

**SUBJECT: Corporate Plan 2017-22: Mid-Term Refresh**

**MEETING: CABINET**

**DATE: 19 February 2020**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

- 1.1 To seek endorsement of a mid-term refresh of the Corporate Plan. This articulates the authority's purpose and values, alongside an update of the ambitious programme that will continued to be delivered during the course of the current Council which runs until the local elections in May 2022.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet endorse the Corporate Plan prior to its approval by Council.
- 2.2 That Cabinet endorse the adoption of the objectives contained in the plan as the Council's Well-being Objectives and Improvement Objectives in accordance with the requirements of the Well-being of Future Generations Act and the Local Government (Wales) Measure 2009.

**3. KEY ISSUES:**

- 3.1 In October 2017 Cabinet commissioned the development of a Corporate Plan which converted high-level political ambition into a tight and understandable whole authority strategic plan and programmed the associated delivery work over the medium-term.
- 3.2 This meant 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 Monmouthshire Well-being Assessment; issues identified through data and financial analysis and issues raised by local people as being of highest importance.
- 3.3 The refreshed Corporate Plan re-states the council's purpose of building sustainable and resilient communities and the five priority goals. Under each

of these sits a number of programmes of work, twenty-two in total. The mid-point of the current council's term of office presents the opportunity to take stock and identify whether any of the programmes of work need to be amended to reflect changes in the external environment or policy positions subsequently adopted by council. Examples of this include the unanimous motion to declare a climate emergency, which is now embedded within the corporate plan.

- 3.4 Some of the actions identified in the first iteration of the document have been completed and are marked accordingly. There have been some amendments while other new actions have been incorporated, the aforementioned climate emergency being one example along with new commitments such as the redevelopment of town centres. An appendix to the report contains some of the key numerical measures of progress. A full evaluation of progress will be made available for scrutiny in June and July and an annual progress report presented to Council in September.
- 3.5 This plan will discharge the authority's duty to produce Well-being Objectives and Statement and Improvement Objectives under the Well-being of Future Generations Act and Local Government (Wales) Measure 2009. It provides continued clarity on priorities and purpose for the authority's enabling strategies and provides a clear direction to teams as they continue to deliver their service or business plans.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 The plan contains commitments to action related to equalities, social justice, corporate parenting and safeguarding.
- 4.2 A Future Generations Evaluation has been completed and accompanies this report. The Corporate Plan applies 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 some activities that require further development and which will be subject to individual decisions in accordance with the council's constitution including completing equality and future generations evaluations where appropriate.

#### **5. OPTIONS APPRAISAL**

- 5.1 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 resources 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.

## **6. EVALUATION CRITERIA**

- 6.1 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 in the plan.
- 6.2 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 quarterly 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.

## **7. REASONS:**

- 7.1 There are significant challenges and opportunities that must be responded to and the Council, with its diminishing resources, must prioritise what can be done adjusting in response to new evidence and external factors and opportunities.
- 7.2 To ensure that high-level political ambition, data, evidence and 'what matters' continues to inform a coherent whole authority strategic 'Corporate Plan'.

## **8. RESOURCE IMPLICATIONS:**

- 8.1 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.

**9. CONSULTEES:**

Senior Leadership Team  
Cabinet

The refresh of the corporate plan has been informed by a series of informal discussions between SLT and Cabinet. This has helped inform and shape the adjustments to the programme of activity.

**10. BACKGROUND PAPERS:**

Monmouthshire Well-being Assessment

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