

SUBJECT: Corporate Plan: Objectives for 2019-20

MEETING: Council

DATE: 21st February 2019

DIVISIONS/WARDS AFFECTED: All

1 PURPOSE

- 1.1 To approve the continuation of the five goals set in the Corporate Plan in 2018 as the Council's objectives for 2019-20 to comply with the Local Government (Wales) Measure 2009.

2 RECOMMENDATIONS

- 2.1 To adopt the goals contained in the Corporate Plan 2017-22, as shown in Appendix 1, as the Council's Improvement Objectives for 2019-20 in order to comply with the requirements of the Local Government (Wales) Measure 2009.

3. KEY ISSUES

- 3.1 In February 2018, Cabinet and Council approved the Council's Corporate Plan 2017-22 titled 'A Monmouthshire that works for everyone'. The plan re-states the Council's long-standing purpose of building sustainable and resilient communities and sets five priority goals. Each of the goals includes a number of programmes of work, twenty-two in total, which the council is committed to delivering between now and 2022. The goals are also the Council's Well-being Objectives meeting requirements under the well-being of future generations act.
- 3.2 Under the Local Government (Wales) Measure 2009 the Council must set annual improvement objectives. The Corporate Plan was developed based on a range of evidence and a year into the plan the goals and commitments identified, as shown in appendix 1, continue to be the organisations focus and it is recommended that these continue to serve as the Council's Improvement Objectives for 2019-20 for the purposes of complying with the Local Government (Wales) Measure 2009.
- 3.3 Combining the requirements in a single set of clear objectives provides clarity of focus for staff, members and the public on what the Council is striving to achieve and will help ensure these are delivered as efficiently and effectively as possible. The Welsh Government is planning to repeal Part 1 of the Local Government Measure 2009 which could remove the requirement to approve these annually in future and will be consulting on future performance requirements.
- 3.4 The Corporate Plan provides further detail on the evidence on which the goals were set, how the ambition and direction will be delivered alongside details on how these will be measured and evaluated.
- 3.5 A report providing an update on progress made at the six-month stage of 2018/19 to deliver the commitments set out in the Corporate Plan was presented to Cabinet in December 2018. This also included the performance measures that are being used

to track progress and the contribution of each goal to the national well-being goals and ways of working set out within the Well-being of Future Generations Act.

- 3.6 The Corporate Plan is an ambitious programme, with many areas focused on the longer-term future of the county and which addresses many complex challenges. There will be programmed scrutiny at the end of 2018/19 on progress with the five goals. An annual report will also be presented to Council in autumn 2019 that will provide a more detailed evaluation of performance against the Corporate Plan and wider arrangements. A similar report will then be produced each year until 2022. When assessing progress we will need to take account that progress made on some activity may not be clearly demonstrable over short timescales and some activity will be in the early stage or not yet commenced.
- 3.7 The Corporate Plan also provided a context and direction for the revision of the Council's enabling strategies and plans – i.e. People, Digital and Technology, Commercial and Assets and alignment to the objectives set for Monmouthshire by the Public Service Board.

4. OPTIONS APPRAISAL

- 4.1 The option of setting separate Improvement Objectives to the Corporate Plan goals was not pursued. Having a single set of clear objectives provides clarity of focus for staff, members and the public, on what the Council is striving to achieve and will help ensure these are delivered as efficiently and effectively as possible.
- 4.2 Each of the programmes of activity in the Corporate Plan have been considered against the other choices that could have been made; the Corporate Plan contains further information on the process to develop it. 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 the 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 goals that can be evaluated over time. This includes a mix of process, output and satisfaction measures; the latest progress on these measures was provided in the 2018/19 six month progress report on the Corporate Plan.
- 5.2 Further information on the activity being undertaken to deliver the Corporate Plan is contained in relevant service business plans of individual teams, and progress can be tracked at this level through regular service updates on the Council's intranet, the Hub.

6. REASONS

- 6.1 To improve the economic, social, environmental and cultural well-being of the county through delivery of the goals.
- 6.2 To comply with the Local Government (Wales) Measure 2009

7. RESOURCE IMPLICATIONS

- 7.1 This report restates the goals as already approved in the Corporate Plan. Following the approval of the Corporate Plan, a financial strategy is being developed. This will apply a strategic lens to the council's finances and across the medium term, both revenue and capital, develop further the approach around the MTFP (Medium Term Financial Plan) and budget setting process, and align to the delivery of the Corporate Plan to ensure its aspirations are sustainable.

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

- 8.1 The Corporate Plan goals include activity the council is undertaking in relation to the Future Generations Act, equalities, safeguarding, corporate parenting and social justice.
- 8.2 An Equalities and Future Generations Evaluation form was completed on the Corporate Plan when it was approved in 2018 and was available as part of the [Council](#) papers.

9. CONSULTEES:

- 9.1 A range of evidence was used to develop the Corporate Plan, this included the Monmouthshire well-being assessment, which was informed by contributions from more than 1,400 people, along with a wide range of data and evidence. Information was gathered by Councillors on the issues raised most frequently on the doorstep during the election campaign and ward surgeries, along with issues people reported through community hubs, the contact centre and the My Monmouthshire App.

10. BACKGROUND PAPERS:

Monmouthshire County Council [Corporate Plan 2017-2022](#)

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Appendix 1 – Corporate Plan Goals 2017-22

Corporate Plan Goal A. Best possible start in life

- 1) the council invests in future schools
- 2) the council has a plan for raising standards in schools
- 3) the council carries out a strategic education review
- 4) the council implements a model of early intervention and prevention for children and families
- 5) the council ensures permanent accommodation and support for looked-after children

Corporate Plan Goal B. Thriving and well-connected county

- 6) the council develops and delivers a new economy and enterprise strategy
- 7) the council maximises economic potential through delivering the Cardiff capital region city deal
- 8) the council delivers better infrastructure connectivity & opportunity
- 9) the council provides more opportunities for local living, working & leisure
- 10) the council unlocks economic value of its spending power

Corporate Plan Goal C. Maximise the Potential of the natural and built environment

- 11) the council develops & delivers a sustainable plan for enhancing the local environment
- 12) the council produces 'green and clean' energy
- 13) the council keeps rural roads and areas safe
- 14) the council enhances local heritage through community ownership and development of arts and cultural services.

Corporate Plan Goal D. Lifelong well-being

- 15) the council enables connected and caring communities supporting people to live independently
- 16) the council delivers on social justice, better prosperity and reducing inequality
- 17) the council enables better local services through supporting volunteers and social action
- 18) the council boosts leisure, recreation and wellbeing

Corporate Plan Goal E. Future-focused Council

- 19) council enables and provides good sustainable local services whilst delivering an excellent customer experience across all channels
- 20) council opens up democratic engagement & collective decision-making
- 21) the council delivers a sustainable and resilient organisation and relevant, viable and valued public services
- 22) the council puts people at heart of all it does and inspires excellence in workplace and employees