</p>
<p><b>Environment and sustainability</b></p>	<p>The project and action plans associated with the Corporate Priority projects will have considered environment and sustainability aspects to ensure that the service areas and projects deliver the desired outcomes for Environment and Sustainability.</p>	<p>Gary Stevenson, Head of Environment and Street Scene</p>
<p><b>Community safety</b></p>	<p>There are no consequences arising from the recommendation that adversely affect community safety.</p>	<p>Terry Hughes, Community Safety Manager</p>
<p><b>Health and Safety</b></p>	<p>There are no consequences arising from the recommendation that adversely affect workplace health and safety.</p>	<p>Jane Clarke, Head of Policy and Governance</p>
<p><b>Health and wellbeing</b></p>	<p>There are no direct consequences arising from the recommendation that adversely affect health and wellbeing.</p> <p>It is widely accepted to be beneficial to health to live in a democracy with the opportunity to comment on these things.</p>	<p>Sarah Richards, Healthy Lifestyles Manager</p>



<b>Equalities</b>	<p>The Council has an agreed Equality Policy Statement and objectives, and has already completed a number of equality impact assessments on its projects, but the one contained at appendix B provides an overview of the issues that have been identified so far in relation to aspects of our corporate plans and policies.</p> <p>This will be revisited following the results of the public consultation.</p>	<p>Sarah Lavallie, Corporate Governance Officer</p>
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## 8. REPORT APPENDICES

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

- Appendix A: Revised Five Year Plan
- Appendix B: Member's Consultation Responses
- Appendix C: Public Consultation Responses
- Appendix D: Stakeholder Consultation Responses
- Appendix E: Equalities Impact Assessment

## 9. BACKGROUND PAPERS

- The Five Year Plan, 2014, Tunbridge Wells Borough Council  
[http://www.tunbridgewells.gov.uk/\\_data/assets/pdf\\_file/0020/53291/Our-Five-Year-Plan-2014.pdf](http://www.tunbridgewells.gov.uk/_data/assets/pdf_file/0020/53291/Our-Five-Year-Plan-2014.pdf)