



Committee and Date

Cabinet

28 November 2018

## Plan for Shropshire - Council Plan 2019/20 to 2021/22

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### Summary

This report presents Cabinet with Part 2 of the Corporate Plan 2019/20 to 2021/22 which contains the draft Vision, themes, and actions for 2018/19. It also identifies the lead Portfolio Holders and Lead Directors. The plan is that the Draft Corporate Plan will be presented to Council at its meeting in December 2018.

### Recommendations

- A. Cabinet approve Part 2 of the Corporate Plan containing the Vision, Priorities and themes/issues for 2019/20 set out in appendix 1.
- B. Cabinet endorses the next steps set out in paragraphs 5 to 7 of this report.
- C. That Performance Management Scrutiny Committee is asked to set up a Task and Finish Group to consider and recommend the measures and milestones for the new Corporate Performance Management Framework for 2019/20 onwards, that related to the new Corporate Plan.

### Opportunity Risk Assessment

The Corporate Plan is an essential component of the Council's Strategic Planning, Governance Assurance Framework and the Opportunity Risk Management Strategy. The plans need to link up, and together support and provide direction for the Council to achieve its objectives, including delivering a balanced budget. Failure to do so and fully implement the changes required will put the Corporate Plan at risk.

Regular performance reporting against delivery of the Council's objectives established in the Corporate Plan, including through Strategic Risk Reporting will in turn provide assurance to Members and Officers that the Council is achieving against its plan and that strategic risks are being monitored and managed, or on an exception basis activity for improvement is identified. This in turn will provide reflection on and assurance as to the strength of the governance environment. All Committee reports to Members will continue to report on opportunities and the associated risks and these in turn should be linked to the delivery of the Council's outcomes as set out in the Corporate Plan.

## **Financial Assessment**

Although there are no financial implication directly related to this paper, there is a significant relationship between the Corporate Plan and the Financial Strategy. The Corporate Plan sets out the Council outcomes and objectives which will achieve the requirements of the Financial Strategy, and as such its delivery.

## **Report**

1. Shropshire Council had an LGA Corporate Peer Challenge in April 2018. The Recommendations and areas for action identified in the Peer Challenge report identified a number of points of relevance for a new Corporate Plan. It also fed-back that Members were keen to be more informed and more involved in the development of strategies.

Recommendation 1: Ensure you have a clear and well communicated vision which is underpinned by evidence and owned by the Cabinet and the Senior Management Team.

Recommendation 4: Be clearer about your specific priorities and outcomes, communicate them and focus resources accordingly.

Relevant areas for action within the Peer Review report:

- The Vision needs to be translated into priorities, resource allocation and specific outcomes to be delivered.
- Develop the Corporate Plan with smarter targets and enable staff and partners to see more clearly how different work-streams contribute to the overall vision.
- Enable staff and partners to see more clearly how work-streams contribute to achieving the overall vision
- Build a shared narrative with a sense of who the Council is, and what it stands for, and provide a real sense of purpose to staff and partners.

## Work completed to date on the Corporate Plan

2. Cabinet and Directors held a workshop session on the 1 October 2018 where they considered the Peer Review Feedback and moved on to identify a Vision for the Council and draft priorities. The audience for the Corporate Plan was also discussed and it was confirmed that it was an internal document in the first instance, for staff and Members, but that it should be accessible to partners and the public.

3. The workshop session was followed by Member workshops on the 15 October 2018 and the 23 October 2018 where all Members were given the opportunity to discuss and suggest amendments changes to the Vision and priorities, and the themes/issues to be delivered in 2019/20.
4. The Vision, priorities and themes/issues are attached at Appendix 1. Each theme/issue will have a lead officer and lead Member. They will be underpinned by high level actions with project milestones and performance measures.

#### Next steps in developing the Corporate Plan

5. The Corporate Plan will be in three parts. The first section sets out the 'State of Shropshire' and present the facts, intelligence and evidence about Shropshire. It will also identify relevant national and local policies and strategies and provide Shropshire context. This will be the corresponding section of the current Corporate Plan which was refreshed in March 2018 and agreed at Council in May 2018. It will be revisited
6. The second section, Part 2 of the Corporate Plan, sets out the Vision, Priorities, and themes and issues. This will be supported by a single page presentation which will be more accessible to those who are outside the Council who are interested what the Council is focusing on. See appendix 1 for the draft Part 2.
7. The third section will contain the high level actions which will be taken to deliver the themes/issues for 2019/20 and therefore the priorities of the Council. It will also set out the performance measures and project milestones that will evidence the delivery of the priorities and the impact achieved. This will form the Council's new Corporate Performance Management Framework for 2019/20 onwards. This will need to be finalised in the New Year and in place by March 2019 ready for reporting to start from quarter 1 2019/20.
8. Member involvement in the identification and confirmation of the measures and milestones would add value to the development of the new performance framework. This work would also help shape how the performance information is presented. This could be an appropriate activity to refer to the Performance Management Scrutiny Committee.

