

Cabinet

8 July 2021

Council Plan and Integrated Planning 2022 - 2026

Recommendations

That Cabinet:

- 1) Approves the continuation of the Council's Vision with refinement of our existing priority outcomes and addition of a third outcome related to Climate Change (paragraph 3.4)
- 2) Approves the approach to the development of the Council Plan 2022-26 and the design principles set out in paragraph 3.7 and authorises the Chief Executive to progress development of the Council Plan on this basis
- 3) Recommends that the Overview and Scrutiny Committees programme consider the emerging Council Plan into their Autumn work programmes
- 4) Authorises the Chief Executive in consultation with the Leader, Deputy Leader and Portfolio Holder for Customer and Transformation to finalise the arrangements for engagement in relation to the Council Plan
- 5) Supports the ongoing work in relation to Integrated Planning underpinning the Council Plan
- 6) Approves the establishment of a cross party member working group to develop proposals for a refreshed Performance Management Framework

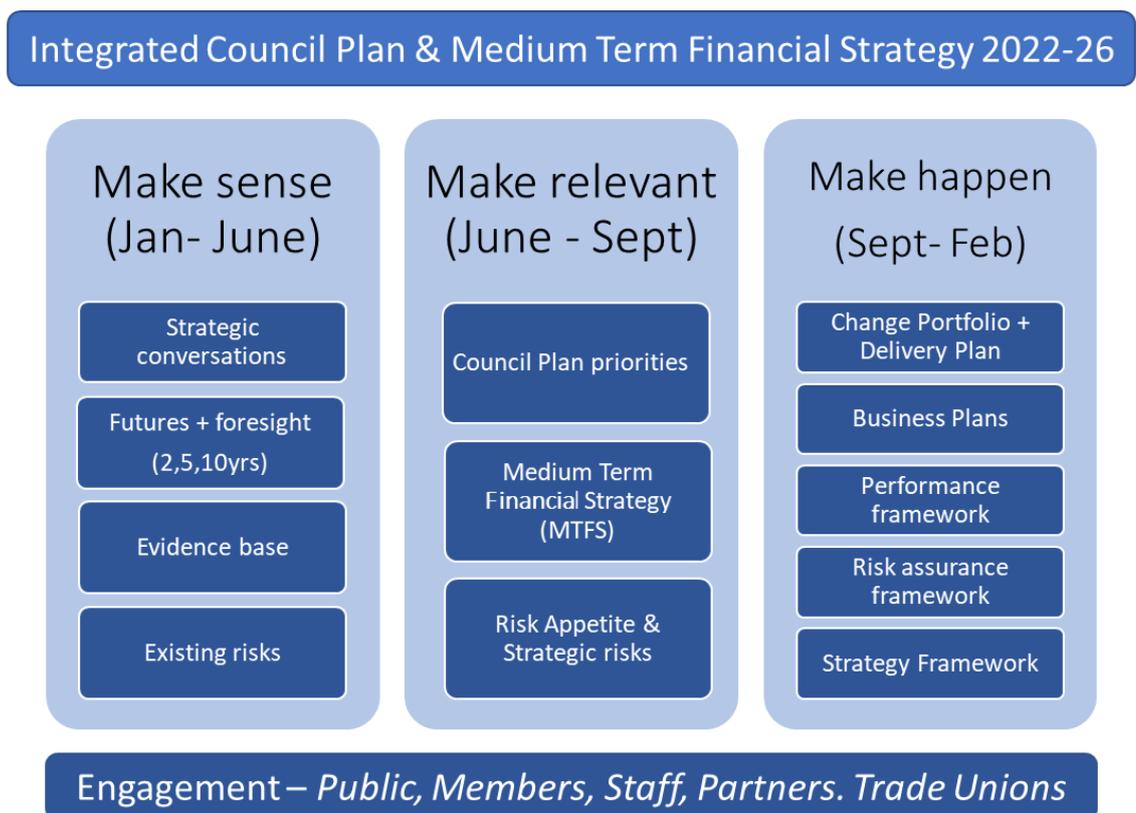
1.0 Background

- 1.1 This paper presents the County Council's proposed approach to the development of a refreshed, five-year Council Plan for 2022 - 26.
- 1.2 It is presented as part of our approach to integrated planning within the Council, which has drawn together key disciplines in support of an integrated and joined up approach across the Council to tackle the complex, inter-connected challenges, and to maximise the opportunities, facing Warwickshire.
- 1.3 The report sets out progress made to date as well as outlining the direction of travel and next steps for both our Council Plan and the supporting integrated elements.

