

**SUBJECT: WINTER STRATEGY**

**MEETING: Cabinet**

**DATE: 16 December 2020**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

- 1.1 To provide an overview of the council's winter strategy and formally endorse the purpose and strategic aims that will be in place until March 2021.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet formally endorse the purpose and strategic aims, set out in the 'Winter Strategy'.

**3. KEY ISSUES:**

- 3.1 At its meeting on 4 November 2020 Cabinet evaluated the progress made against the purpose and strategic aims set out in the Council's Coronavirus 'Transition' Strategy. Cabinet also agreed that a further revision of the purpose and strategic aims be developed taking account of the latest evidence to guide future activity. This was developed over the subsequent weeks, this meeting presents the first opportunity to formally endorse the strategy.
- 3.2 'Our Winter Strategy' attached in appendix 1, sets out the Council's priorities until March 2021. Through this time the Council will continue its work with the citizens and communities of Monmouthshire to reduce the spread of COVID-19, continue to support and protect vulnerable people and give attention to rebuilding a local economy that reduces inequalities within and between communities. The strategy sets the purpose of the council:

*To protect your health, your employment, your community and your public services.*

- 3.3 This purpose is underpinned by eight strategic aims and the more detailed activity that supports these including:

- Delivering an excellent Test, Trace & Protect System
- Working with the NHS to roll-out a COVID vaccination programme
- Supporting those that are lonely, lose their job, their home and / or cannot access food
- Maintaining our social care services including child protection, support at home and residential care
- Providing high quality teaching and learning to all, whether in school or out
- Supporting businesses to trade safely and signposting them to financial support that can assist their survival
- Helping businesses with the BREXIT transition process highlighting regulatory changes that create obstacles / opportunity
- Responding to winter emergencies, such as snow and flooding
- Setting a budget for the financial year 2021/22 capable of delivering the priorities

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

- 4.1 A completed Equality & Future Generations Evaluation is attached. The strategic aims have been informed by the latest available evidence and government guidance. The detailed proposals that follow the strategic aims will all consider the impact and mitigating actions required to minimise the adverse consequences for those with protected characteristics.
- 4.2 The proposed strategic aims have taken equality and the components of well-being into account. The legislation and the council's responsibilities in all these areas will remain an important part in our response as it continues to develop.

#### **5 OPTIONS APPRAISAL**

The strategic aims are informed by the latest available evidence and government guidance, to inform the Council's ongoing activity. While a number of arrangements have continued to be developed and implemented to support these aims, the Council continues to operate in a dynamic environment and delivery of each aim is not without challenges and risks. The delivery will continue to be monitored and programmes will need to be flexible in timescale and content as circumstances and guidance changes.

#### **6 EVALUATION CRITERIA**

- 6.1 Where available, measures or milestones will be used to track and help evaluate progress on the actions that underpin the strategic aims. Nonetheless, it needs to be recognised that in a changing external environment it is likely that actions, and therefore the corresponding measures of progress, will need to be continuously reviewed.
- 6.2 The Council's established performance framework will continue to facilitate service planning, performance management and risk management across Council services.

#### **7 REASONS:**

- 7.1 There remains significant challenges that must be responded to, clearly specifying the council's purpose and strategic aims will guide the Council's priorities and approach ensuring clarity and accountability and informing the future shape of service delivery as the Council continues to evolve and adapt to changing circumstances.

#### **8 RESOURCE IMPLICATIONS:**

- 8.1 Delivery of the strategic aims will continue to have significant resource implications, including increased costs to maintain current service delivery and demands in setting up new or amended services. Close financial and budget monitoring will continue. A specific action has been set in the strategy on setting a budget for the financial year 2021/22 capable of delivering these priorities.

#### **9 CONSULTEES:**

Strategic Leadership Team  
Cabinet

The strategic aims have been developed by Cabinet in discussion with Strategic Leadership Team.

**10 BACKGROUND PAPERS:**

Monmouthshire Coronavirus Strategic Aims  
Monmouthshire Corporate Plan 2017/22

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# OUR WINTER STRATEGY

December 2020 - March 2021

## OUR PURPOSE

**To protect your health, your employment, your community and your public services.**

## OUR VALUES

### OPENNESS

We are open and honest. People have the chance to be involved and tell us what matters.

### FAIRNESS

We provide opportunities for people and communities to thrive. We will always try to treat everyone fairly and consistently.

### FLEXIBILITY

We are flexible, enabling delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

### TEAMWORK

We will work with you and our partners to support and inspire everyone to get involved. We'll make the best of the ideas and resources available to make sure we do the things that most positively impact our people and places.



We will continue our work with the citizens and communities of Monmouthshire to reduce the spread of COVID-19. We will continue to support and protect vulnerable people. We will give attention to rebuilding a local economy that reduces inequalities within and between communities.

## OUR DESIGN PRINCIPLES

- Working with and alongside local communities
- Being innovative and creative
- Learning and adjusting in real time
- Focus on short-term response, medium - term recovery and long term sustainability

## OUR STRATEGIC AIMS

- Provide clear purposeful civic leadership
- Keep our communities, our people and our partners safe and healthy
- Provide direct support to those suffering from tragedy, loneliness, poverty and loss
- Ensure all vulnerable young people and adults are safeguarded
- Ensure quality teaching and learning is available in school / out of school for all learners
- To be environmentally and ecologically responsible in all of our actions
- Support our local businesses and town centres
- Maintain a competent, motivated organisation with the capability and capacity to deliver

## WHAT WE ARE DOING

- Ensuring that the democratic decision making process is fully operational with key decisions being taken in a timely way
- Communicating clearly with citizens, representing their interests to others, including Welsh Government, and delivering on the priorities we have set for the county
- Protecting / promoting our environment and ecology through investment where necessary and carbon reduction activity where possible
- Delivering an excellent Test, Trace & Protect System
- Working with the NHS to roll-out a COVID vaccination programme
- Encouraging citizens to exercise, eat healthily, spend time safely with others and get outdoors
- Responding to winter emergencies, such as snow and flooding
- Supporting those that are lonely, lose their job, their home and / or cannot access food
- Maintaining our social care services including child protection, support at home and residential care
- Providing high quality teaching and learning to all, whether in school or out
- Ensuring learners are well prepared for the assessment processes that replace GCSE, AS level or A level examinations in 2021
- Supporting businesses to trade safely and signposting them to financial support that can assist their survival
- Helping businesses with the BREXIT transition process highlighting regulatory changes that create obstacles / opportunity
- Distributing monies from national business support schemes to qualifying local businesses
- Setting a budget for the financial year 2021/22 capable of delivering these priorities