

URGENT ITEM FOR COUNCIL: 12th February 2019

02 / (9 \$ / / (COUNCIL STRATEGY 2019 ONWARDS

The Cabinet at its meeting on 5th February will consider the Mole Valley District Council Strategy for 2019-2024 and has been asked to make the following recommendation to Council:

RECOMMENDATION TO COUNCIL

That Council approve the Mole Valley District Council Strategy 2019-2024

A copy of the Cabinet report is attached.

(Please note: The publication of this item has taken place prior to the Cabinet meeting. Members will therefore be advised of any changes to the proposed recommendation, as detailed above, at the Council meeting)

Urgent Agenda Item for Council

(Report to be considered by Cabinet on 5th February 2019)

Cabinet Member	Councillor Charles Yarwood, Deputy Leader and Cabinet Member for Strategy and Assets
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Date	Tuesday 5 February 2019
Ward (s) affected	The Mole Valley District Council Strategy 2019-2024 affects the whole District

Subject	Mole Valley District Council Strategy 2019-2024
<p>Recommendations</p> <p>That the Cabinet recommends that the Council approves the Mole Valley District Council Strategy 2019-2024 (Appendix A)</p>	
<p>Executive Summary</p> <p>The Mole Valley District Council Strategy 2019-2024 sets out the vision and priorities for the Council over the next five years and replaces the current Corporate Strategy 2015-2019. Progress against the commitments under each of the three priorities will be reported regularly to the Cabinet in the Business & Budget Monitoring Reports.</p> <p>There are two appendices to this report:</p> <ol style="list-style-type: none"> 1. Appendix A – Mole Valley District Council Strategy 2019-2024 2. Appendix B – Equalities Impact Assessment for the Mole Valley District Council Strategy 2019-2024 	
<p>Corporate Priorities</p> <p>The Mole Valley District Council Strategy 2019-2024 sets out the Council's priorities for the next five years, effective from the 1st April 2019.</p>	
<p>The Cabinet has the authority to determine the Recommendations</p>	

1.0 Background/Introduction

1.1 The Mole Valley District Council Strategy 2019-2024 will replace the current Corporate Strategy 2015-19 at the end of March 2019. The Strategy is a high level strategic document which sets out the Council's vision and priorities and will guide decision making for the next five years.

Developing the Strategy

1.2 The Strategy was developed by Cabinet Members during August 2018. Cabinet Members considered what had changed since the last strategy was developed in 2014, including:-

- The growing funding pressures on our partner organisations and how this would affect MVDC and our residents.
- Issues that affect those who live in Mole Valley, such as relative deprivation and growing concerns about community safety.
- Issues that affect businesses and employment in Mole Valley, including the impact of internet shopping on retailers.
- Cross cutting issues that affect Mole Valley as an organisation, our partners and our residents. This includes the growing public expectation for access to services at all hours of the day, especially with the rate at which technology is developing.

1.3 Cabinet Members assessed the content of the current Strategy and discussed what still had relevance and what needed updating for the next five years in light of the issues they had considered. It was considered that the current Strategy was still generally fit for purpose and therefore formed the basis for developing the new Strategy. The draft Strategy for consultation retained a similar structure to the current Corporate Strategy and included the Council's vision, guiding principles, priorities, and core values. A number of specific changes were made for the draft Strategy for consultation, including:-

- That the vision in the new Strategy should more reflect Mole Valley as a place, as it was felt that the vision in the current Corporate Strategy could apply to many Districts or Boroughs, not just Mole Valley.
- The addition of a Guiding Principle to reflect the organisation's focus and commitment to the people who receive the services we provide.
- Reference to the Health and Social Care services and MVDC's role in ensuring that the residents of Mole Valley receive the best possible service available.

1.4 It was agreed that the final document would remain on one side of A3, as this was considered accessible and reflected the high level strategic nature of the document.