- 1.4 The report should be read alongside the complementary report on Medium Term Financial Strategy which is on the same agenda.

2.0 Progress to date

- 2.1 The diagram below presents our approach to the development of the Council Plan and the integrated/supporting elements and is aligned to our overall approach to strategy development – the detailed product list is covered in more detail in Section 4.0.



An update for each phase is provided below:

Make sense – Between March and May 2021, work was undertaken to identify a series of strategic themes facing the Council, looking at the key challenges, opportunities and current activities in relation to each theme. The themes are aligned to those being taken forward in the Council Plan and set out in paragraphs 3.4 and 3.5 of this report. Alongside, and informing this work, there is an ongoing focus on supporting elements such as our ‘policy foresight’ and the evidence base for the Council Plan that will build our ongoing strategic capability.

Make relevant – The next phase of work will require consideration of our ambition, priorities, and available resources. This will be the key focus as the Council Plan and MTFS are developed and highlights how the two will join up.

Make happen - Although presented as the final phase, work is starting now on a number of these elements that will ultimately put in place the mechanisms to translate the ambition into reality, such as delivery plans, performance framework, business plans and risk dashboards.

Section 3.0 provides more information on the Council Plan and Section 4.0 provides further detail on the specific elements.

3.0 Council Plan

- 3.1 Our current Council Plan was agreed in February 2020 and has been in place for 18 months. Shortly after Council approved the new plan, the Covid-19 Pandemic struck. This led to a new Warwickshire Covid-19 Recovery Plan, developed by cross-party member working groups and agreed by Cabinet in September 2020. This complemented the original Council Plan and progress against the Recovery Plan has since been reported to Cabinet.
- 3.2 As a result of the development of a Covid-19 Recovery Plan spanning the 2020/2021 financial year and beyond, the Council Plan was not refreshed in February 2021. As we emerge from the Pandemic, it is recognised that now is the appropriate time to commit to a full review of the Council Plan and to ensure that it fully reflects the learning and experience of the Covid 19 period. Alongside this, a new performance management framework will be developed, in line with action 10.7 of the Covid-19 recovery plan.
- 3.3 The current vision and top-level strategic outcomes are set out below:



3.4 Our existing vision and two priority outcomes remain very relevant as reinforced by the experiences and effects of the pandemic on Warwickshire and its communities. However it is proposed that that some of the wording is refined and that the outcomes are extended to incorporate a third priority outcome, climate change, as set out in italics below:

- **Vibrant economy *and places*:** right jobs, training, *future* skills, *education*, infrastructure, *and places*.
- **Best lives:** Communities and individuals supported to *live* safely, healthily, *happily*, and independently.
- ***Sustainable futures:*** *Adapting to and mitigating climate change and meeting net zero commitments.*

3.5 The strategic themes identified have emphasised the critical need to address key cross-cutting themes which reflect the learning of Covid-19:

- Community power and volunteering
- Tackling inequalities/Levelling Up
- Being a great organisation
- Customer, digital & data
- Place shaping
- Sharpening the focus of the enabling theme in the existing Council Plan 'making use of resources'.

3.6 It is also recognised that the relevance and focus of the current 14 strategic objectives will also need to be reviewed alongside the development of a new

Council Plan and that these will need to be consolidated with our 10 recovery objectives as a single set.