## Conclusion

9. The Corporate Plan needs to be in place alongside the Financial Strategy and other key strategies of the Council to provide the context and direction for the Golden Thread which needs to run from the top of the organisation to the bottom of the organisation.
  
10. In this context the Corporate Plan should be evidence based, reflecting the priorities of the Council. It is timely that a new Corporate Plan is developed, drawing on the learning and feedback from the Corporate Peer Challenge, and to reflect the Council's ambition.

<b>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</b>
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Shropshire Council LGA Corporate Peer Challenge Report 2018

<b>Cabinet Member</b>
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Cllr Peter Nutting

<b>Local Member</b>
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All

<b>Appendices</b>
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Appendix 1 – Part 2. Plan for Shropshire - Shropshire Council's Corporate Plan 2019/20 to 2021/22

# **Part 2**

## **Plan for Shropshire**

Shropshire Council's Corporate Plan 2019/20 to 2021/22

- ❖ Our Vision
- ❖ Our Priorities
- ❖ Our themes and issues

**Our vision:** Innovate to thrive

**Our Priorities are:**

- More people with a suitable home
- Care for those in need at any age
- A good place to do business
- A healthy environment
- Sustainable places and communities
- Embrace our rurality

**What we will do in the next 12 to 24 months:**

Themes/Issues	Lead Member	Lead Officer
<b>More people with a suitable home</b> The Council will work with developers to shape the housing market to ensure the development of housing to meet local need.	Cllr Robert Macey	Mark Barrow
The Council will manage its Housing Stock through appropriate vehicles and work with partners to improve and ensure the availability of social housing.	Cllr Lee Chapman	Andy Begley
<b>Care for those in need at any age</b> The Council will ensure that children and young people are safe and fulfil their potential in their future lives.	Cllr Nick Bardsley	Karen Bradshaw
The Council will harness innovation in technology to help people to be as independent as they can be and live and take part in their communities.	Cllr Lee Chapman	Andy Begley
The Council will work with partners and providers to ensure that the right care is available in the right place at the right time.	Cllr Lee Chapman	Andy Begley
<b>A good place to do business</b> The Council will work with businesses and developers to identify and pursue appropriate opportunities for investment that will grow Shropshire's economy.	Cllr Nic Laurens Cllr Rob Macey	Mark Barrow
The Council will work with its partners in business, training and education to create employment and career opportunities in Shropshire for all.	Cllr Nic Laurens	Mark Barrow
The Council will work with businesses and developers to promote clean growth and safeguard our natural assets including water quality and supply.	Cllr Nic Laurens Cllr Rob Macey	Mark Barrow

<b>A healthy environment</b>		
The Council will ensure that its infrastructure and assets are as efficient and environmentally sensitive as they can be to reduce environmental pollution.	Cllr Steve Charmley Cllr Steve Davenport	Mark Barrow
The Council will work with partners to maintain Shropshire's landscapes, culture and heritage to support good health, communities and growth of the economy.	Cllr Lezley Picton	Mark Barrow
The Council will encourage positive lifestyle choices and in doing so provide information, advice and opportunities for health and well-being.	Cllr Lee Chapman	Andy Begley
<b>Sustainable places and communities</b>		
The Council will continue to encourage communities to support each other and find local solutions.	Cllr Joyce Barrow	Mark Barrow
The Council will work with Town and Parish Councils to identify opportunities and develop local economies across Shropshire, centred on the market towns.	Cllr Nic Laurens	Mark Barrow
The Council will continue to implement a place based approach to optimise physical assets with our partners and deliver services where the greatest number of people can access them.	Steve Charmley	Mark Barrow
<b>Embrace our rurality</b>		
The Council will continue to influence improvement in mobile and digital connectivity across all areas, for all age groups, and homes and businesses.	Cllr Nic Laurens	Mark Barrow
The Council will continue to work with partners from across the West Midlands and into Mid-Wales to improve physical connectivity to the benefit of all those who live, study and work in Shropshire.	Cllr Steve Davenport	Mark Barrow
The Council will continue to work across the business sectors which operate in rural areas to facilitate economic growth and appropriate housing for rural communities.	Cllr Nic Laurens Cllr Rob Macey	Mark Barrow