1.5 The consultation was, therefore, a 'sense check' for the strategic direction of the Council.

Consultation on the draft Strategy

- 1.6 Consultation was conducted for a six week period from 10 September 2018 to 19 October 2018. Stakeholders, partners, residents, business, staff, and any other interested parties were invited to complete the online survey. Hard copies of the survey were also made available for those who were unable to complete it online.
- 1.7 A communications plan was developed for the consultation and this included:-
- A banner on the homepage of the Council's website
 - Posters and pull-up banners which were displayed in various locations
 - Artwork for television screens at the Pippbrook Reception, the Dorking & Leatherhead Leisure Centres and for outside Dorking Halls
 - Messages on the Council's intranets (Molly for staff & MOSS for councillors)
 - An MV e-newsletter article
 - Social media coverage
 - A press release
- 1.8 The Deputy Leader, as portfolio holder, and Chief Executive of MVDC conducted a Q&A session live on Facebook in October as part of the consultation. Residents were invited to submit questions live on Facebook for consideration by the panel. The Q&A session was available to view after the event for anyone who was unable to view it live.
- 1.9 The online consultation was promoted at a number of stakeholder meetings and events, including the Mount Green Housing Association and the Ashcombe School Careers Fair.
- 1.10 All feedback received was considered by Cabinet Members during the development of the final draft for consideration at Scrutiny Committee, Cabinet and Full Council.

Consultation Feedback

- 1.11 From the responses received there was general support for the Strategy. A number of minor changes were made to the wording and layout of the Strategy to improve clarity and focus. A small number of key themes were identified and responded to as set out in the table below.

Themes:	Response to feedback:
The need for more emphasis on 'community' in the Strategy	The 'Community Wellbeing' priority now sits before the other two priorities. This also has the largest number of commitments beneath it.
The need for sustainable development to refer to more than just the Green Belt and Local Plan, as it should take	The term 'Green Belt' and reference to the Local Plan have been removed from this commitment under the environment priority

into consideration social, economic and environmental issues.	and it now incorporates all three considerations (social, economic and environmental).
More detail is needed under the Values.	The electronic version of the Strategy will link the Values through to the MVDC Customer Charter which gives more substance to this element.
The word 'customer' is unpopular.	References to customer have been amended to more specifically reflect the group being referred to, such as businesses or residents.
Questions over what tangible actions the Council was going to take to deliver on these priorities.	An Annual Plan will be produced for each of the five years of the Strategy setting out objectives to ensure the Council makes progress in achieving its priorities. More information is provided in the 'Annual Implementation' section below.

- 1.12 Following consultation with Scrutiny Committee, it was agreed that the term 'Green Belt' would be reinstated for the commitment of sustainable development, which now reads: 'Promote sustainable development that takes into account social, economic and environmental factors, including consideration of the Green Belt.'

Annual Implementation

- 1.13 To ensure MVDC is making good progress in achieving its priorities, progress will be reported to the Cabinet against a set of annual objectives and key performance indicators. These will be reviewed annually to ensure we continue to monitor and manage relevant issues.
- 1.14 Once the Council Strategy has been approved, the Annual Plan 2019-20 and Performance Indicators 2019-20 will be brought to the Cabinet for approval in March 2019. The Council's Strategic Risk Register will be an integral element of the report, setting out risks to achieving the commitments in the Council Strategy and the plans in place to mitigate these risks.

Review of the Strategy

- 1.15 The Strategy will be reviewed in 2023-24 to ensure there is an updated Strategy in place from March 2024.

Financial Implications

- 1.16 The Council's budget proposals are set with the Council's vision and priorities in mind. The Annual Plan, which sets out how the Council will deliver on the priority commitments in the Strategy, is linked to the Council's budget. A number of

objectives in the Annual Plan are dependent on the approval of the budget proposals.

Legal Implications

- 1.17 Under the Local Government Act 1999 the Council has a general duty to secure continuous improvement and, to fulfil that duty, there is a statutory duty to consult.

2.0 Options

- 2.1 The Cabinet has two options for consideration:

Option One – that Cabinet recommend the Mole Valley District Council Strategy 2019-2024 to Council for approval.