- 3.7 The following design principles which summarise our overall approach to the development of the Council Plan and supporting elements are therefore proposed this year:

Overall approach:

- A 5-year directional strategy, higher level than the current Council Plan that sits alongside the MTFS
- Supported by a rolling two-year delivery plan, with more specific and more easily trackable actions, supporting the Council Plan
- Translated by a 'golden thread' running from strategy (Council Plan and core strategies) to performance measures, the Council's Change Portfolio and MTFS
- Incorporating any relevant actions from the Covid-19 Recovery Plan

Design Principles:

- Intelligence and insight led with strong diagnostic base
- Building from strengths and learning from Covid
- One Council approach, connected and avoiding silos
- Simple, clear, and easy to understand
- Ambitious, innovative, and confident
- Targeted and prioritised
- Flexible and able to respond to changing conditions and high uncertainty.
- Seen through the 'lens' of each service (in terms of content and approach)

4.0 The Integrated Planning elements

- 4.1 A core aspect of our approach this year is to work as One Organisation maximise integration and co-produce a number of key products, as set out below:

Core Products (to be published):

- Council Plan
- MTFS
- Core Strategies
- Delivery Plan inc. refreshed change portfolio and road map
- Performance Management Framework
- Engagement approach

Supported by (internal):

- Strategic conversations series
- Recovery Plan Closure Report
- Evidence base
- Strategy Framework
- Risk Appetite statements and Risk Management Framework
- Business Planning Framework

4.2 The sections below provide more detail on the supporting elements:

Engagement – Effective engagement will be a critical aspect of the Council Plan development and a detailed timetable will be worked up by officers as part of the next phase of activity:

- **Public engagement** – It is proposed that engagement activity is undertaken during the autumn to inform the detailed delivery planning which will underpin the Council Plan. Consideration will be given to the most appropriate methods and tools for engagement which will likely involve the new ‘Voice of Warwickshire’ blended approach, which is being established in line with the Cabinet decision in October 2020 to establish a Residents’ Panel -see Appendix for detail.
- **Member engagement** - Members will be engaged throughout the development of the new Council Plan and will have opportunities to contribute via working groups to specific aspects such as the new performance framework. It is proposed that Overview & Scrutiny Committees consider the emerging Council Plan content during the autumn to enable wider Member feedback to be considered as the draft Council Plan is finalised.
- **Staff engagement** – Staff engagement will commence in the autumn, once the broad shape of the emerging plan is known, and we intend to use a similar approach to the recent, successful ‘Big Conversation’ approach which used facilitation and technology to engage our staff in planning for the return to workplaces at Stage 4 of the Government’s Covid roadmap.
- **Partner engagement** – Reflecting the connected nature of our Council Plan, partner and key stakeholder engagement, including with the Trade Unions, will be critical. This will be an ongoing process that utilises existing forums and relationships.

Change portfolio and Delivery Plans - It is critical that the Council Delivery Plan and change portfolio align, and that they can be adequately resourced through the MTFs. As part of this integrated approach, it will be important to re-set the change portfolio post-Covid and the roadmaps which support it. As a starting point it is proposed that the actions from the current Recovery Plan

are reviewed, incorporating any that remain relevant into a new Council Delivery Plan.

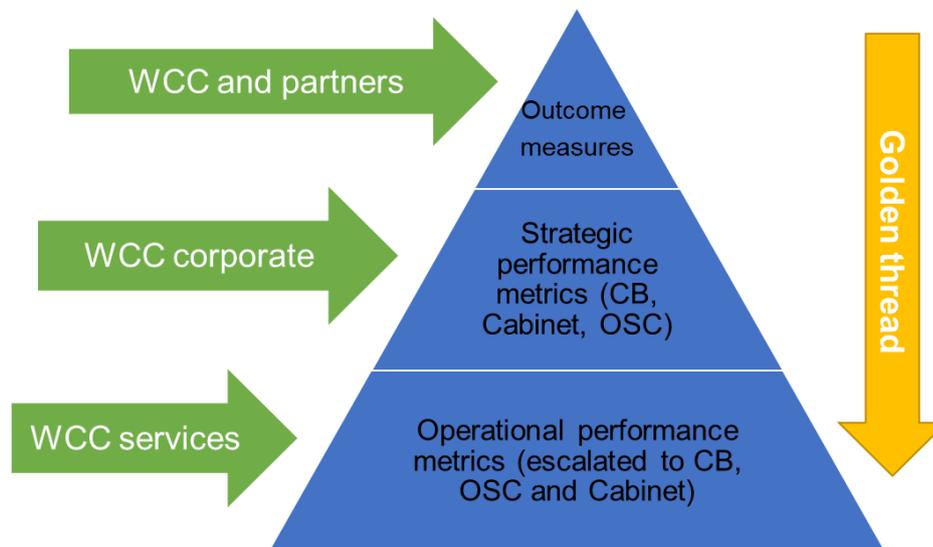
Risk management and Code of Corporate Governance – New risk management and corporate governance frameworks were endorsed by Audit & Standards Committee and approved by Cabinet in April 2021. In line with the new risk management strategy, and as part of the Council Plan development this year, our risk appetite will be reviewed in the Autumn as part of the prioritisation and MTFs process. Alongside this, strategic risks will be reviewed quarterly, and Directorate and service risk profiles are being developed as part of the new risk framework. The risk framework and Code of Corporate Governance will also support the delivery and ‘governance’ of the new Council Plan and link to the Annual Governance Statement.

