

COUNCIL

21 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 for consideration and approval.

This report was initially considered by the Business Support Overview and Scrutiny Committee on 31 January 2019 and the Cabinet on 12 February 2019, in accordance with the Policy Framework rules and their comments are set out in the report.

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. The annual refresh for 2019/20 is now taking place. This report proposes the measures to be used for monitoring in 2019/20.
- 1.3 The Council Plan forms part of the Council's Policy Framework, therefore, it is a matter for Full Council.
- 1.4 This report was submitted to the Business Support Overview and Scrutiny Committee and Cabinet for consideration on 31 January 2019 and 5 February 2019 respectively, in accordance with the Policy Framework rules.

2. Background

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

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	

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 shown below:

Priority and outcome	Proposed Council Plan measures 2019/20	Council Plan Measures 2018/19
Medway: a place to be proud of		
A clean and green environment	4	3
Medway on the map	0	0
Maximising regeneration and economic growth		
A strong diversified economy	3	3
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
Supporting Medway's people to realise their potential		
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
Ways of working		
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
TOTAL	44	43

3.2 The following table summarises the proposals:

	Council Plan Measures
Change – raise target	7
Change- reduce target	6
New measure	2
Remove measure	1
No change	25
Change to counting rule	1
Waiting further data	3

- 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. Business Support Overview and Scrutiny Committee – 31 January 2019

4.1 Members considered a report which presented a summary of the proposed measures to be used for monitoring the Council Plan 2019/20. The Committee also considered an addendum report which set out details of changes to two of the Council Plan measures. The latter report explained that national data had been received in respect of two of the measures (i.e. *ASCOF 2A (2) (Permanent admissions to care homes)* and *EDU3 (b) (The percentage of children who were persistently absent from school)*). As a result, the targets relating to these two measures had been amended to bring them in line with national performance.

4.2 The following measures were discussed:

4.2.1 **PH14 (Excess weight in 4-5 year olds)** – in response to a query, officers clarified that although the proposed target percentage figure had increased in relation to the existing target, this did in fact represent a reduced target. In this case the aim was to minimise and therefore a higher target value was a reduced target (i.e. less challenging).

4.2.2 **FIN (Unmodified/positive value for money conclusion from the Council's external auditors)** – a Member made the point that it was possible that a non-value for money issue, such as an adverse Ofsted report, could also lead to a qualified opinion from the external auditor.

4.2.3 **DIGI TU 01 (Digital take up)** – a Member asked if more thought could be given to this target to ensure it was meaningful.

4.2.4 **HC3 (No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter)** - a Member proposed that there should be an additional measure so that the overall direction of travel regarding children in temporary accommodation was reflected, with a possible target of the number of children in temporary accommodation in Medway.

4.3 The Committee agreed to:

4.3.1 note the revised measures as set out in paragraph 4.2 above;

4.3.2 note the proposed changes to programmes and measures of success as listed above and in Appendix 1 to the report at agenda item no. 11 and recommend to Cabinet that an additional measure is added to the Council Plan aimed at reflecting the overall direction of travel regarding children in temporary accommodation, and;

4.3.3 note that, with regard to those Council Plan measures still awaiting a proposed target that Full Council will be asked to delegate authority to the Chief Executive, in consultation with the Portfolio Holder for Resources, to agree the final measures.

5. Cabinet – 5 February 2019

- 5.1 The Cabinet considered this report on 5 February 2019, including the comments and recommendations from the Business Support Overview and Scrutiny Committee. During discussion, the Portfolio Holder for Educational Attainment and Improvement stated that he would work with officers to accurately align Council Plan measures relating to schools with the Local Authority's responsibilities.
- 5.2 The Cabinet noted the comments and recommendation of the Business Support Overview and Scrutiny Committee set out in the addendum report, which would be taken into consideration.
- 5.3 The Cabinet recommended to Full Council to approve the proposed changes to programmes and measures of success summarised in paragraph 3.2 of the report and as detailed in Appendix 1 of the report, noting there would be further work on Council Plan measures relating to schools (decision no. 11/2019).
- 5.4 The Cabinet recommended 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 (decision no. 12/2019).

6. Chief Finance Officer's comments

- 6.1 Subject to approval of Full Council, in line with the recommendations of the Cabinet, officers will work with Portfolio holders to implement a final suite of Council Plan measures and facilitate further consideration of an additional measure around the number of children in temporary accommodation.
- 6.2 This will include continuing to work with Portfolio Holders to review and if considered necessary, rationalise the measures relating to education. As the current Council Plan ends in 2020/21, officers will work with Members to develop the new Council Plan and suite of performance measures from 2021 onwards.
- 6.3 Officers will continue to work to deliver timely, good quality information on the Council's performance against the measures agreed through this refresh during the 2019/20 financial year.

7. Diversity Impact Assessment

- 7.1 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. 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.

8. Financial and Legal implications

- 8.1 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.

- 8.2 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.
- 8.3 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.

9. Risk management

- 9.1 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).
- 9.2 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.
- 9.3 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.

10. Recommendations

- 10.1 Council is asked to note the comments of the Business Support Overview and Scrutiny Committee and the Cabinet as set out in sections 4 and 5 of the report respectively.
- 10.2 Council is asked to approve 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.
- 10.3 Council is asked to 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 paragraphs 3.4 and 5.1 to the report and as detailed in Appendix 1 to the report once further information is received.
- 10.4 Council is further asked to grant delegated authority to the Chief Executive Officer, in consultation with the Portfolio Holder for Resources, to make any necessary changes to align the plan's indicator set to the agreed budget.

Lead officer contact

Lesley Jones, Corporate strategy, performance and improvement officer
ext. 2472 lesley.jones@medway.gov.uk

Background papers

Council Plan 2016/21

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