

SUBJECT: COMMUNITY AND CORPORATE PLAN: MEASUREMENT FRAMEWORK

MEETING: Cabinet

DATE: 11 September 2024

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To bring forward an update of the measurement framework and associated targets used to track and manage the delivery of the objectives within the Corporate and Community Plan.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approve the updated measurement framework attached as appendix 1.
- 2.2 That Cabinet approve the updated targets attached as appendix 2.

3. KEY ISSUES:

- 3.1 The Community and Corporate Plan sets a clear ambition for Monmouthshire to be a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life. This purpose is underpinned by six clear objectives and was approved by Council in April 2023.
- 3.2 As part of that report, Council accepted a recommendation that the accompanying measurement framework and targets would be reviewed and updated by Cabinet over the lifetime of the plan.
- 3.3 The framework is structured around each objective in the plan and contains a mix of measures and milestones to evaluate our progress. It consists of three parts:
- Milestones that enable councillors to track progress against actions;
 - Measures of activity that the Council can have a direct and measurable effect on and therefore set targets against;
 - Measures that we track because they will inform the assessment of progress against longer-term outcomes. We want to see positive movement in these measures but they are things where our input is only part of a much bigger picture and so it is not appropriate to set targets against them.
- 3.4 Cabinet publicly signaled its intention to review and revise the framework when it received the mid-year performance report in January 2024. The original framework arguably contains too many measures for a high-level strategic framework. Improving this will assist

in the process of self-evaluation and ensure we are focused on measuring outcomes and impacts rather than processes and outputs. The existing framework also has only limited measures of outcomes and service user perspectives, factors highlighted in a recent report produced by Audit Wales. Unlike the setting of the Community and Corporate Plan, which is the responsibility of Council, the decision to revise the measures and targets rests solely with Cabinet.

- 3.5 Targets for 2027, the final year of this administration, have already been approved. Targets for the intervening years are set annually to take into account the dynamic nature of service delivery and the council's external operating environment. Most of the targets for 2024-25 have been in place since April as part of the service business planning process and agreement with portfolio holders. This report presents the opportunity for Cabinet to formally endorse them and propose targets for new measures which have been brought into the framework as part of this review.
- 3.6 The review and update of the framework has included:
- A review of existing Council performance measures - These included measures set in the council's strategies, which for example include the Economy, Employment and Skills Strategy and Climate and Nature Emergency Strategy, and the KPIs featured in service business plans.
 - A review of national performance framework measures - These included performance measures reported to the Welsh Government or other bodies, for example, on homelessness, social care and waste and recycling. It also included performance measures set in other frameworks which the council must or has agreed to contribute to including the national indicators and milestones set under the Well-being of Future Generations Act and Marmot Region indicators identified in the Building a Fairer Gwent Report produced by the Institute of Health Equity.
 - Engagement with Directorate Management Teams and Cabinet - Management teams have been essential to agreeing the proposed changes, identifying any further measures aligned to the Community and Corporate Plan objectives and agreeing the proposed milestones and targets.
- 3.7 The framework measures the impact of the objectives set in the Community and Corporate Plan. It therefore only focusses on a small number of the performance measures services use. Directorate performance dashboards for Children & Young People, Social Care & Health, Communities and Place and MonLife are all available for staff and councillors on The Hub.
- 3.8 There is a clear commitment to improve the disaggregation of data so that we can better understand the use and impact of services on different groups within our communities to ensure that we minimise and overcome the disadvantages that can result from a whole range of societal and environmental factors. This work will continue and will result in a granularity of data that will sit behind the higher-level measures within the framework.

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

- 4.1 This paper is not proposing any changes to policy or service delivery and consequently an impact assessment has not been carried out. People wishing to see the impact assessment completed on the objectives themselves are advised to refer to the Council papers for April 2023 where the Community and Corporate Plan was approved.

5. OPTIONS APPRAISAL

Not applicable for this report

6. EVALUATION CRITERIA

This framework puts in place the measures and milestones that will be used to evaluate progress against the Community and Corporate Plan.

7. REASONS:

- 7.1 To ensure that councillors and officers have an appropriate suite of measures available to ensure accountability and transparency and enable the active management of performance.

8. RESOURCE IMPLICATIONS:

There are no specific resource implications as a result of these recommendations.

9. CONSULTEES:

Cabinet
Strategic Leadership Team
Directorate Management Teams

10. BACKGROUND PAPERS:

[Community and Corporate Plan Measurement Framework](#)

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