

## **CABINET**

**5 FEBRUARY 2019**

### **COUNCIL PLAN REFRESH 2019/20**

Portfolio Holder:	Councillor Adrian Gulvin, Resources
Report coordinated by:	Phil Watts, Chief Finance Officer
Contributors:	Children and Adults – Directorate Management Team Public Health Regeneration, Culture, Environment and Transformation – Directorate Management Team Business Support

#### **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 2019/20. This report will be considered by the Business Support Overview and Scrutiny Committee on 31 January 2019 and its comments will be set out in an addendum report.

Following consideration of this report by the Cabinet, the proposals will be presented to Full Council on 21 February 2019 for consideration and final approval, with the intention of implementing the agreed changes from April 2019.

#### **1. Budget and Policy Framework**

- 1.1 The Council Plan 2016/21 was agreed at Full Council in February 2016 and covers the Council's strategic objectives up to 2021. It sets out the Council's three priorities and three ways of working which aim to deliver these priorities. It includes the measures we use to track performance.
- 1.2 To ensure the Council Plan remains relevant and focussed, the key programmes, measures of success and targets are subject to an annual review.
- 1.3 The annual refresh for 2019/20 is now taking place. This report proposes the measures to be used for monitoring in 2019/20.

1.4 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 table overleaf summarises the 13 programmes which support our 3 priorities and 11 outcomes. It also shows the three overarching ways of working which we use to deliver all of the above.

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

### 3. Proposals for the Council Plan 2019/20

3.1 Following reviews by Directorate Management Teams, there are 44 Council Plan measures proposed for 2019/20. These are split across the Council Plan priorities and ways of working as follows:

Priority and outcome	Proposed Council Plan measures 2019/20	Council Plan Measures 2018/19
<b>Medway: a place to be proud of</b>		
A clean and green environment	4	3
Medway on the map	0	0
<b>Maximising regeneration and economic growth</b>		
A strong diversified economy	3	2
Residents with jobs and skills	4	4
Preventing homelessness	3	3
Delivering new homes to meet the needs of Medway's residents	1	1
Getting around Medway	1	1
<b>Supporting Medway's people to realise their potential</b>		
Healthy and active communities	4	4
Resilient families	5	5
The best start in life	2	2
Older and disabled people living independently in their homes	7	8
All children achieving their potential in schools	8	8
<b>Ways of working</b>		
Giving value for money	1	0
Finding the best digital innovation and using it to meet resident's needs	1	1
Working in partnership where this benefits our residents	0	0
<b>TOTAL</b>	<b>44</b>	<b>42</b>

3.2 The following table summarises the proposals:

	Council Plan Measures
Change – raise target	3
Change- reduce target	10
New measure	3
Remove measure	3
No change	25
Change to counting rule	1
Waiting further data	2

- 3.3 A detailed report of the measures for 2019/20 and rationale can be found in Appendix 1: Council Plan Measures 2019/20.
- 3.4 The information, for Council Plan measures where targets have not yet been set or where further data is required before targets can be proposed, is likely to be received after the Council Plan Refresh 2019/20 has been discussed at Full Council. It is, therefore, proposed that Full Council be asked to delegate authority to the Chief Executive, in consultation with the Portfolio Holder for Resources, to agree the final measures once the data is received.

#### **4. Diversity Impact Assessment**

- 4.1 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 a clearly set out diversity impact assessment process which describes how changes to service delivery or new services and policies should be assessed for impact and the requirement for regular review of the equality impact of services and strategies.
- 4.2 A Diversity Impact Assessment (DIA) has been completed for the updated version of the Council Plan and can be found in Appendix 2: Diversity Impact Assessment Council Plan Refresh 2019/20.

#### **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- plan should be taken by them, the decision on adoption of that plan must be taken by Full Council.
- 5.3 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.

#### **6. Risk management**

- 6.1 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 plans and service plans).
- 6.2 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.

- 6.3 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.

## **7. Next Steps**

- 7.1 Following consideration by the Business Support Overview and Scrutiny Committee and Cabinet, the proposals will be presented to Full Council on 21 February 2019 for consideration and final approval.

## **8. Recommendations**

- 8.1 The Cabinet is asked to consider the comments of the Business Support Overview and Scrutiny Committee set out in the addendum report.
- 8.2 The Cabinet is asked to recommend to Full Council the proposed changes to programmes and measures of success summarised in paragraph 3.2 to the report and as detailed in Appendix 1 to the report.
- 8.3 The Cabinet is asked to recommend that Full Council agree to delegate authority to the Chief Executive, in consultation with the Portfolio Holder for Resources, to approve the final measures of success as set out in paragraph 3.4 to the report and as detailed in Appendix 1 to the report once further information is received.

## **9. Suggested reasons for decisions**

- 9.1 Agreement of the proposed changes to the programmes and measures of success within the Council Plan will ensure the delivery of the Plan remains focused, informative and relevant.

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### **Background papers**

Council Plan 2016/21

[https://www.medway.gov.uk/info/200138/your\\_council/342/the\\_council\\_plan](https://www.medway.gov.uk/info/200138/your_council/342/the_council_plan)

### **Appendices**

Appendix 1 - Council Plan Measures 2019/20

Appendix 2 - Diversity Impact Assessment Council Plan Refresh 2019/20