Performance Framework - A critical aspect of the new approach will be the introduction of a refreshed Performance Management Framework. This is a major transformational lever and will be critical to maintain a sharp focus on delivering and improving outcomes for Warwickshire and its communities. . The intention is to develop a sharp, focused framework that will drive improved performance and focus on what matters for Warwickshire and for the County Council .

As set out in the diagram below the new framework will include three inter-connected levels of measures:

- a) Outcome-based set of measures that monitor the wider picture across Warwickshire as a place to live and work
- b) Strategic performance measures that reach across the Council
- c) Operational performance measures that support service improvement.

Together this will align with an emphasis on assessing the delivery of the Council's strategic objectives and ensuring we monitor the measures that more accurately reflect whether our performance is improving and lead measures giving assurance on future trajectory. The diagram below sets out the proposed framework:



Evidence base – The Council Plan will be underpinned by a supporting evidence-base, to be published alongside the Plan, connected to the strategic themes and agreed priority areas. This is under development and will inform and be agreed with the Performance Management Framework.

Delivery/Business Plans – Relevant actions from our current Covid Recovery Plan need to be transitioned into the core Council Plan. This will lead to the creation of more detailed two year plans, which support the direction set in the Council Plan and MTFs. A key element of the new approach will look at how we integrate change activity alongside business plans, strategies, other action plans and inspection improvement plans into a coherent delivery framework, which is informed by a robust risk assessment and performance management framework.

Strategy framework – Alongside the Council Plan, work is underway to review our core strategies and to increase alignment to the Council Plan and related frameworks using our adopted *Why, What, How* approach.

5.0 Timescales and Next steps

- 5.1 Drafts of the Council Plan and MTFs will be considered by Cabinet in December 2021 ahead of coming to full Council in February 2021.
- 5.2 To achieve this goal the work on Integrated Planning will be overseen by an officer group under the direction of the Strategic Director for Resources.
- 5.3 A prioritisation and risk appetite workshop is being planned with Cabinet and Leadership Team in September 2021.

- 5.4 Member engagement will be undertaken during the Autumn through the Overview and Scrutiny Committee process and wider public and partner/ stakeholder engagement will be undertaken in parallel.
- 5.5 The outcome of the above will inform the first draft of the Council Plan and MTFs to be brought to Cabinet in December 2021.

6.0 Financial Implications

- 6.1 This report should be read alongside the complementary report on the Medium-Term Financial Strategy where the financial implications will be addressed.

7.0 Environmental Implications

- 7.1 Environment and Climate is a core theme for the proposed Council Plan, and the Council Plan and accompanying Delivery Plan will set out priority actions to address climate change.

Background papers

None

Supporting Papers

Council Plan 2025 - Full Council, 18th February 2020
 Covid Recovery Plan - Cabinet, 10th September 2020
 Establishment of a Residents Panel - Cabinet, 10th September 2020

	Name	Contact Information
Report Author	Gereint Stoneman Sushma Soni Spencer Payne	gereintstoneman@warwickshire.gov.uk sushmasoni@warwickshire.gov.uk spencerpayne@warwickshire.gov.uk
Assistant Director	Sarah Duxbury Steve Smith Andrew Felton	sarahduxbury@warwickshire.gov.uk stevesmith@warwickshire.gov.uk andrewfelton@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Andy Jenns Cllr Izzi Seccombe	andrewjenns@warwickshire.gov.uk isobelseccombe@warwickshire.gov.uk

The report was shared with Councillors Jenns and Seccombe prior to publication.

Appendix – Voice of Warwickshire blended approach