Option Two – that Cabinet asks for further work to be undertaken

- 2.2 The risks and opportunities associated with each option are set out in the risk implications section below.

3.0 Corporate Implications

Monitoring Officer commentary

- 3.1 The Monitoring Officer confirms that all relevant legal implications have been taken into account.

S151 Officer commentary

- 3.2 Due consideration has been given to the Council's guiding principles, vision and priorities during the development of the Medium Term Financial Plan (MTFP) and capital programme. The S151 Officer confirms that all financial implications have been taken into account in this report.

Risk Implications

Option 1

- 3.3 Approval of Option 1 would provide the Council with a strategic framework for the next five years. This enables MVDC to set out its key deliverables for the forthcoming year, which is due to be the subject of a report to Cabinet in March 2019. The Council Strategy has been developed with reference to the budget setting process elsewhere on this agenda and approval would ensure continued alignment of the key elements of both business and budget planning.

Option 2

- 3.4 Should the Cabinet choose Option 2, this would lead to uncertainty in relation to the Council's vision and priorities. There would be a lack of clarity of future direction and an associated risk that decision making would not be guided by a strategic framework that would be provided by approval of the Council Strategy.
- 3.5 MVDC maintains a Strategic Risk Register which sets out the key strategic risks linked to delivering the priority outcomes in the Council Strategy. These risks are

reported as part of the regular business and budget reports to Cabinet. The strategic risks have been reviewed in the light of the new Council Strategy to ensure that they remain relevant and appropriate. An update will be included in March 2019 as part of the Annual Plan 2019/20 report to Cabinet.

Equalities Implications

- 3.6 An Equality Impact Assessment has been undertaken for the Council Strategy 2019-2024 (Appendix B). The assessment has identified four areas where the Council Strategy will have a positive impact; these areas are age, disability, carers, and rural/urban access issues. No negative impacts have been identified. Once work is underway to progress areas of work that deliver against the Council Strategy priorities, additional Equality Impact Assessments will be completed where relevant.

Employment Issues

- 3.7 There are no employment issues arising as a direct consequence of this report.

Sustainability Issues

- 3.8 Sustainability has been taken into account in the Strategy. One of the guiding principles in the new Council Strategy is “Acting Sustainably: Meeting the needs of the present without compromising future generations requires responsible decision-making and innovation.” Under the Environment priority there is a commitment to “promote sustainable development that balances social, environmental, and economic considerations.”

Consultation

- 3.9 Consultation was undertaken as part of the development of the Strategy, this is explained in more detail above. This report will also be going through Scrutiny and Cabinet prior to presentation to Council in February 2019.

Communications

- 3.10 A communications plan was developed to support the consultation on the draft Strategy in September/October 2018.

A Press Release was sent out for the consultation. A Press Release has also been prepared and will be sent out after Full Council when the Strategy has been adopted.

The Council Strategy will be made available to the public on the MVDC website.

Background Papers

- 3.11 None.

Vision

A place where a beautiful environment, enterprise and opportunity combine, creating a vibrant place to live, work, and enjoy.

Guiding Principles

Putting People First

Ensuring a people focussed culture in our organisation to provide the best possible experience and services for our residents, businesses, and visitors.

Openness and Accessibility

Listening to and engaging with people, and giving clear, timely and transparent information that enables residents, businesses, and visitors to help themselves, while still providing support for those who need it.

Acting Sustainably

Meeting the needs of the present without compromising future generations requires responsible decision-making and innovation.

Living within our means

Be mindful of current and future costs in our approach to delivering and developing services.

