

Gloucester City Council

Meeting:	Cabinet Council	Date:	13 September 2017 28 September 2017
Subject:	Council Plan 2017-20		
Report Of:	Leader of the Council and Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	Yes
Contact Officer:	Tanya Davies, Policy and Governance Manager		
	Email: tanya.davies@gloucester.gov.uk	Tel: 39-6125	
Appendices:	1. Council Plan 2017-20 2. Consultation results		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 This report presents the draft Council Plan 2017-20 for approval.

2.0 Recommendations

2.1 Cabinet is asked to **RECOMMEND** the draft Council Plan 2017-20 to Council for approval.

2.2 Cabinet is asked to **RESOLVE** that authority to make amendments to the draft Council Plan 2017-20 following the end of the public consultation period be delegated to the Policy and Governance Manager in consultation with the Leader of the Council and Cabinet Member for Performance and Resources.

2.3 Council is asked to **RESOLVE** that the draft Council Plan 2017-20 be approved.

3.0 Background and Key Issues

3.1 The Council Plan sets out Gloucester City Council's strategic direction over the next three years and how it intends to deliver its vision through a set of priorities and promises that are underpinned by its core values. The new Council Plan succeeds the previous Plan, which covered the period 2014-17.

3.2 Following the elections in 2016 the Cabinet, working with officers, undertook to review existing objectives from a variety of Council plans and strategies alongside the Administration's manifesto pledges to define a new vision and produce a set of priorities that outline what the Council will be doing and how it will direct its resources to achieve the vision over the next three years.

- 3.3 The overarching vision is to work with partners and residents to make Gloucester A *City that Works for Everyone*. The priorities that set out how this will be achieved are:
1. Working to create a vibrant and prosperous City
 2. Working to maintain a safe and attractive City
 3. Working to build strong and resilient communities
 4. Working to provide great services that offer value for money
- 3.4 There remains a strong emphasis on economic development, regeneration and the City's cultural offering, with a number of key projects progressing well and delivery of the Cultural Strategy underway. A mix of improvement projects, quality environmental services and enforcement action will ensure that Gloucester is a safe and attractive City for residents and visitors alike. There is a clear commitment to social regeneration and improving outcomes for residents through the provision of key services for the most vulnerable and supporting communities to utilise their strengths to improve their own lives. The Council will transform how it delivers services and how it interacts with customers to ensure that essential services are provided well despite the financial challenges ahead. The detailed promises that sit beneath the priorities are set out in the Draft Council Plan.
- 3.5 Development of the new Plan has focused on the Administration's commitments going forward, consideration of how the Council can continue to deliver in the face of further financial constraints and the importance of working with others to achieve the ambitions contained in the Plan. The Council will drive progress against its priorities, but working in partnership with a variety of partners and stakeholders, as well as residents, will be key to its success.
- 3.6 At the Council Meeting on 23 March, Members were presented with the first iteration of the draft Plan and advised that the next step would be to identify the key projects and measures that would form the new performance management framework and enable progress against the new Plan to be monitored and scrutinised. This process commenced alongside the implementation of the organisational redesign (Together Gloucester) and a set of key projects was identified for each Council Plan priority.

Consultation

- 3.7 The next iteration of the draft Plan, including the list of key actions and projects was presented to the Overview and Scrutiny Committee on 26 July for comment as part of the formal consultation process and a public consultation exercise commenced on 3 August, ending on 8 September. The consultation has been publicised widely and key stakeholders have been directly contacted and encouraged to respond.
- 3.8 132 people responded to the consultation, 81% of whom were residents of Gloucester; 16% were Gloucestershire residents and 3% were Gloucester Businesses. While this represents a limited sample, the results provide a good flavour of the views of residents and given that the draft Plan closely reflects the Administration's 2016 election manifesto, support for the aims and objectives within the Plan should be seen in that context.

