

## **COUNCIL**

**18 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  
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#### **Summary**

The Council Strategy sets out the Council's key priorities, the outcomes we expect to achieve and the programmes that will deliver these. 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 Covid-19 recovery workstreams, this report proposes adoption of the Council Strategy 2021/22 and the Council Plan 2021/22, with the intention being to implement the proposed changes from April 2021.

This report was initially considered by the Business Support Overview and Scrutiny Committee on 28 January 2021, the comments of which are set out at section 3 of the report and by the Cabinet on 2 February 2021, the outcome of which is set out at section 4 of the report.

#### **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 are being considered by the Business Support Overview and Scrutiny Committee, Cabinet and Council. The Business Support Overview and Scrutiny Committee considered this report on 28 January 2021 and the Cabinet considered it on 2 February 2021. The comments of the Committee and of the Cabinet are set out in sections 3 and 4 of this 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 was 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:

<b>Priority and outcome</b>	<b>Proposed Council Plan measures 2021/22</b>	<b>Council Plan measures 2020/21</b>
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
<b>Values</b>		
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
<b>TOTAL</b>	<b>50</b>	<b>46</b>

### 3. Business Support Overview and Scrutiny Committee – 28 January 2021

- 3.1. The Business Support Overview and Scrutiny Committee considered this report and appendices at its meeting on 28 January 2021 and its comments are summarised as follows:
- 3.2. Reduction in performance targets – Concern was expressed regarding the proposed reduction in target for certain Council Plan performance measures in view of reduced Council activity due to the pandemic. One example was PH13 – rate per 100,000 of self-reported 4 week smoking quitters age 16+. It was suggested that the existing targets be retained and that an accompanying narrative should explain why the target had not been met due to the focus being on Covid related activity. The Head of Performance and Business Intelligence agreed to ask colleagues in Public Health to respond.
- 3.3. The Committee:
  - a) supported the refreshed Council Strategy as shown in Appendix 1 of the report.
  - b) supported the refreshed Council Plan measures as shown in Appendix 2 of the report.

(In accordance with Council Rule 12.6, Councillors Khan, Maple and Andy Stamp asked that their votes in favour be recorded).

### 4. Cabinet – 2 February 2021

- 4.1. The Cabinet considered this report on 2 February 2021 and:
- 4.2. Noted the comments of the Business Support Overview and Scrutiny Committee set out in the addendum report.
- 4.3. Recommended to Full Council the adoption of the refreshed Council Strategy and Council Plan as set out in Appendices 1 and 2 to the report respectively.

### 5. Diversity Impact Assessment

- 5.1. 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.
- 5.2. 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.

### 6. Financial and legal implications

- 6.1. 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.

- 6.2. 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.

## 7. Risk management

- 7.1. 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.

## 8. Recommendations

- 8.1. The Council is asked to note the comments of the Business Support Overview and Scrutiny Committee and the Cabinet, as set out in sections 3 and 4 of the report.
- 8.2. The Council is asked to adopt the refreshed Council Strategy and Council Plan as set out in Appendices 1 and 2 to the report.

## Lead officer contact

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## 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](#)