

Executive

18 July 2018

Report of the Deputy Chief Executive
Portfolio of the Leader of the Council and Executive Member for Policy,
Strategy and Partnerships

Developing the next Council Plan

Summary

1. This paper outlines a proposed structure for the next Council Plan which will guide council activities over the next 4 years.
2. It then explains the proposed approach to consult the city on the development of the detailed content of the plan, which will be adopted at Full Council in October.

Recommendations

3. The Executive is asked to:
 - 1) Agree the Council Plan Outcomes framework as fit for consultation and approve the roll out of consultation

Reason: to allow city partners, residents and businesses to contribute to the council 's strategic plan for the next 4 years

Background

4. Primarily, the Council Plan is the council's corporate strategy to guide how it will operate over the next 4 years, from 2019-2023. It also has a number of other specific functions for different audiences.
5. For Executive, it:

- a. Provides a clear set of expectations against which the council will deliver and the areas against which it will be measured by residents and partners
 - b. Communicates priorities to guide where resources should be deployed by officers
 - c. Provides an opportunity for a clear vision of how the city will develop over this term of office
 - d. May include key policies which it would like officers to develop in pursuit of the stated outcomes.
6. For officers, it:
- a. Sets the priorities to which we will work
 - b. Communicates the vision for our organisation
 - c. Provides the structure around which we can organise ourselves
 - d. Provides the measures through which progress will be understood
 - e. Sets the tone for the culture and behaviours of the organisation
 - f. Identifies how the work of the council will interface with organisations, communities and residents to achieve the outcomes.
7. For partners and residents, it:
- a. Identifies the priorities of the council and the vision for city
 - b. Identifies the areas in which support and collaboration is needed to achieve the outcomes for the city where there is a shared interest.
8. Officers have reviewed other council's plans to get a sense of current best practice. There is a huge variety in approaches as would be expected, but the best plans provide absolute clarity on the outcomes which are being sought, the overall approach and activities to achieve them, how the results will be measured and how it fits in with other strategies. The next Council Plan will aim to provide this clarity for York.
9. The best plans also recognise that the council does not operate in a bubble, nor can it or should it attempt to control all aspects of a place. No one agency can deliver the best outcomes for the city in isolation. The roles of residents, communities, businesses and other organisations are key to collectively delivering shared outcomes for the city. A good plan, therefore, articulates a strong vision of the future which resonates with all parties and allows everyone to see how they might contribute.

Framework

10. We are proposing that the plan is structured around a set of outcomes which are necessary in ensuring the city supports a good quality of life

for residents. This requires balance across a range of social, environmental and economic factors which contribute to a good place. The coverage of the framework aims to be a complete in terms of the factors which make a good place. By considering such a broad range of outcomes, the framework will have relevance to the widest possible group of residents, communities, businesses and organisations who contribute to the city.

11. The proposed framework is attached as Annex A with the outcomes of:
 - a. Good Health and Wellbeing
 - b. Well-paid jobs and an inclusive economy
 - c. Getting around sustainably
 - d. A Better Start for Children and Young People
 - e. A Greener and Cleaner City
 - f. Building homes and World-class infrastructure
 - g. Safe Communities and culture for all
 - h. An open and effective Council

12. This has been developed taking into account a variety of factors:
 - a. Building on the One Planet York framework as a lens through which we can view our progress to be a balanced, sustainable and liveable city. This approach has seen success across the city in curating discussion, driving ambition and providing a perspective on our city's performance relative to others. The framework itself is based on international best practice and thinking around what constitutes good place. The proposed framework for the council plan could be seen as an evolution of this.
 - b. The Council's declaration of a climate emergency and ambition to be carbon neutral.
 - c. The UN Sustainable Development Goals, which act as an internationally recognised blueprint to achieve a better and more sustainable future for all. The proposed framework is mapped to these goals.
 - d. The functional responsibilities of the council and the need for the plan to make sense in the context in which we operate.