- 3.9 A summary of the public consultation results can be found in Appendix 2. The key findings are as follows:
- 3.9.1 There is strong endorsement of the council's proposed vision with 81% of respondents either agreeing or strongly agreeing with the overarching aim of the Plan. General comments about the vision touched on a variety of issues, however, the need for regeneration and investment in the city centre, making the most of the City's heritage and improving cleanliness were key themes.
- 3.9.2 The top two themes from each priority were:
- Priority 1: Working to create a vibrant and prosperous City
 1. Development of the city centre
 2. Physical regeneration of the city and key sites
 - Priority 2: Working to maintain a safe and attractive City
 1. Ensuring the city is safe, both day and night
 2. Improving the cleanliness of the city
 - Priority 3: Working to build strong and resilient communities
 1. Helping to find solutions for rough sleepers (joint)
 1. Promoting community cohesion and tackling crime and anti-social behaviour (joint)
 - Priority 4: Working to provide great services that offer value for money
 1. Ensuring that services are affordable for all
 2. Protecting frontline services
- 3.9.3 When asked to identify any other areas that the council should focus its budget and resources on, of the comments that related to council functions, all are captured by or related to aims and objectives already contained within the Plan. This provides a good indication that the council's ambitions are reflective of our residents' views and needs.
- 3.9.4 Respondents were asked to identify any specific actions that the council should take in order to achieve its priorities; under each Priority, the vast majority of responses were either generic in nature or referred to actions or projects that the Council is already engaged in or has previously considered and dismissed.
- 3.9.5 A recurring theme amongst the consultation responses was reference to improving the links between the city centre, the Docks and the Quays and this has been added to an action under Priority 2. Recommendations from the Overview and Scrutiny Committee have also been incorporated through the inclusion of actions relating to improving air quality and the council's role in digital city activities.

Monitoring the Council Plan

- 3.10 Work to identify milestones and outcomes, and highlight risk factors is continuing and the detail of this will be documented in Service Plans, and ultimately in a separate Delivery and Performance Plan that will set out how progress against the Council Plan will be measured and monitored. As the new Council Plan will be implemented alongside the ongoing implementation of the Together Gloucester

organisational redesign, progress on developing how the Council Plan key actions and projects will be achieved currently varies. Using the new corporate performance management system, the performance framework will be developed to capture relevant performance data from within services and present that information so that it is of value to Members and officers. It is envisaged that performance will be reported formally on a quarterly basis to mirror the budget monitoring process and that an annual report will be compiled. The new system will allow officers to maintain continuous oversight of projects, enabling action to be taken or adjustments to be made as and when required.

- 3.11 The key projects and actions are being incorporated into staff Personal Performance Plans, which are being completed using a new framework, ensuring a consistent approach that supports the delivery of the Council Plan and embeds a culture of performance management and accountability throughout the organisation.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 Asset Based Community Development (ABCD) is a key theme that runs throughout the new Council Plan. It also underpins the intentions of the organisational redesign and managers will be expected to embed the principles in the delivery of services and objectives.

- 4.2 The organisational development framework that will follow on from Together Gloucester will include training and development for all staff and managers, with a specific focus on enabling them to shift their thinking and plan their service delivery using asset based approaches.

5.0 Alternative Options Considered

- 5.1 The development of the draft Council Plan has been an iterative process with alternative options considered throughout.

6.0 Reasons for Recommendations

- 6.1 A new Council Plan is required to succeed the current plan and the report sets out the new Plan and the key steps that have been taken in the formulation process.

7.0 Future Work and Conclusions

- 7.1 Following approval of the final Council Plan, it will be graphic designed and then publicised both internally and externally to communicate the future direction of the Council to Members, staff, partners and the wider community.

- 7.3 As indicated above, Service Plans and Personal Performance Plans will be informed by the Council Plan and reviewed regularly to monitor progress to ensure delivery is on track and appropriately resourced. Performance and progress against the projects and actions will be reported to Cabinet and Overview and Scrutiny.

8.0 Financial Implications

- 8.1 There are no specific financial implications resulting from this report; however, the Council's Money Plan reflects the Administration's priorities and the Council's

agreed plans and strategies that have informed the development of the Council Plan.

(Financial Services have been consulted in the preparation this report.)

9.0 Legal Implications

9.1 The Council Plan is a non-statutory element of the Council's Policy Framework and, as such, the final Plan must be approved by the full Council.

(One Legal have been consulted in the preparation this report.)

10.0 Risk & Opportunity Management Implications

10.1 Risks and opportunities will be considered as part of the Council's Strategic and Service Risk Registers ensuring that risk management is embedded in the Council's approach to managing its performance, capturing all associated risks and proposals for their management and mitigation.

11.0 People Impact Assessment (PIA):

11.1 Impact will be assessed on a project-by-project basis and PIAs have already been completed for projects that are carried over from the last Plan or have been agreed subsequent to its approval in 2014.

12.0 Other Corporate Implications

Community Safety

12.1 The building of strong and resilient communities is one of the priorities within the plan and community safety priorities and implications are key to achieving this.

Sustainability

12.2 Sustainability principles underpin the Council's activities and this will continue through the delivery of the new Council Plan.

Staffing & Trade Union

12.3 Part of the brief for the Together Gloucester organisational redesign was to create a structure that is able to deliver the Council's vision and priorities as set out in the draft Council Plan. Trade Unions were consulted throughout the Together Gloucester process.

Background Documents: None