

# **BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE**

**31 JANUARY 2017**

## **COUNCIL PLAN REFRESH 2017/18**

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### **Summary**

The Council Plan 2016/21 is the organisation's overarching business plan, setting out the Council's commitments to achieving its key outcomes during the life of the Plan. As part of the first annual review of the Plan, Directorates have been asked to review their respective key projects, key measures of success and targets to ensure the delivery of the Plan remains focused, informative and relevant.

This report summarises the proposed changes received from the Directorates which include:

- 1 new programme
- 6 additional new council plan measures of success (from 38 in 2016/17 to 44 in 2017/18)
- 3 deferred council plan measures
- 7 changes to targets

A Diversity Impact Assessment has been completed as part of this refresh process and concludes that it is unlikely that there will be any adverse impact on protected characteristic groups as a result of the proposals.

### **1. Background**

- 1.1 The current Council Plan was agreed in February 2016 and covers the Council's strategic objectives up to 2021. The Council Plan seeks to capture progress against projects and key measures of success (sometimes referred to as key performance indicators- KPIs) over which the Council has direct influence, rather than Medway wide outcome measures.

1.2 To ensure the Plan remains relevant and focused, the key programmes, key measures of success and targets are subject to an annual review process.

1.3 Proposed amendments for 2017/18 were first presented to CMT in November 2016. This report reflects further work and subsequent amendments to these initial proposals following CMT's meeting on 4 January 2017. Details of the proposals can be found at Appendix A.

## 2. Summary of the proposals

### 2.1 Programmes

2.2 One new programme has been proposed to support the Council's 'Digital Service Delivery' Ways of Working. This increases the total number of programmes from 13 to 14.

### 2.3 Measures

2.4 There are 6 additional proposed measures in total, the majority of which (4) support the regeneration and economic growth priority. It is proposed that a measure be included for the first time to support the 'Digital Service Delivery' Ways of Working.

**Table 1: Measures: Added/Deferred for Council Plan 2017/18**

Council Plan priority	Number of measures 2016/17	Proposed number of measures 2017/18	Add / Defer measures for 2017/18
Medway: A place to be proud of	5	4	<ul style="list-style-type: none"> <li>Add: battle of Medway; attract 30,000 visitors to finale</li> <li>Defer: 2 measures relating to lamppost project to 2018/19</li> </ul>
Maximising regeneration and economic growth	10	14	<ul style="list-style-type: none"> <li>Add: % sq' business space let at Innovation Centre</li> <li>Add: Adult Education % retention rate</li> <li>Add: Adult Education achievement pass rate</li> <li>Add: NI 154 Net additional homes provided</li> </ul>
Supporting Medway's people to realise their potential	23	25	<ul style="list-style-type: none"> <li>Defer CSC 0005 early help assessments achieving desired outcome</li> <li>Add: ASCOF 1h % mental health clients in settled accommodation</li> <li>Add: ASCOF 1G (n) no. adults with LD in settled accommodation</li> <li>Add: % long term packages that are placements</li> </ul>
Ways of working: Digital service delivery	0	1	<ul style="list-style-type: none"> <li>Add: Digital take up</li> </ul>
<b>TOTAL</b>	<b>38</b>	<b>44</b>	

2.5 A variety of minor changes to existing measures have been proposed. These include deferring monitoring until 2018/19 and introducing to monitoring for the first time (having been deferred during year 1 – 2016/17). Full details of all changes can be found in the table at Appendix A.

## 2.6 Targets

2.7 Changes to stretch seven targets have been proposed. These are expected to be achieved as they have been based on previous performance trends.

**Table 2: Proposals to amend existing targets in the Council Plan 2017/18**

Council Plan priority	Proposals to change existing targets
Medway: A place to be proud of	n/a
Maximising regeneration and economic growth	<ul style="list-style-type: none"> <li>NI 156 no of households living in temp accom target changed from 300 to 350</li> </ul>
Supporting Medway's people to realise their potential	<ul style="list-style-type: none"> <li>PH 10 % completing adult weight management service target changed from 70% to 75%</li> <li>CASEIEYFS gap % achievement gap at early years target changed from 31% to 29.5%</li> <li>PH 16 smoking at time of delivery target changed from 17.9% to 17.5%</li> <li>ASCOF 1C(2i) % direct payment for social care service target changed from 25% to 32%</li> <li>SEKs2 % children achieve level 4 reading/writing/maths target changed from 76% to 53%</li> <li>SE2OEPPr % primary schools good or better target changed from 75% to 85%</li> </ul>
Ways of working: Digital service delivery	n/a

## 3 Advice and analysis

3.1 Under the Equality Act 2010, the Council has legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality. The Council has agreed a diversity impact assessment process which ensures that we meet our legal duty.

3.2 A Diversity Impact Assessment (DIA) has been completed as part of the refresh process. It concludes that it is unlikely that there will be any adverse impact on protected characteristic groups as a result of the proposals. A copy of the DIA can be found at Appendix B.

## 4. Risk Management

4.1 As the Council's overarching strategic Plan, risks related to the delivery of the Plan (including controls and mitigating actions) are developed through the Strategic Risk Register and the service planning process (in directorate business plans and service plans).

4.2 The local government environment is experiencing unprecedented change across multiple agendas – policy, finance, legal, and citizen and

customer expectation. Continuing to communicate with key stakeholders through a clear Council Plan with appropriate measures is a means to mitigate risks arising from a lack of strategic and corporate planning.

- 4.3 To reflect the importance of managing risk on behalf of the Council, Directorates consider their strategic risks as part of the Council Plan refresh.

## **5 Financial and legal implications**

- 5.1 The Council Plan should be developed alongside the budget setting process. This ensures the financial implications are considered during the development of the Council Plan. This is particularly important due to the current financial pressures faced by the Council due to ongoing Central Government funding cuts. This has placed an ever-increasing pressure to focus the Council's resources on areas of greatest need and demonstrate that value for money is achieved through the allocation of scarce resources.
- 5.2 There is no longer a statutory requirement to have a Council Plan. This means that the Council Plan is no longer listed as a plan or strategy which must be adopted by Council in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. However, the Regulations provide that where the Council determines that a decision on a non-statutory plan should be taken by them, the decision on adoption of that plan must be taken by Full Council. Members have decided to retain the Council Plan as a key document to guide the business of the Council and communicate its direction. The Council Plan remains a policy framework document within the Council's constitution and so a decision on refreshing the Plan's indicator set must be taken by Full Council.

## **6 Next Steps**

- 6.1 The proposals will be presented to Members as follows:

Cabinet           7 February 2017  
Full Council   23 February 2017

## **7 Recommendation**

- 7.1 It is recommended that Overview and Scrutiny Members provide any comments relating to the proposed changes to programmes, key measures of success and targets as summarised in Appendix A to ensure the delivery of the Plan remains focused, informative and relevant, prior to formal consideration by Members as outlined in paragraph 6.1 above.

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**Appendices**

**Appendix A:** Council Plan Refresh 2017/18: Details of proposals

**Appendix B:** Council Plan Refresh 2017/18: Diversity Impact Assessment

**Background papers**

Council Plan 2016/17 - 2020/21