13. Beyond the plan itself is the intention that the outcomes framework can provides a structure for a whole range of other elements of the council's work, such as our Performance Framework, Service Planning, governance of programme delivery and our organisational approach, behaviours and culture. Consistent use of the themes will lead to familiarity and keep the council plan relevant in people's minds through its duration.
14. Overall, the complete plan will provide the following information:
 - a. The vision for what will be different in the city as a result of the plan
 - b. Specific outcomes which enable this vision
 - c. What the council will do to get there
 - d. What other partners (organisations, communities, residents) can or will do to support the achievement of the outcomes
 - e. The financial context
 - f. How we will measure progress
 - g. The organisational approach officers will take to achieve the stated outcomes. This could include aspects of structure, behaviours and culture
 - h. The relationship to other strategies and goals (local, regional, national, international)

Performance Framework

15. Underpinning the council plan is the performance framework which allows progress and performance to be measured at different levels within the council.
16. The proposed performance framework for 2019-2023 at Annex B describes how this monitoring will take place. Further documents will be presented to Executive with the finalised Council Plan which will illustrate the metrics and measures that will be used to monitor the Council Plan. These will be developed to ensure direct relevance to the outcomes and activities within the plan.

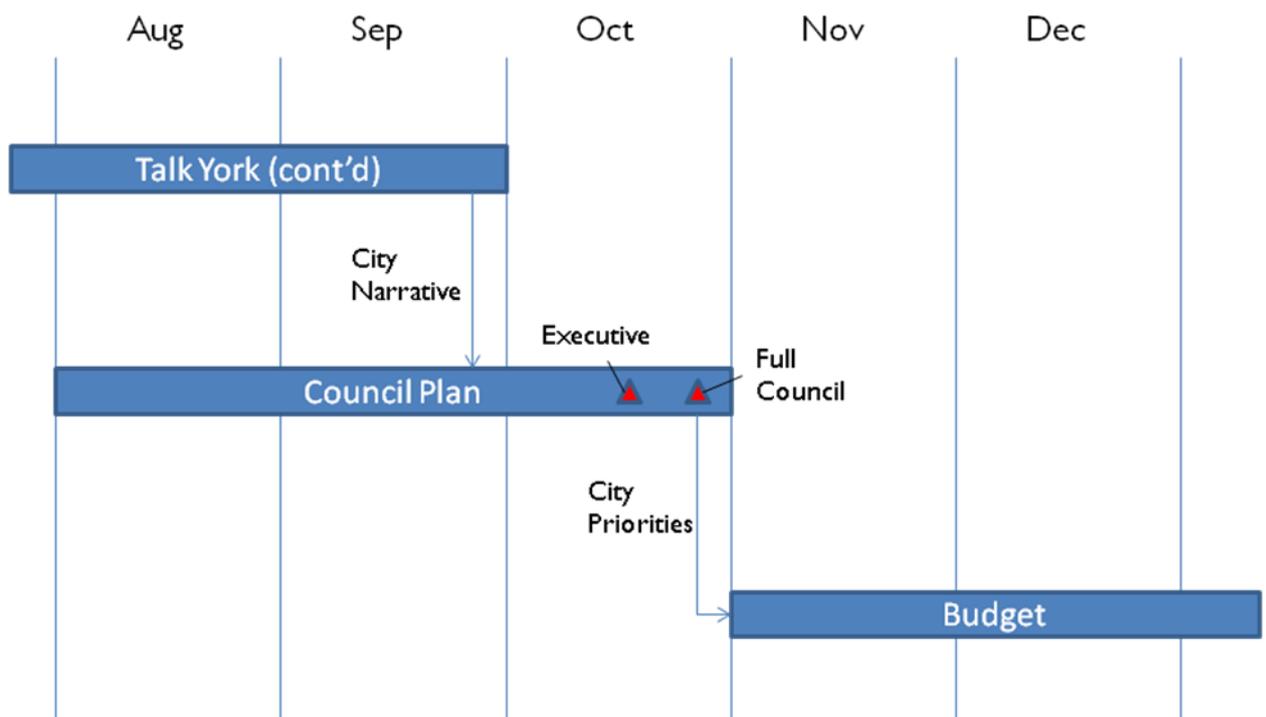
Consultation

17. It is proposed that the outcomes framework is promoted across the city as a call for evidence on what the council, organisations, communities and individuals could do to achieve the outcomes described.
18. This consultation will not focus on debating the framework itself, but instead aim to gather ideas on real activity and the evidence on what

could work best to populate the plan of activity. The questions posed will revolve around:

