

Allerdale Borough Council

Executive – 25 February 2019
Council - 6 March 2019

Council Plan 2019 - 2023

The Reason for the Decision	To endorse the Council's priorities for 2019-2023 as set out in the Council Plan 2019-2023.
Summary of options considered	Members may wish to amend the draft Council Plan prior to its consideration by full Council.
Recommendations	<ol style="list-style-type: none">1. That members endorse the draft Council Plan 2019-2023 as attached at Appendix 1 and recommend its approval to Council.2. That authority is delegated to the Head of Strategy, Policy and Performance to make any amendments to the draft Council Plan 2019-2023 in consultation with the Leader and Deputy Leader, prior to its consideration by Council on 6 March 2019.
Financial / Resource Implications	The budget setting process is an ongoing annual exercise that determines the financial plans for current and future years and is informed by the Council's priorities as set out in the Council Plan. Information on resources allocated is contained in the Council Budget published annually.
Legal Implications	The Council Plan forms part of the Council's budget and policy framework and responsibility for it is shared between the Executive and the Council. The Plan once approved by Executive requires the approval of the full Council.
Community Safety Implications	Contained in the report and the Council Plan.
Health and Safety and Risk Management Implications	The Council Plan will be delivered by service areas with relevant risks being managed on an operational level. At a corporate level the Council will manage the risk of not delivering the plan and therefore not achieving its objectives.
Equality Duty considered / Impact Assessment completed	In line with the Equality Act (2010), the content of the draft Council Plan has been assessed in respect of the impact on 'Protected Characteristics'. An Equality Impact Assessment

of the draft Council Plan has been produced and is attached as Appendix 3. This presents an overview of key equality issues for the Council Plan.

Wards Affected

All

The contribution this decision would make to the Council's priorities

The Council Plan 2019-2023 sets out the Council's priorities over four years.

Is this a Key Decision

Yes

Portfolio Holder

Councillor Alan Smith
Leader

Lead Officer

Alex FitzGerald
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(A detailed listed of implications is appended to the report)

Report Implications (Please delete where applicable).

Community Safety	Y	Employment (external to the Council)	Y
Financial	Y	Employment (internal)	Y
Legal	Y	Partnership	Y
Social Inclusion	Y	Asset Management	Y
Equality Duty	Y	Health and Safety	N

Background papers.....

1.0 Introduction

1.1 The Council Plan is the key policy document for the Council, providing the framework for all Council activity. The Council Plan also provides a clear message to the public and our partners about the priorities for the Council over the next 4 years, and where the Council will focus its resources and activity.

1.2 This Council Plan will provide the policy context for the Council's budget over the next 4 years. The Council faces significant challenges over the lifespan of this Council Plan and beyond and clarity of purpose and priorities will be essential.

- 1.3 Appendix 1 presents the draft Council Plan 2019-2023. The Council Plan has been informed by the Council's political aspirations, financial position, feedback from engagement with the public, partners and staff, other policy drivers and performance.
- 1.4 The Council Plan will sit alongside the Medium Term Financial Plan and these documents together will describe the Council's priorities and the resources available to achieve the priorities, and the shape and culture of the workforce as the Council transforms to become fit for the future.

2.0 The Council Plan 2019-2023

- 2.1 The draft Council Plan has been informed by analysis of national policy drivers, the changing needs of the borough's population, new opportunities for Allerdale, current performance, ongoing work across the Council and with partners to improve services and reduce inefficiencies, and engagement and consultation with the public and stakeholders.
- 2.2 The process of creating the Council Plan has involved consultation with members and officers and given consideration to the results of the Council's Residents Survey – a large scale residents' perception survey carried out in 2018.
- 2.3 The draft Council Plan sets out a vision for Allerdale and a purpose for the Council which focus on ensuring that our communities continue to receive great services from the Council whilst recognising the scale of the challenges facing the Council over the coming years.
- 2.4 To achieve the vision and purpose the draft Council Plan includes 3 priority themes:
- Economic opportunity and growth
 - Stronger and healthier communities
 - Quality places to live
- 2.5 An overarching theme of Transforming the Council is also presented in the draft Council Plan to reflect how vital it is that we make sure that the Council is making the best use of resources and is in a healthy financial position to be able to deliver the improvements and services set out in the priorities.
- 2.6 It is recognised that although each of the priorities is listed as an individual area, there is significant inter-relationship and inter-dependencies across all of them.
- 2.7 Under each of the priority themes, some key activities are identified in the Council Plan at a high level which will provide the focus for delivery. A detailed Business Plan is being worked up which will provide more detailed delivery plans and will form the basis of performance reporting on progress in delivering against the Council Plan priority themes.
- 2.8 The Council Plan does not reflect the entirety of the Council's activities, all of which are important in meeting residents' needs and expectations. Each service

area will have its own plan setting out its operational commitments and service specific activity.