Priorities

Together with our local communities and partners we will:



Community Wellbeing

Active communities and support for those who need it

- Promote opportunities for residents of all ages to live safe, healthy and fulfilling lives
- Foster community spirit, encouraging individuals, families and communities to support each other especially in times of particular need
- Support individuals and families who find themselves unintentionally homeless, seeking to minimise disruption to education and employment
- Encourage participation in sports, leisure, cultural and educational activities, to promote responsible enjoyment of our parks, open spaces, heritage and countryside
- Tackle environmental and community anti-social behaviour by working with partners to deliver education and effective enforcement
- Represent the interests of Mole Valley residents by actively pursuing the effective provision of Health and Social Care services



Environment

A highly attractive area with housing that meets local need

- Protect and enhance the natural and built environment, and ensure our areas of natural beauty and wildlife are well looked-after
- Promote sustainable development that takes into account social, economic and environmental factors, including consideration of the Green Belt
- Encourage the creation of affordable housing to meet local needs and explore innovative methods of delivery
- Encourage and support residents and businesses to reduce the amount of waste that is produced and facilitate the recycling and reuse of materials
- Work with other agencies to lessen the impact of environmental pollution, paying particular attention to air quality and flooding



Prosperity

A vibrant local economy with thriving towns and villages

- Work towards making Mole Valley a prime business location with improved infrastructure to attract and retain creative, entrepreneurial and innovative talent
- Continue to drive the transformation of Leatherhead Town Centre and promote the character, culture and economy of Dorking
- Work with rural communities and businesses to enhance their strengths and address their challenges, helping them thrive and become more sustainable
- Promote Mole Valley as a place for people to spend their leisure time and support local businesses to maximise opportunities from recreation and tourism

Equality Impact Assessment

Mole Valley District Council Strategy 2019-
2024



function or policy?	
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Description of the function or policy, including:

- **The aims and scope**
- **The main beneficiaries or users**
- **The main equality issues and barriers, and the protected characteristics¹ they relate to (not all assessments will encounter issues relating to every protected characteristic)**

The Mole Valley District Council Strategy 2019-2024 sets the policy framework for the Council's priorities and key areas of focus for a five-year period. The Mole Valley District Council Strategy 2019-2024 has been developed alongside the Council budget which is also subject to an Equality Impact Assessment.

The Mole Valley District Council Strategy 2019-2024 is the Council's key overarching strategic planning document and as such contains top level priorities. Once work gets underway to progress work areas that deliver against these priorities, additional Equality Impact Assessments will be completed where relevant.

The three priorities are set out below:

- Community Wellbeing – Active communities and support for those who need it
- Environment – A highly attractive area with housing that meets local need
- Prosperity – A vibrant local economy with thriving towns and villages

The four guiding principles are:

- Putting people first
- Acting sustainably
- Living within our means
- Being open & accessible

The Council Strategy will impact on residents, businesses and visitors of Mole Valley. This was taken into consideration during the development of the Strategy. It is intended that the Strategy will have a positive impact and this is reflected in this assessment. No negative impacts have been identified. Four areas of positive impact have been identified and these are:

- Age
- Disability
- Carers*
- Rural/urban access issues

*potential for an indirect positive impact.

The protected characteristics are age, sex, disability, pregnancy and maternity, race and ethnicity, religion and belief, gender reassignment, sexual orientation, and marriage and civil partnership (Source: Equality Act 2010)

Description of how the function or policy fits into the Council's Corporate Priorities or other local, regional or national plans and priorities

The Mole Valley District Council Strategy sets out the Council's priorities for the next five years, effective 1 April 2019.

Section 2: Analysis and assessment

Indicate for each protected characteristic whether there may be a positive impact, negative impact, a mixture of both or no impact – using a tick <input type="checkbox"/> in the appropriate columns				
Protected characteristics	Positive	Negative	No impact	Reason
Age	✓			Under the Community Wellbeing priority there is a commitment to promote opportunities for residents of all ages to live safe, healthy and fulfilling lives.
Sex			✓	It is not considered that the Council Strategy will have a significant impact, positive or negative, based on a person's sex.
Disability	✓			The guiding principle of Openness and Accessibility expresses the Council's commitment to help provide support for people who need it.
Pregnancy and maternity			✓	It is not considered that the Council Strategy will have a significant impact, positive or negative, based on people who are pregnant or on maternity leave.
Race and ethnicity			✓	It is not considered that the Council Strategy will have a significant impact, positive or negative, based on people's race and ethnicity.
Religion and belief			✓	It is not considered that the Council Strategy will have a significant impact, positive or negative, based on people because of their religion or belief (or lack of).
Gender reassignment			✓	It is not considered that the Council Strategy will have a significant impact, positive or negative, based on people who have undergone or are undergoing gender re-assignment.
Sexual orientation			✓	It is not considered that the Council Strategy will have a significant impact, positive or negative, based on a

