

**BUSINESS SUPPORT
OVERVIEW AND SCRUTINY COMMITTEE
30 JANUARY 2018
COUNCIL PLAN REFRESH 2018/19**

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Summary

The Council Plan 2016/17 – 2020/21 is Medway's five year business plan. It sets out our key priorities, the outcomes we expect to achieve, the programmes we will deliver and the measures we will use to track our performance.

We review this Plan each year to ensure that it remains relevant and that we continue to focus resources on our priorities.

Following consultation with directorates during September-December, this report presents a final summary of their proposals for the Council Plan 2018/19.

Members are asked to consider these proposals and forward any comments to Cabinet on 6 February 2018 prior to consideration by Full Council on 22 February 2018 for implementation from April 2018.

1. Budget and policy framework

- 1.1 The current Council Plan was agreed in February 2016 and covers the Council's strategic objectives up to 2021.
- 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 The Council Plan forms part of the Council's Policy Framework, therefore, the proposals will be considered by the Business Support Overview and Scrutiny Committee, Cabinet and Council.

2. Background

2.1 The first annual review of the Council Plan commenced in September 2016. Following consultation with the Directorates, Full Council agreed in February 2017 to a number of changes which included adjustments to targets and increasing the number of measures of success from 32 to 40.

2.2 The annual review for 2018/19 took place during September – December 2017.

2.3 Outcomes

The eleven Outcomes which currently support the Council's three priorities are:



2.4 Programmes

The thirteen programmes which support the above outcomes are set out overleaf. The Council's ways of working embrace all priorities:

WAYS OF WORKING		
Giving value for money		
Finding the best digital innovation and using it to meet residents' needs		
Working in partnership where this benefits our residents		
PRIORITIES		
Medway: A Place to be proud of	Maximising regeneration and economic growth	Supporting Medway's people to realise their potential
OUTCOME A clean and green environment	OUTCOME A strong diversified economy	OUTCOME Healthy and active communities
1 Public realm and street scene	4 Business investment	9 Improving everyone's health and reducing inequalities
2 Replacing Medway's street lights	OUTCOME Residents with jobs and skills	OUTCOME Resilient families
OUTCOME Medway on the map	5 Jobs, skills and employability	10 Together we can – Children's services
3 Medway: a great place to live, work, learn and visit	OUTCOME Preventing homelessness	11 The best start in life
	6 Preventing homelessness	OUTCOME Older and disabled people living independently in their homes
	OUTCOME Delivering new homes to meet the needs of Medway's residents	12 Improve support for vulnerable adults by working with partners and communities
	7 Delivering new homes to meet the needs of Medway's residents	OUTCOME All children achieving their potential in schools
	OUTCOME Getting around Medway	13 Raising aspiration and ambition
	8 Tackle congestion hotspots by transport and public realm improvements	

2.6 Measures

There are currently 40 Council Plan measures which are used to monitor the performance against the council's three priorities:

Priority	Measures of success 2017/18
Medway: a place to be proud of	3
Maximise regeneration and economic growth	11
Supporting Medway's people to realise their potential	25
Ways of working	
Finding the best digital innovation and using it to meet residents' needs	1
TOTAL	40

3. Review of the Council Plan 2018/19

3.1 The second annual review commenced in September 2017 with Directorates reviewing the following which relate to their services:

- Outcomes
- Programmes
- Measures
- Targets

3.2 Summary of proposals

	Proposals	Quantity
Outcomes	No changes proposed	11
Programmes	see Table A below for proposed changes to text	7
Measures	No changes proposed	32
Measures	Changes proposed (eg replace, remove, method of measuring)	8
New measures	Change proposed	3
Targets - change	Change proposed	3
Targets – stretch	Change proposed	3

Table A

	Programmes (Current text in Council Plan)
	Key: <u>underlined text</u> indicates proposed changes
1	Programme: Medway A Great Place to Live, Work, Learn & Visit A programme built around our culture, tourism and regeneration strategies, <u>including Medway 2035</u> . By building on what makes Medway unique – the river, our heritage and sporting legacy - Medway on the Map promotes Medway as a great place to live, learn, work and visit. <u>Remove the measure of success: The number of visitors to The Battle</u>

