

## **CABINET**

**8 FEBRUARY 2022**

### **COUNCIL STRATEGY AND COUNCIL PLAN REFRESH 2022/23**

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 we 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, this report proposes the Council Strategy 2022/23 and the Council Plan 2022/23.

The report was considered by the Business Support Overview and Scrutiny Committee on 25 January 2022. The comments of the Committee are set out at section 5 of the report

Following consideration of this report by the Cabinet, the proposals will be presented to Full Council on 24 February 2022, for consideration and final approval, with the intention of implementing the agreed changes from April 2022.

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

- 1.1 The current Council Strategy and Council Plan were agreed in February 2021 and cover the Council's strategic objectives up to 2023.
- 1.2 To ensure the Council Strategy and Council Plan remain relevant and focused, the key programmes, key measures of success and targets are subject to an annual review process.
- 1.3 The annual refresh for 2022/23 has now taken place. This report proposes the measures to be used for monitoring in 2022/23.

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 Cabinet and Council.

## 2. Background

2.1 At the Corporate Management Team meeting on 12 August 2020, it was agreed to produce a short-term two-year Council Strategy and Council Plan for 2021/22 and 2022/23, to focus on the recovery from Covid19. 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), Corporate Management Team (CMT) and Business Support Overview and Scrutiny Committee.

2.3 The refreshed Council Strategy can be found at Appendix 1.

2.4 The refreshed Council Plan performance measures can be found at Appendix 2. These are split across the Council Plan priorities and values as follows:

<b>Priority and outcome</b>	<b>Proposed Council Plan measures 2022/23</b>	<b>Proposed Council Plan measures 2021/22</b>
Healthy and active communities	6	6
Resilient families	13	13
Older and disabled people living independently in their homes	5	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	4	3
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>50</b>

## 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.

#### 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, Council has decided to retain both as policy framework documents within the Council's Constitution and thus a decision on refreshing them must be taken by Full Council.

#### 5. Business Support Overview and Scrutiny Committee

5.1 The Business Support Overview and Scrutiny Committee considered the report at its meeting on 25 January 2022 and its comments are set out below. Officer responses in relation to the Committee's comments regarding the following will be provided to the Cabinet in an addendum report:

- Digital Enablement
- ILAC7 – CSC audits
- PH16 - Smoking at the time of delivery

5.2 The Committee considered a report on the Council Strategy, which set out the Council's key priorities, the outcomes the Council expected to achieve and the programmes that would be delivered, and the Council Plan, which was the delivery plan which set out the measures that would be used to track performance against the Council's key priorities.

5.3 Members were asked to consider these proposals and forward any comments to Cabinet on 8 February 2022, prior to consideration by Full Council on 24 February 2022, for implementation from April 2022.

5.4 Members raised the following questions and comments on the Council Strategy Refresh:

**What was the Council doing to be a leading Smart City in the South East by 2035 and what were the challenges that might prevent this being achieved?:**  
It was agreed that an update would be provided to Members.

5.5 **Local Transport Plan and Infrastructure Delivery Plan:** The links to these documents on the Council's website would be sent to Members.

5.6 **Sites identified for Development:** Noting that 12 sites had been identified for development, clarification was sought on the two further sites that MDC had been commissioned to consider. A response would be provided outside the meeting.

5.7 **Could a breakdown of the delivery of new homes to meet the needs of residents, and also the delivery by MDC, be reported on a quarterly basis?:** Members were advised that, as the delivery of new homes changed so much throughout the year, it would not be a useful quarterly indicator. Clarification would be sought on the reporting of MDC.

5.8 Members raised the following questions and comments on the Council Plan refresh:

**4.2 Digital Enablement:** Concern was expressed that DIGI TU 01 – Digital Take Up was being moved from the Council Plan to Directorate monitoring, given that it was such an important issue for residents.

5.9 **1.2.1 Programme. Together We Can – Children’s Services Improvement Plan:** The new Goldilocks measure for Children’s Services was welcomed. However, concern was expressed that ILAC7 - The percentage of CSC audits graded good or outstanding was being replaced by a new target of the number of audits graded requires improvement or higher. This was not considered to be a positive move and had not been discussed at the Children and Young People’s O&S Committee.

5.10 **1.2.2 Programme. The best start in life:** It had been requested at both this committee and at Children and Young People’s O&S Committee that PH16 Smoking at the time of delivery be made more challenging. However, this was not being proposed in the Plan.

5.11 **The Process for Changing Targets:** In view of the two previous points, clarification was sought on the process for changing targets. Members were advised that Officers start the refresh process each year and the comments from this meeting would be reported to Cabinet.

5.12 **Decision:**

Members commented on the refreshed Council Strategy as shown in Appendix 1, and on the refreshed Council Plan measures as shown in Appendix 2.

## 6. Risk management

6.1 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.

## 7. Next Steps

7.1 The proposals for Council Plan measures will be presented to Members as follows:

Full Council

24 February 2022

## 8. Recommendations

- 8.1 The Cabinet is asked to note the comments of the Business Support Overview and Scrutiny Committee, as set out in section 5 of the report.
- 8.2 The Cabinet is asked to recommend to Full Council the adoption of the refreshed Council Strategy and Council Plan measures as set out in Appendices 1 and 2 respectively.

## 9. Suggested reasons for decisions

- 9.1 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  
Telephone: 01632 332472 E-mail: [lesley.jones@medway.gov.uk](mailto:lesley.jones@medway.gov.uk)

### Appendices

Appendix 1 - Council Strategy 2022/23  
Appendix 2 - Council Plan Performance Measures 2022/23  
Appendix 3 - Diversity Impact Assessment 2022/23

### Background papers

Council Plan 2016/21