

CABINET

2 FEBRUARY 2021

COUNCIL STRATEGY AND COUNCIL PLAN REFRESH 2021/22

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 and Environment – 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. 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 and Covid19 recovery workstreams, this report proposes the Council Strategy 21/22 and the Council Plan 2021/22.

Following consideration of this report by the Cabinet, the proposals will be presented to Full Council on 18 February 2021, for consideration and final approval, with the intention of implementing the agreed changes from April 2021.

1. Budget and Policy Framework

- 1.1. On 15 May 2019, Corporate Management Team (CMT) 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.
- 1.2. Due to Covid-19 it was not possible to agree the 2021/22 Council Strategy in September 2020. Therefore, this report presents both the 2021/22 Council Strategy and 2021/22 Council Plan.
- 1.3. The current Council Plan 2016/21, agreed at Full Council in February 2016, ends at the end of March 2021.
- 1.4. 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. The Business Support

Overview and Scrutiny Committee will consider this report on 28 January 2021. The comments of this Committee will be reported to the Cabinet in an addendum report.

2. Background

- 2.1. At Corporate Management Team meeting on 12 August 2020, it was agreed to produce a short-term two-year Council Strategy and Council Plan, to focus on the recovery from Covid-19. A more fundamental review of the Council's Strategy is to take place during that time.
- 2.2. The Council Strategy and Council Plan have been reviewed by Directorate Management Teams (DMT's) and Covid-19 Work Stream Recovery Cells.
- 2.3. The refreshed Council Strategy can be found at Appendix 1 to the report.
- 2.4. The refreshed Council Plan performance measures can be found at Appendix 2 to the report. These are split across the Council Plan priorities and values as follows:

Priority and outcome	Proposed Council Plan measures 2021/22	Council Plan measures 2020/21
Healthy and active communities	6	3
Resilient families	13	11
Older and disabled people living independently in their homes	6	6
All children achieving their potential in schools	9	9
A clean and green environment	3	3
Medway on the map	0	0
A strong diversified economy	3	3
Residents with jobs and skills	3	4
Preventing homelessness	3	3
Delivering new homes to meet the needs of Medway's residents	1	1
Getting around Medway	1	1
Values		
Financial Resilience	1	1
Digital Enablement	1	1
Working together to empower communities	0	0
Creativity and Innovation	0	0
Tackle Climate Change	0	0
Child Friendly	0	0
TOTAL	50	46

3. Diversity Impact Assessment

- 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 a clear 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.

- 3.2. A Diversity Impact Assessment (DIA) has been completed for the refreshed Council Strategy and Plan and can be found in Appendix 3 to the report.

4. Financial and legal implications

- 4.1. The Council Strategy and Plan are developed alongside the budget setting process, to ensure the financial implications are considered during the development of the priorities and measures. Implementation of a performance management framework allows the Council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability on how successfully the Council is administering its resources.
- 4.2. There is no longer a statutory requirement to have a Council Strategy or Plan. This means that they are 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, decision on adoption of that plan must be taken by Full Council. Members have decided to retain the Council Strategy and Plan as key documents to guide the business of the Council and communicate its direction. The Council Strategy and the Council Plan are both policy framework documents within the Council's constitution and so a decision on refreshing the Council Strategy and Plan must be taken by Full Council.

5. Risk management

- 5.1. Risks related to the delivery of the Council Strategy and Council Plan are managed through the Strategic Risk Register in line with the Risk Management Strategy. The Risk Management process helps the Council understand, evaluate, and act on all their risks. It supports effective decision making, identification of priorities and objectives and increases the probability of success by making the most of opportunities and reducing the likelihood of failure.

6. Next Steps

- 6.1. Following consideration by the Business Support Overview and Scrutiny Committee and Cabinet, the proposals will be presented to Full Council on 18 February 2020 for consideration and final approval.

7. Recommendations

- 7.1. The Cabinet is asked to consider the comments of the Business Support Overview and Scrutiny Committee set out in the addendum report.
- 7.2. The Cabinet is asked to recommend to Full Council the adoption of the refreshed Council Strategy and Council Plan as set out in Appendices 1 and 2 respectively.

8. Suggested reasons for decisions

- 8.1. The Council Strategy sets the high-level objectives for the Council and is underpinned by the Council Plan which includes the detailed performance measures and delivery plans explaining how the strategic objectives are to be met. Agreement of the proposed Council Strategy and Plan will ensure continued delivery of the objectives and effective monitoring of performance.

Lead officer contact

Lesley Jones, Corporate Performance Lead, ext. 2472 lesley.jones@medway.gov.uk

Appendices

Appendix 1 Council Strategy 2021/22

Appendix 2 Council Plan Performance Measures 2021/22

Appendix 3 Diversity Impact Assessment 2021/22

Background papers

[Council Plan 2016/21](#)