- a. What people think the council could do to support these outcomes
- b. What individuals, organisations and communities could to support the outcomes.

- 19. To gather as wide a range of views as possible, all our existing channels will be used as far as possible, following a similar methodology to recent consultation on Talk York, Castle Gateway and York Central. This could include discussions at partnership groups and boards, ward committees, professional networks, residents' panels and forums which are meeting within the timescales. Additional sessions will be arranged if there is not appropriate coverage through these existing channels. Details of these sessions will be promoted on the Council's website.
- 20. Accompanying this will be an online and paper-based questionnaire which will be promoted to residents and organisations across York, as well as through the networks above and through social media.
- 21. The consultation period will run from the beginning of August until mid-September. The process will also dovetail with consultation on the budget and city brand which is planned over this period. The following diagram shows the timescales of these consultations and how the learning from each consultation will flow into the next.



22. The results of the consultation will be published as part of the report to Executive and Council in October to inform the final approval decision.

Options

23. The options presented are to:
- a. Agree the framework as fit for consultation
 - b. Recommend changes to the framework or approach prior to consultation

Analysis

24. The framework presented is based on best practice and insight from local, national and international sources. On this basis, we are confident that it encapsulates the elements which work together to create a good place. There are, of course, many different ways these elements could be grouped or split, but this will not materially affect the activities which we need to develop underneath.
25. The consultation approach will focus on real, tangible activities to lead to the outcomes identified. This should be a very positive opportunity for everyone to engage on how we can move our city forward and achieve the best outcomes for our residents.
26. For these reasons, it is recommended that Executive approve Option a. above.

Council Plan

27. The discussion here will define the Council Plan for the next 4 years (2019-23), and as such contributes to the eventual outcomes.

Implications

28. The Council Plan will have implications in all of the areas below. However, in general, this will not be known until the plan is fully developed.
- **Financial** – the consultation will run in tandem with Budget Consultation and as such we will ensure that the policy direction in the plan is consistent with the financial context.
 - **Human Resources (HR)** – see above

- **One Planet Council / Equalities** – a full Making Better Decisions Tool will be completed as the plan is developed.
- **Legal** - see above
- **Crime and Disorder** – see above
- **Information Technology (IT)** – see above
- **Property** –see above

Risk Management

29. There are several risks identified in this process, as follows:

- a. *The council plan does not reflect the needs of residents* –
Mitigation: the plan structure is based on a clear set of outcomes required to promote quality of life and good place. The consultation will help to inform the activities which take place to deliver the outcomes, with residents able to contribute to this. The activities defined will also draw on an evidence base to ensure they can realistically be expected to achieve the outcome required.
- b. *The council plan does not support the efficient work of the council* –
Mitigation: The structure has been devised with reference to the way the council delivers services, to facilitate cross organisational working.
- c. *The council plan does not resonate with partners across the city* –
Mitigation: the consultation will allow views to be fed in, and the process will be aligned with the Talk York project which is identifying the commonly-held perspectives on our city.
- d. *The council plan is not aligned with the financial context* –
Mitigation: the consultation will run in tandem with the budget consultation and process to ensure activities identified can be funded.

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Report **Date** 10 July 2019
Approved

Wards Affected: List wards or tick box to indicate all **All**

For further information please contact the author of the report

Annexes

Annex A – Proposed Council Plan outcomes framework

Annex B – Performance Management Framework

List of Abbreviations Used in this Report

UN – United Nations