				person's sexual orientation.
Marriage and civil partnership			✓	It is not considered that the Council Strategy will have a significant impact, positive or negative, based on people who are married or in a civil partnership.
Other aspects to consider	Positive	Negative	No impact	Reason
Carers	✓			<p>Potential for a positive indirect impact from the following commitments in the Strategy:</p> <ul style="list-style-type: none"> - Foster community spirit, encouraging individuals, families and communities to support each other especially in times of particular need - Represent the interests of Mole Valley residents by actively pursuing the effective provision of Health and Social Care services
Rural/urban access issues	✓			<p>There is a commitment under the Prosperity priority to work with rural communities and businesses to build on their strengths and address their challenges, helping them to thrive and become more sustainable.</p> <p>There is also a commitment under Prosperity to make Mole Valley a prime business location with improved infrastructure to attract and retain creative, entrepreneurial and innovative talent.</p>
HR issues			✓	<p>No immediate implications.</p> <p>HR issues will be taken into account when Equality Impact Assessments are produced for any new policies/ services that are developed during the life of</p>

				the Council Strategy.
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What can be done to reduce the effects of any negative impacts?

Where negative impact cannot be completely diminished, can this be justified, and is it lawful?

No negative impacts have been identified.

Where there are positive impacts, what changes have been or will be made?

Who are the beneficiaries? How have they benefited?

The Council Strategy will be delivered via a number of different strategies and initiatives, such as the Rural Community Strategy 2017-2027 and the Wellbeing Strategy.

With regards to rural/urban access issues, MVDC will be implementing the Rural Community Strategy over the course of the five years of the Council Strategy. The Rural Community Strategy will help rural communities and businesses to enhance their strengths and address their challenges. Examples of these challenges include road safety and social isolation which both relate to access issues.

MVDC's Wellbeing Strategy works towards improving quality of life for people of all ages, particularly older people and young people. This is delivered through a number of different initiatives, including getting and keeping children, young people and older people more active, reducing social isolation, and tackling mental health. The work being undertaken as part of the Wellbeing Strategy supports a number of commitments in the Council Strategy 2019-2024.

In relation to disability there is a commitment to provide help for those who need it and developing our communication channels to enable more people to help themselves. Ensuring the needs of people with disabilities are met is integral to the delivery of these commitments.

Section 3: Evidence gathering and fact-finding

What evidence is available to support your views above?

Please include:

- A summary of the available evidence
- Identification of where there are gaps in the evidence (this may identify a need for more evidence in the action plan)
- What information is currently captured with respect to usage and take up of services.
- What the current situation is in relation to equality and diversity monitoring (where relevant)

The development of the strategy involved consideration of what has changed since

the development of the previous strategy in 2014/15. Key facts and challenges were highlighted, such as:

- Relative deprivation in Mole Valley.
- Issues which had been highlighted as a result of the Wellbeing Prescription Scheme Pilot, which were weight management, low level mental health and social isolation.
- Roll out of Universal Credit in October 2018.
- The increase in the house prices in Mole Valley and the impact on the cost of living.
- Cross cutting issues like the reduction in funding to our partners and growing public expectations for access to services at all hours of the day.

How have stakeholders been involved in this assessment?

Who are they, and what is their view?

No stakeholders have been involved in this assessment. Stakeholders will be involved in individual Equality Impact Assessments relating to the implementation of the commitments in the Council Strategy going forwards.

Recommendations

Summary of the main recommendations (if any) arising from the assessment

None

Section 4: Action Plan – N/A

Actions needed to implement the EqIA recommendations (if any)

Issue	Action	Expected outcome	Who	Deadline for action