	Programmes (Current text in Council Plan)
	of Medway grand finale, Medway in Flames, in June 2017. – This is now completed
2	<p>Programme: Business investment</p> <ul style="list-style-type: none"> • The development of Rochester Airport Technology Park (<u>maximising the benefits Enterprise Zone status brings</u>), and business accommodation in Strood and across the area <u>to provide the right infrastructure for business success. Ensure Medway's regeneration agenda delivers economic growth, increasing high value businesses and high quality employment, and so creating jobs and inward investment.</u> • Facilitate the delivery of Medway 2035 <u>and</u> the Inward Investment Strategy. • Continue to encourage and help facilitate the growth of business in Medway.
3	<p>Programme: Business investment - Programme outcome Creating high skilled employment opportunities for our graduates <u>to retain local talent and create a strong mixed economy.</u></p>
4	<p>Programme: jobs, skills and employability Replace: 'Promote employment and skills for young people through the development of a 16-19 strategy (including apprenticeships), resulting in increased youth employment, training and education participation' with:</p> <p><u>The Medway Skills Board, established in 2017, is to champion skills development to all ages. A Skills Plan for Medway will be completed in 2018 and focus on the Council's 5 skills priorities. This plan will incorporate the objectives of the 16 – 19 Youth Strategy, alongside interests such as apprenticeships, degree apprenticeship and internships.</u></p> <p>Programme outcome: replace ' Equip people with the skills needed to secure opportunities in Medway's future economy' with: <u>'Improve employability via uniting skills supply and demand.'</u></p>
5	<p>Programme: Delivering new homes to meet the needs of Medway's residents</p> <p>Encourage the delivery of homes to meet our targets. Through investigation of new financing models and release of Council owned sites. <u>'This will include the first operation of Medway Development Company, and the hand over of the Chatham Waterfront and Wiffens Aveune development sites for delivery, both in 2018/19'.</u></p>
6	<p>Programme: tackle congestion hotspots by transport and public realm improvements</p> <p><u>Remove:</u> Maintain roads through the successful implementation of the new Highways Contract in 2017, and replace with: <u>Achieve level 3 status for Highway Asset with DfT</u></p> <ul style="list-style-type: none"> • Transport and public realm improvements for Strood completed by March 2019.

	Programmes (Current text in Council Plan)
	<ul style="list-style-type: none"> Support the development of local Railway stations including Strood and Chatham by March 2019.
7	<p>Programme: Enhancing the public realm and street scene</p> <p>Chatham Centre public realm improvement completed by <u>June 2018</u>. (<u>currently states</u> March)</p>

3.3 Proposed new measures

Proposed changes to measures and targets have been identified following consideration of various external factors eg: forecast of potential impact of legislative changes (households in temp accommodation), emerging public health issues (workforce health), a desire to be consistent with other local authorities (attainment 8).

Detailed explanations relating to all proposed changes to measures and targets can be found in Appendix A.

Priority	Outcome	Proposal
Maximising regeneration and economic growth	A strong diversified economy	Medway's economy as a whole compared with the rest of England
Supporting Medway's people to realise their potential	Improving everyone's health and reducing inequalities	Workplace health – the number of settings actively engaged in our 'Healthy Settings' programme
Supporting Medway's people to realise their potential	All children achieving their potential in schools	Attainment 8

3.4 Proposed new targets – stretch and change

	Current target	Proposed target
Target – stretch		
(A1) Average no. days child entering care to moving in with adoptive family	605	558
(SE KS2) Children achieving KS2 reading/writing/maths	53%	61%
(CASEISPEC) Primary schools judged good/better	85%	90%

Target – change		
(NI 156) Number of households in temporary accommodation	350	400
(CASEIEYFS Gap) % achievement gap at early years foundation – profile between the lowest attaining 20% of children and the mean	29.5%	30%
(EDU3b) % of children who were persistently absent from school	5.5%	10%.

3.5 Details of proposed changes to measures and targets are contained in Appendix A.

3.6 Project Plan

3.6.1 Any proposals to amend the Council Plan will be considered by Full Council on 22 February 2018 and will be implemented from April 2018. To achieve this deadline, the following project plan is in place:

Project Plan: Actions	Lead	Timescale
CMT notification of launch of process	CPI	13 September 2017
DMTs to review their outcomes, programmes, measures and targets	DMTs	14 September – 26 October 2017
Performance and Intelligence Hubs to submit 1st draft of proposals to Corporate P&I Hub	P&I teams	27 October 2017
CMT to review first draft of proposals	CMT	8 November 2017
Revised proposal to Corporate P&I team	P&I teams	17 November 2017
CMT to review final draft of proposals	CMT	6 December 2017
Business Support Overview & Scrutiny Committee	CPI	30 January 2018
Cabinet	CPI	6 February 2018
Full Council	CPI	22 February 2018
Implementation	DMTs	1 April 2018

3.6.2 An item on the Council Plan refresh was included in the staff e-Newsletter Your Medway in September 2017 and Medway Makers were briefed on this at their meeting on 14 November 2017.

4. Advice and Analysis

4.1 The Council Plan has been reviewed by all directorates, Portfolio Holders have been consulted and the Corporate Management Team have considered the draft proposals.

4.2 Under the Equality Act 2010, the Council has a legal duty 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.

- 4.3 A Diversity Impact Assessment (DIA) has been completed as part of the refresh process. It concluded 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.

5. Risk management

- 5.1 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).
- 5.2 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.
- 5.3 To reflect the importance of managing risk on behalf of the Council, Directorates are recommended to consider their strategic risks as part of the Council Plan refresh.

6. Financial and legal implications

- 6.1 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.
- 6.2 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.
- 6.3 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.

7. Next steps

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

Cabinet
Full Council

6 Feb 2018
22 Feb 2018

8. Recommendation

- 8.1 It is recommended that Members provide any comments on the proposed changes to programmes, key measures of success and targets as summarised in Table A above and Appendix A prior to formal consideration by Members as outlined in 7.1 above.

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Appendices:

Appendix A - Council Plan Refresh 2017/18 Details of Proposals

Appendix B – Diversity Impact Assessment

Background papers:

None