

CABINET

4 FEBRUARY 2020

COUNCIL PLAN REFRESH 2020/21

Portfolio Holder: Councillor Adrian Gulvin, Portfolio Holder for 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 Strategy sets out the Council's key priorities, the outcomes we expect to achieve and the programmes that will deliver them. The Council Plan is the delivery plan which sets out the measures that will be used to track performance against the Council's key priorities.

Following consultation with directorates during October - December, this report presents a final summary of their proposals for the measures that will be used to track performance against the Council Plan 2020/21.

Following consideration of this report by the Cabinet, the proposals will be presented to Full Council on 20 February 2020, for consideration and final approval, with the intention of implementing the agreed changes from April 2020.

1. Budget and Policy Framework

- 1.1 On 15 May 2019, Corporate Management Team agreed to aligning corporate reporting so that all strategies are agreed at Cabinet in September with the plans to deliver them being agreed in February. The Council Strategy was agreed at Council on 10 October 2019 and the Risk Strategy was approved by the Cabinet on 19 November 2019.
- 1.2 The current Council Plan 2016/21 was agreed at Full Council in February 2016. This originally set out the Council's three priorities and three ways of working which aim to deliver these priorities. It also includes the measures we use to track performance. These measures are refreshed annually. So whilst the Council Strategy now sets the Council's key priorities, the outcomes we expect to achieve and the programmes that will deliver them, the Council Plan will continue to set out the Council Plan measures for 2020/21 as part of the annual refresh.

1.3 Both the Council Strategy and the Council Plan form 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 below summarises the programmes which support our 3 priorities. It also shows the three 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		
PEOPLE Supporting Medway’s people to realise their potential	PLACE Medway: A place to be proud of	GROWTH Maximising regeneration and economic growth
OUTCOME Healthy and active communities	OUTCOME A clean and green environment	OUTCOME A strong diversified economy
Improving everyone’s health and reducing inequalities	Enhancing public realm, street scene and green spaces	Inward investment and business growth
OUTCOME Resilient families	Replacing Medway’s street lights	OUTCOME Residents with jobs and skills
Together we can – Children’s Services Improvement Plan	Climate Change	Jobs, skills and employability
The best start in life	OUTCOME Medway on the map	OUTCOME Preventing homelessness
OUTCOME Older and disabled people living independently in their homes	Medway: a great place to live, work, learn and visit	Preventing homelessness
Improve support for vulnerable adults by working with partners and communities		OUTCOME Delivering new homes to meet the needs of Medway’s residents
OUTCOME All children achieving their potential in schools		Delivering new homes to meet the needs of Medway’s residents
Raising aspiration and ambition		OUTCOME Getting around Medway
		Tackle congestion hotspots by transport and public realm improvements

2.2 As part of the Council's continued transformation, which includes the way our customers interact with us, a Customer Pledge is being developed to replace our Customer Charter. The Customer Pledge, which is currently undergoing consultation, will focus on behaviours rather than timescales, whilst directing customers to the Council's website where information is easily accessible.

3. Proposals for the Council Plan 2020/21

3.1 Following reviews by Directorate Management Teams, there are 48 Council Plan measures proposed for 2020/21. These are split across the Council Strategy priorities and ways of working as follows:

Priority and outcome	Proposed Council Plan measures 2020/21	Council Plan Measures 2019/20
PEOPLE		
Supporting Medway's people to realise their potential		
Healthy and active communities	3	4
Resilient families	11	5
The best start in life	2	2
Older and disabled people living independently in their homes	6	7
All children achieving their potential in schools	9	8
PLACE		
Medway: a place to be proud of		
A clean and green environment	3	4
Medway on the map	0	0
GROWTH		
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
Ways of working		
Giving value for money	1	1
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	48	44

3.2 The following table summarises the proposals:

	Council Plan Measures
Change – raised target	7
Change- reduced target	9
New measure	9
Remove measure	1
No change	23
Change to counting rule	0
Waiting further data	0
Move from CP to directorate monitoring	3

3.3 A detailed report of the measures for 2020/21 and rationale can be found in Appendix 1: Council Plan Measures 2020/21.

3.4 For two Council Plan measures (a proposed new qualitative measure on the calibre of social work, and NI154 – net homes provided), further data is required before targets can be proposed and this is unlikely to be received until after the Council Plan Refresh 2020/21 has been discussed at Full Council. It is therefore proposed that Full Council be asked to delegate authority to agree targets for these Council Plan measures to the Chief Executive, in consultation with the Portfolio Holder for Resources.

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 2020/21.

5. Financial and Legal implications

5.1 The Council Strategy and Council Plan should be developed alongside the budget setting process. This ensures the financial implications are considered during the development of the Council Strategy and 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 Strategy or Council Plan. Members have decided to retain the Council Strategy and Council Plan, as key documents to guide the business of the Council and communicate its direction.

5.3 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 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 Strategy and Council Plan with appropriate measures is a means to mitigate risks arising from a lack of strategic and corporate planning.

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 20 February 2020 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 for the proposed new qualitative measure on the calibre of social work and NI154 (net homes provided) 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 Strategy – Full Council, 10 October 2019 – item 341 refers:
<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=122&MIId=4448>

Appendices

Appendix 1 Council Plan Measures 2020/21
Appendix 2 Diversity Impact Assessment Council Plan Refresh 2020/21