

CABINET

18 OCTOBER 2022

COUNCIL STRATEGY REFRESH 2023/24

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| Portfolio Holder: | Councillor Adrian Gulvin, Portfolio Holder for Resources |
| Report coordinated by: | Phil Watts, Chief Operating 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 2023/24 and reviews the priorities, outcomes and programmes. The performance measures, key facts and opportunities and challenges will be reviewed as part of the Council Plan refresh in January 2023.

This report was considered by the Business Support Overview and Scrutiny Committee on 25 August 2022 and its comments are set out at section 5 of the report. Following consideration of the report by Cabinet, the proposals will be presented to Full Council on 10 November 2022, for implementation from April 2023.

1. Budget and Policy Framework

- 1.1 The current Council Strategy and Plan 2022/23, agreed at Full Council in February 2022, ends at the end of March 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 2023/24 has now taken place. Following consultation with directorates, this report proposes the Council Strategy 2023/24 and reviews the priorities, outcomes and programmes. The performance measures, key facts and opportunities and challenges will be reviewed as part of the Council Plan refresh in January 2023.

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 Council Strategy and Plan to focus on the recovery from Covid19.

2.2 The Council Strategy has been reviewed by Directorate Management Teams (DMTs). The changes proposed for the People priority are listed below and highlighted in grey in Appendix 1:

- Under the outcome 'Resilient families', the programme called 'Together We Can – Children's Services Improvement Plan' has been changed to 'Children's Services Improvement Plan'.
- Under the outcome 'All children achieving their potential in education', the programme 'Raising aspiration and ambition' has been changed to 'High quality education provision for all'.

2.3 There have been no changes to programmes under the Place and Growth priorities.

2.4 The refreshed 2023/24 Council Strategy can be found at Appendix 1.

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 can be found in Appendix 2.

4. Financial and Legal implications

4.1 The Council Strategy and Council 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 August 2022 and its comments are set out below:

5.2 The Committee considered a report setting out the proposals for the Council Strategy 2023/24. Members were advised that this had been a light touch review and that a more fundamental refresh of the Council Strategy and Plan was planned for 2023 following the local elections.

5.3 Reference was made to the commentary under the heading 'Why this is important' after each programme outcome, which it was considered did not always relate to the heading. The Chief Operating Officer agreed to consider whether any amendments were required.

5.4 **Decision:**

The Committee noted and commented on the refreshed Council Strategy as shown in Appendix 1 to the report.

6. Director's Comments

6.1 The Chief Operating Officer has provided the following comments in relation to the Committee's comments at 5.3 of the report:

6.2 The comments of the Committee have been noted and will be addressed during the full Strategy refresh in 2023.

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. Next Steps

8.1 Following consideration by the Business Support Overview and Scrutiny Committee and Cabinet, the Strategy will be presented to Full Council on 10 November 2022 for consideration and final approval.

9. Recommendations

9.1 The Cabinet is requested to note the comments of the Business Support Overview and Scrutiny Committee set out in section 5 of the report.

9.2 The Cabinet is asked to recommend to Full Council the adoption of the refreshed Council Strategy as set out in Appendix 1.

10. Suggested reasons for decisions

- 10.1 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 will ensure continued delivery of the objectives and effective monitoring of performance.

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Background papers

Council Strategy and Plan 2022/23

Appendices

Appendix 1 Council Strategy 2023/24
Appendix 2 Diversity Impact Assessment 2023/24