

SUBJECT:	Corporate Plan: A Monmouthshire that Works for Everyone
MEETING:	COUNTY COUNCIL
DATE:	15 February 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To consider and approve the Corporate Plan articulating the authority's purpose and values alongside the ambitious programme that will be prioritised over the next four and a half years.

2. RECOMMENDATIONS:

- 2.1 To approve the Corporate Plan.
- 2.2 To adopt of the objectives contained in the plan as the Council's Well-being Objectives in accordance with the requirements of the Well-being of Future Generations Act.

3. KEY ISSUES:

- 3.1 The first year of a political term presents an opportunity to take stock, to review and evaluate and to look ahead and set an agenda that will deliver for the residents and communities of Monmouthshire.
- 3.2 In October 2017 Cabinet commissioned the development of a Corporate Plan which converts high-level political ambition into a tight and understandable whole authority strategic plan which programmes the associated delivery work over the medium-term.
- 3.3 This means re-setting priorities and re-shaping direction around the agreed purpose of building sustainable and resilient communities. The Plan:
- Draws on the political priorities articulated in the local Conservative manifesto and emerging cabinet member priorities, challenges highlighted in the Well-being Assessment, some of the high-level challenges emanating from Future Monmouthshire, issues identified

through data and financial analysis and issues raised 'on the doorstep' during the May election.

- Brings together ambition and direction, alongside a clear assessment of the investment needed to deliver. Once the budget is finalised the Medium Term Financial Plan will be contained within the Corporate Plan demonstrating that money follows purpose.
- Provides a context and direction for the revision of our key enabling strategies and plans – i.e. People and Customer, Digital and Technology, Enterprise and Economic Development and Commercial and Assets.
- Ensures that clear criteria are set to allow strategies to be evaluated and ensure public accountability and organisational learning.

3.4 The Corporate Plan re-states the council's purpose of building sustainable and resilient communities and outlines five priority goals or objectives. Under each of these sits a number of programmes of work, twenty-two in total, which the organisation will commit to between now and 2022. The five areas are: best possible start in life; thriving and connected communities; natural and built environment; lifelong well-being and future-focused council.

3.4 This plan will discharge the authority's duty to produce a Well-being Statement and Objectives and Improvement Objectives under the Well-being of Future Generations Act and Local Government (Wales) Measure 2009. It will give clarity on priorities and purpose ahead of the revision of the authority's enabling strategies and provide clear directions to teams as they develop their service or business plans for 2018-19 onwards. It was endorsed by Cabinet on 29th January.

4. OPTIONS APPRAISAL

4.1 Every choice we make carries an opportunity cost. Each of the programmes of activity in this plan have been considered against the other choices that could have been made, how that money could be spend and the alternative uses of equipment or officer time. Some of these commitments – such as the building of new schools – have already been approved by council as part of an agreed policy position while others are in the early stages of development. Each new proposal brought forward to deliver against these goals will be subject to an individual decision in accordance with the council constitution.

5. EVALUATION CRITERIA

- 5.1 The Corporate Plan sets out clearly the council's purpose. It contains five specific objectives which can be measured over time. These are: Best Possible start in life; Thriving and well-connected county; Maximise the potential of the natural and built environment; Lifelong learning and well-being and forward looking-future focused council. These are clearly aligned to the purpose and well-being objectives of the Public Service Board. The measures relating to each of these are shown on pages 13 – 17 of the plan with baseline data contained in pages 33 – 34. This includes a mix of process, output and satisfaction measures. The council is at the outset of an ambitious programme and specific medium-term targets will be finalised as the detailed activities are developed in the coming months.
- 5.2 The actions to deliver the Corporate Plan will be embedded in the service or business plans of individual teams and progress can be tracked at this level through regular service updates on The Hub. Headline quantitative measures and progress updates will be reported bi-annually to the relevant Select Committee. A full evaluation of progress will be produced annually for scrutiny and will be reported to Cabinet.

6. REASONS:

- 6.1 There are significant challenges and opportunities that must be responded to and the Council, with its diminishing resources, must prioritise what can be done and the kind of a work that will make the most difference to our county.
- 6.2 To convert high-level political ambition, data, evidence and 'what matters' into a coherent whole authority strategic 'Corporate Plan'. This will mean re-setting priorities and re-shaping direction to renew the sense of shared purpose.

7. RESOURCE IMPLICATIONS:

- 7.1 With less money, we will not be able to keep doing everything that we have done in the past. Each of the activities in the corporate plan carries resource implications. In its entirety the plan will be delivered within the resources made available through the Medium Term Financial Plan. Some programmes brought forward may require capital or reserve funding and individual and detailed proposals will be presented for each of these at the appropriate time in accordance with the council's constitution.

**8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS
(INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND
CORPORATE PARENTING):**

- 8.1 The proposals make a contribution to safeguarding through ensuring a focus on fitness for purpose and have a clear direction about the things that matter.
- 8.2 A Future Generations Evaluation has been completed and accompanies this report. The Corporate Plan is built upon a number of design principles including being future-focused and applying the ways of working outlined in the Well-being of Future Generations Act. This includes taking a long-term view and developing preventative approaches. The Plan details a number of activities that require further development and which will be subject to individual decisions in accordance with the council's constitution including future generations evaluations where appropriate.

9. CONSULTEES:

Senior Leadership Team
Cabinet

The plan has been developed based on a strong evidence base which included extensive consultation. This included feedback from the doorstep gleaned by all members during the May 2017 local elections and the involvement of local people during the *Our Monmouthshire* engagement which informed the development of the well-being assessment. Individual Cabinet members worked alongside officers to shape the plan.

10. BACKGROUND PAPERS:

Monmouthshire Well-being Assessment

11. AUTHOR:

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Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Corporate Plan
Date decision was made:	29 th January 2019
Report Author:	Kellie Beirne

What will happen as a result of this decision being approved by Cabinet or Council?

The desired outcome is to provide clarity on the programmes of activity that the council will deliver over the medium term. This will facilitate the revision of enabling strategies ensuring alignment with the purpose of the council. The activities detailed within the plan will ensure the council makes progress towards the well-being objectives: Best Possible start in life; Thriving and well-connected county; Maximise the potential of the natural and built environment; Lifelong learning and well-being and Forward looking-future focused council.

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

The plan describes a clear purpose of building sustainable and resilient communities. Each of the four objectives is under-pinned by a series of performance measures which have a baseline to enable officers and members to track progress and determine the success of the plan. Over the first year of the plan clear targets will be developed which will can be used by Cabinet to assess progress and allow select committees to hold officers and the executive to account. These measures are shown on pages 32 and 33 of the plan. They will inform a broader annual evaluation of the Corporate Plan that will be presented to councillors in May / June each year.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Each of the activities in the corporate plan carries resource implications. In its entirety the plan will be delivered within the resources made available through the Medium Term Financial Plan. At this stage there are no specific budget lines attached to actions. This will be established as individual programmes of work are developed and brought forward to members for decision.

Any other comments