- 2.9 The Council Plan will be reviewed annually and updated to reflect economic, social, demographic, environmental, technological and fiscal challenges and opportunities.
- 2.10 The draft Council Plan was published for consultation with the public, partners, members and staff on 12 December 2018. The consultation closed on 17 January 2019. The draft document was made available on the Council's website and paper copies available on request. A range of stakeholder groups were e-mailed at the start of the engagement process, including voluntary sector groups, community interest groups, public agencies, parish and town councils.
- 2.11 Feedback has been received from a number of partner organisations and agencies, parish councils, and members of the public. All feedback received has been considered and informed the final draft Council Plan. The feedback received in relation to the Council priorities set out in the draft Council Plan is summarised in Appendix 2 which also includes a commentary where appropriate.

3.0 Resourcing the Priorities

- 3.1 The Council has a limited amount of resource which it uses to deliver its priorities. These are a combination of human resources, financial resources and capital assets. The Council has a series of strategies and plans in place to ensure that it continues to effectively manage and develop these resources to ensure that the resources are used effectively against the agreed priorities.
- 3.2 The Medium Term Financial Plan (MTFP) identifies how the Council will organise its budgets to deliver the objectives identified in this plan. The MTFP also identifies sources of income, both Capital and Revenue, and key principles around asset management, risk and other financial concerns. The MTFP identifies the Council's agreed level of general reserves i.e. balances which could be used to fund contingencies.
- 3.3 The Council's most important resource, in terms of both expenditure and impact, is staff and therefore the management and development of staff is a vital activity which is supported by a number of policies around staff attraction, development and performance management. Workforce planning, a comprehensive appraisal process and training and development support the continual process of ensuring that staff have the skills and abilities to deliver the Council Plan and that the organisation is always enabling staff to progress within the Council providing continuity of service and professional growth.

4.0 Consultation/Customer Focus

- 4.1 The Council Plan has been developed following initial discussions with Executive members, and the Senior Management Team between April and June 2018. A workshop for managers took place in September 2018 and all elected members

were offered the opportunity to attend one of three workshop sessions to help shape the Plan in September 2018.

- 4.2 An internal consultation on the draft Plan was undertaken in October and the Overview and Scrutiny Committee were provided with an opportunity to comment on the draft plan through an informal Scrutiny briefing session on 30 November 2018.
- 4.3 The draft Council Plan was published for wider consultation with the public, partners, members and staff on 12 December 2018. The consultation closed on 17 January 2019. The draft document was made available on the Council's website and paper copies available on request. A range of stakeholder groups were e-mailed at the start of the engagement process, including voluntary sector groups, community interest groups, public agencies, parish and town councils.
- 4.4 Feedback has been received from a number of partner organisations and agencies, parish councils, and members of the public. All feedback received has been considered and informed the final draft Council Plan.

5.0 Services Delivered as Locally as Possible

- 5.1 This is reflected in the 'Principles' set out in the draft Council Plan.

6.0 Finance/Resource Implications

- 6.1 The budget setting process is an ongoing annual exercise that determines the financial plans for current and future years and is informed by the Council's priorities as set out in the Council Plan. Information on resources allocated is contained in the Council Budget published annually.

7.0 Legal Implications and Risks

- 7.1 The Council Plan forms part of the Council's budget and policy framework and responsibility for it is shared between the Executive and the Council. The Council Plan, once approved by Executive, requires the approval of the full Council.

8.0 Recommendations

- 8.1 That members endorse the draft Council Plan 2019-2023 and recommend its approval to Council.
- 8.2 That authority is delegated to the Head of Strategy, Policy and Performance to make any amendments to the draft Council Plan 2019-2023 in consultation with the Leader and Deputy Leader, prior to its consideration by Council on 6 March 2019.

9.0 Conclusion

- 9.1 The Council is committed to improving the lives of everyone in Allerdale. The Council does this on a day to day basis by providing a range of services.
- 9.2 The Council Plan sets out the framework for the Council's activity over the next 4 years. In the context of unprecedented financial challenges it is vitally important that the Council is clear about its priorities and focus for activity. The draft Council Plan, alongside the draft Medium Term Financial Plan, provides a robust framework for effective allocation of resource.

Alex FitzGerald
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