



PART A:	MATTERS DEALT WITH UNDER DELEGATED POWERS
REPORT TO:	POLICY AND RESOURCES COMMITTEE
DATE:	25 JULY 2019
REPORT OF THE:	CHIEF EXECUTIVE STACEY BURLET
TITLE OF REPORT:	DEVELOPING THE COUNCIL PLAN 2019-2023
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 This report outlines the proposed process for developing a new Council Plan so that it can be put in place as soon as possible and act as a strategic framework for progressing Council business over this four year administrative term.
- 1.2 The reports also suggests a proposed layout for the Plan and asks for feedback on an initial set of priorities so they can be worked up further.

2.0 RECOMMENDATION(S)

- 2.1 That Elected Members endorse the approach for developing, reviewing and refreshing the 2019-2023 Council Plan over the current administrative term.
- 2.2 That Elected Members provide any specific advice and guidance on:
- (i) the proposed set of draft priorities for the 2019-2023 Council Plan, attached as Appendix 3 to this report
 - (ii) the proposed layout of the 2019-2023 Council Plan, as detailed at paragraph 6.8 of this report
 - (iii) the proposed process and timeline for developing the 2019-2023 Council Plan, as detailed at paragraphs 6.3 and 6.4 of this report.

3.0 REASON FOR RECOMMENDATION(S)

- 3.1 A Council Plan is an essential part of a Council's strategic planning framework, providing a map that guides Council business and resource allocation.

Appendix 1 shows the other essential aspects of a robust strategic planning framework with an example of a timeline for developing, reporting, reviewing and refreshing each strand.

- 3.2 Ryedale's approach to its strategic planning framework requires improvement. The recent LGA Peer Review Revisit and a Healthcheck into our approach indicated that there was a lack of focus on strategic and longer-term goals. Many staff also report that the current Council Plan lacks clarity and does not drive Committee or Council business, or determine how resources are allocated.
- 3.3 It should also be noted that most Council Plans are fully rewritten every 4 years, with refreshed versions being published annually alongside a summary of achievements made that year. This is an important aspect of Council business as showing progress against the Plan gives Elected Members and staff the opportunity to celebrate successes and put renewed focus on areas needing additional impetus. It also demonstrates to local communities that we are making good use of public money.

4.0 SIGNIFICANT RISKS

- 4.1 Not having a functioning Council Plan risks continued criticism from external bodies that Ryedale is lacking strategic focus and/or not delivering best value. It may also negatively impact on staff motivation, as a consequence of not having a clear routemap for progressing Council business and guiding how Council resources are allocated. It also weakens performance management and monitoring, as there will be a lack of focus on the aspects of Council business that matter most.
- 4.2 There is a risk associated with the accelerated approach to developing the initial Council Plan for 2019-2023 in that usually the content of a Plan would be informed by significant levels of intelligence (for example, involving public and partner consultation as well as the involvement of staff and Elected Members). It is recommended that this aspect of development be phased in during the annual refresh of this plan in year 2 given there is a need for a clear strategic routemap now.

5.0 POLICY CONTEXT AND CONSULTATION

- 5.1 The Council Plan 2019-2023 will act as the strategic routemap of the organisation. Activities and projects will still need to pay due regard to any statutory, legislative, constitutional and best value 'tests' prior to progression.
- 5.2 Policy changes and consultation may also give rise to the need for Plan alterations. Where this occurs, this will be picked up in the annual refresh process.
- 5.3 The District Council is here to serve local people across Ryedale and support all of our communities, alongside those visiting, working and doing business

here, to live healthy and pleasant lives in a vibrant and safe environment. As the Council operates in complex organisational landscape, some aspects of the proposed Plan will be about influencing and working with others to achieve our goals.

REPORT

6.0 REPORT DETAILS

6.1 Council Plans differ in style and content. Commonly, they articulate key priorities to be achieved over an administrative term and the milestones that are seen to be of most significance for delivery. Once in place, they act as a guide for resource allocation and performance monitoring.

6.2 The most effective plans contain:

- (i) A statement of ambition - an example of what this could look like for Ryedale is attached as Appendix 2.
- (ii) Key priorities, ideally limited in number - potential priorities for Ryedale are attached at Appendix 3 which are being proposed so they can be utilised as the 'starter for ten' during the consultation period
- (iii) The underpinning reasons for priorities – an example of the type of information to be drawn upon for Ryedale is attached as Appendix 4
- (iv) How progress will be measured; usually this is articulated through articulating any significant milestones (e.g. the opening date of a major project / capital build) or key performance indicators that require continued Elected Member focus through the administrative period (e.g. affordable housing).

Process for developing the Ryedale Council Plan for 2019-2023

6.3 It is proposed that a series of workshops are held in August and September, which will involve partners, staff and Elected Members, to:

- (i) Test out the ambition statement, making any suggestions for alteration and/or improvement
- (ii) Test out the proposed priorities, making any suggestions for alterations and / or improvement as well as suggesting the inclusion of any additional priorities
- (iii) Discuss the information that exists and which serves as a rationale for priorities
- (iv) Discuss how progress might be measured, making suggestions for inclusion in the finalised plan

6.4 The information from the workshops will inform a draft Council Plan 2019-2023, which will be presented to the Policy and Resource Committee in September 2019. The target date for presentation to Council would be October 2019, subject to the outcome of decision-making at the Policy and Resources Committee.

6.5 Any agreed Council Plan would then inform the budget setting process (Medium Term Financial Strategy) and performance management cycle.

Proposed statement of ambition and priorities

6.6 The proposed statement of ambition attached at Appendix 2 should be aspirational and reflect Ryedale Council's ambitions for local people and place. Statements are usually very high level and feel authentic.

6.7 The priorities attached as Appendix 3 have been drafted to reflect a range of information including manifesto commitments; Council decisions; policy change and use of intelligence (including initial feedback from staff and partners as well as performance information, statistics and data).

Proposed layout of the Plan

6.8 As well as the statement of ambition being at the forefront of the document, it is proposed that each priority is covered very simply in less than 2 pages through:

- (i) Stating the priority
- (ii) Explaining why we are focusing on it
- (iii) Saying what we hope to achieve (milestones)
- (iv) Saying how we'll measure progress on it (KPIs).

6.9 The Plan will also state that there will be an annual review and refresh of the Plan, which include a progress report of achievement.

7.0 IMPLICATIONS

7.1 The following implications have been identified:

- a) Financial
Any agreed Council Plan will have financial implications and will guide resource allocation.
- b) Legal
It is essential that the organisation complies with all relevant statutory, legislative and constitutional matters when executing the delivery of its Council Plan.
- c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental and Climate Change, Crime & Disorder)
Equalities, staffing, health and safety, and policy matters such as environmental and climate change will inform the content of and execution of the Council Plan once agreed.

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Background Papers:
Ryedale District Plan (current version)

Background Papers are available for inspection at:
www.ryedale.gov.uk