



Serving You

Business Support and Digital Overview and Scrutiny Committee

4 April 2024

One Medway Council Plan 2024-2028

Report from: Richard Hicks, Chief Executive

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Summary

This report presents the proposed new One Medway Council Plan 2024-28 which sets out the vision, ambitions and priorities with the Key Performance Indicators (KPIs) that will be used to track performance against the Council's key priorities and sub-priorities.

1. Recommendations

- 1.1 The Committee is asked to consider the One Medway Council Plan 2024-2028 as set out in Appendix 1, the KPIs detailed in Appendix 3 and submit any comments to Cabinet.
- 1.2 The Committee is asked to note that Full Council will be asked to delegate authority to the Chief Executive, in consultation with the Leader, to agree any final details of the One Medway Council Plan, and any final measures/benchmarks in relation to the KPIs.

2. Budget and policy framework

- 2.1. The current Council Strategy and Plan 2023-2024, agreed at Full Council in February 2023, runs to the end of March 2024.
- 2.2. This report presents the One Medway Council Plan 2024 – 2028, public consultation feedback and KPIs.
- 2.3. The process for creating and building this new Council Plan began with adopting the Logical Framework Model approach and working and consulting with senior leaders, Portfolio Holders, partners and the residents of Medway through public consultation. This has resulted in a new suite of priorities, sub-priorities and KPIs, which will enable officers and Members to assess the Council's progress in meeting the commitments set out in the One Medway Council Plan.

- 2.4. The One Medway Council Plan forms part of the Council's Policy Framework, therefore these proposals are being considered by Cabinet on 30 April 2024 and Full Council on 15 May 2024.

3. Background

- 3.1. The One Medway Council Plan's purpose is to set the vision and direction of the Council for the next four years.

- 3.2. Our vision is:

Medway – a place that people are proud of.

Medway is recognised as a great place to live, work, learn and visit, where all people thrive.

- 3.3. Under each of the five interconnected priorities that will drive the work of the Council, are sub-priorities accompanied by KPIs to track progress against each of the priorities. This One Medway Council Plan will act as the primary framework for setting the direction and vision of the Council over the medium term, supported by several key corporate strategies, such as the Children and Young People Strategy, Adult Social Care Strategy, People Strategy, Housing Strategy, Economic Strategy, Local Transport Plan, Corporate Parenting Strategy, Homelessness Prevention Strategy and the Joint Health and Wellbeing Strategy

- 3.4. The One Medway Council Plan is underpinned by our new Values and behaviours:

- Proud to be Medway
- Caring
- Respectful
- Trusted
- Ambitious for Medway
- Collaborative

It provides alignment for directorate and service plans and individual performance appraisals, ensuring a link between what we do and how we do it, when delivering council services for the residents of Medway.

4. The One Medway Council Plan 2024-2028

- 4.1. In consultation with Cabinet Members, senior officers have been working to develop this One Medway Council Plan for 2024 – 2028.

- 4.2. The Council's 5 strategic priorities for 2024 – 2028 are:

- Delivering quality social care and community services
- Benefitting from good education, quality jobs and a growing economy

- Enjoying clean, green, safe and connected communities
 - Improving health and wellbeing for all
 - Living in good quality and affordable homes.
- 4.3. The One Medway Council Plan can be found at Appendix 1. Appendix 2 details the public feedback from our consultation, and Appendix 3 details the 5 strategic priorities and associated sub-priorities with the proposed KPIs.
- 4.4. The information for One Medway Council Plan measures where KPIs have not yet been set, or where further data is required before KPIs can be proposed, is likely to be received after the One Medway Council Plan 2024-2028 has been discussed at Full Council. It is therefore proposed that Full Council be asked to delegate authority to the Chief Executive, in consultation with the Leader, to agree the final measures once the data is received.

5. Advice and analysis

- 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 One Medway Council Plan and can be found in Appendix 4. Individual DIAs have been undertaken for each of the supporting strategies.

6. Risk management

- 6.1. Risks related to the delivery of the One Medway Council Plan are managed through the Strategic Risk Summary in line with the Risk 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. Consultation

- 7.1. The development of the One Medway Council Plan has been undertaken in conjunction with council teams and senior officers in collaboration with Portfolio Holders and shared with strategic partners.
- 7.2. For the first-time on a Council Plan, public consultation was undertaken via a survey from 18 January 2024 to 11 February 2024. 314 online responses have been received and a summary can be found in Appendix 2.

7.3. There is significant agreement with the overall priorities, and those priorities that are more tangible tended to be selected as the highest level of priority. The same is true with the sub-priorities; those that are more practical and tangible were selected with the highest priority most often.

8. Climate change implications

8.1. Climate action is a key principle within the One Medway Council Plan. Medway Council declared a climate emergency in April 2019 and committed to reduce our carbon footprint, provide our local community with a clean, green future, and be a place that people want to work and live that has a sustainable future. Our One Medway Council Plan applies this lens across all priorities and is further supported by our Climate Change Action Plan which sets out our priority areas for action across all our areas of service delivery.

9. Financial implications

9.1. The One Medway Council Plan is 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 managing its resources. Financial sustainability and value for money is a key principle within the One Medway Council Plan.

10. Legal implications

10.1. 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 Councils in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. However, this Council has decided to retain a Council Plan as a policy framework document within the Council's Constitution and thus a decision on adopting the One Medway Council Plan must be taken by Full Council.

10.2. As this will now be a standalone One Medway Council Plan rather than a plan and a strategy, a recommendation will be made to Full Council to agree that the Council Strategy be removed as a Policy Framework document and that the Constitution be amended.

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Appendices

Appendix 1 One Medway Council Plan 2024– 2028

Appendix 2 Public Consultation summary

Appendix 3 KPIs

Appendix 4 Diversity Impact Assessment

Background papers

Council Strategy and Plan 2023-2024