



**Neudd y Cyngor
Y Rhadyr
Brynbuga
NP15 1GA**

**County Hall
Rhadyr
Usk
NP15 1GA**

15 Ebrill 2015

15th April 2015

**Notice of meeting:
Extraordinary Meeting of
Monmouthshire County Council**

***Hysbysiad o gyfarfod:
Cyfarfod Anghyffredin Cyngor Sir Fynyw***

**Thursday 23rd April 2015, at 2.00pm
Council Chamber, County Hall, Rhadyr, Usk**

***Dydd Iau 23 Ebrill 2015, am 2.00yp
Siambr y Cyngor, Neuadd y Cyngor, Y Rhadyr, Brynbuga***

AGENDA

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Item No	Item
1.	Apologies for absence.
2.	To receive declarations of interest.
3.	To receive an analysis of the Monmouthshire staff survey
4.	To receive and approve the final People and Organisational Development Plan
5.	To receive the Estyn monitoring visit letter (March 2015)

6.	Presentation from Wales Audit Office on Stage 2 Improvement Plan 2013/14
7.	To receive and approve the Council Improvement Plan 2015/16
8.	To agree a Council response to Wales Government White Paper 'Power to Local People'

Paul Matthews
Chief Executive
Prif Weithredwr

Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

Our County Thrives

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

- Gall pobl hŷn fyw bywyd da
- Pobl â mynediad i dai addas a fforddiadwy
- Pobl â mynediad a symudedd da

Pobl yn hyderus, galluog ac yn cymryd rhan

- Camddefnyddio alcohol a chyffuriau ddim yn effeithio ar fywydau pobl
- Teuluoedd yn cael eu cefnogi
- Pobl yn teimlo'n ddiogel

Ein sir yn ffynnu

- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

Ein blaenoriaethau

- Ysgolion
- Diogelu pobl agored i niwed
- Cefnogi busnes a chreu swyddi
- Cynnal gwasanaethau sy'n hygyrch yn lleol

Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.



REPORT

SUBJECT: GEARING UP FOR THE IMPROVEMENT CHALLENGE – PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY

MEETING: Council
DATE: 23rd April 2015
DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To set out the final version of Monmouthshire People – the People and Organisational Development Strategy – as informed by extensive consultation and engagement, including the outcomes of the Staff Conference and Staff Survey 2014/15.
- 1.2 To seek endorsement of the strategy as the principal means of ensuring our people and organisation are ‘powered up’ to deliver solutions to increasingly complex challenges and secure ongoing improvement.

2. RECOMMENDATIONS:

- 2.1 To endorse *Monmouthshire People* as our chief framework for People and Organisational Development. To support its role in ensuring the organisation is equipped with the collective capacity, capability and mindset to meet financial and improvement challenges and respond to opportunities;
- 2.2 To receive and consider the findings and outcomes of the recent Staff Conference and Staff Survey 2014/15;
- 2.3 To approve the resultant actions and priorities stemming from the above, as part of the first medium-term Workforce Delivery Plan – the implementation and evaluation component of the Strategy.

3. KEY ISSUES:

Monmouthshire People – People and Organisational Development Strategy

- 3.1 The principal objective of the Enterprise division is to cultivate and promote a spirit of enterprise. Having responsibility for whole-authority functions such as People Services (HR), Payroll and Training provides an opportunity to embed an enterprise mindset in a cultural process. People are our most valuable and valued resource and common to all these services, is the objective to invest in our people to ensure they fulfill their potential. As a result, connecting People Services, Payroll and Training into one integrated approach to People and Organisational Development is our goal. To guide this, and through drawing upon a rich evidence base and the existing 2012 People Strategy, a first draft of Monmouthshire People was approved by Cabinet in October 2014 for consultation.
- 3.2 Monmouthshire People sets out the contribution we require of our people to delivering *sustainable and resilient communities*. Its fundamental aim is to connect people to purpose in order to deliver improved outcomes. We know that culture is

the feature that distinguishes the most successful organisations from the pack. Our experiences have taught us that truly effective organisations don't drive people through change – *they drive change through people*. Whilst the language of financial cuts and reductionism tends to dominate the local government headlines – we want to frame our challenge in a more meaningful way. Our focus has to be on what matters to communities and adapting at a pace that fulfils public expectations of relevant and effective service delivery. We believe this is what it takes to drive better outcomes for citizens and accordingly, better business benefits to our organization.

3.3 The strategy draws on our continued evolution – agile and flexible working; 'whole systems' approaches to redesigning services; focused and appropriate training; improving forms of community engagement and identifying global best practice to inform our work. It reflects that this is no easy or short-term task and requires:

- Clarity of purpose and our personal and collective contributions to it
- Understanding what matters to communities
- Defining outcomes with a clear focus on results
- Learning from failure by small-scale testing
- Understanding how to inspire and empower people to succeed
- Showing flexibility in adjusting to changing conditions
- Maintaining communication and engaging meaningfully
- Becoming pragmatic enablers

3.4 The strategy is built upon core themes that describe in detail our journey to date, what works and what doesn't and how we plan to deliver effective and measurable people and organisational development. It focuses on:

- Our Work Environment – physical, agile and technological
- What we do to engage great people – within the organization and wider community
- What we do to attract and recruit great people – building careers for people who want to make a difference
- What we do to develop and retain great people – training, coaching, learning and development
- Diversity, inclusion and wellbeing – our organization reflecting the make-up of our communities and investing in wellness and supporting one another
- Bringing it all together – how great people, connected to purpose, can achieve key outcomes

3.5 The Strategy highlights some outstanding achievements across our services. These illustrate the benefits of developing a culture in which people are supported to have a go. It reflects however, that a core challenge is scaling up; enabling the approach to take root and ingraining the 'I CAN' mindset. Whilst the strategy sets out the difficulties associated with measuring the difference – it provides a framework for gauging outcomes – both the things that we know matter to individuals such as building confidence, feeling valued and trusted and the longer-term outcomes that matter to those who judge us - budgets, performance and Return on Investment. There are many ways and means of measuring outcomes and showing success. However, the most critical challenge of all remains a leadership one. We want leaders who understand that leading is less about exhibiting personal power and *more about empowering others*.

The Staff Conference and Survey

- 3.6 The Staff Conference took place in three sessions over one day in November 2014 at Caldicot Castle. Over 1300 people attended representing a third of the organisation and special arrangements were made to ensure officers from all services were able to attend. The conference was designed around the needs and issues highlighted by individuals in the planning phase. Participation was seen as a priority as well as the need to hear directly from the Chief Executive and Leader and to pose questions to members of the leadership team. Whilst the volume of people in each of the sessions presented some logistical issues, encouraging involvement through showing cards to indicate views and the use of post-it notes to express key messages, made the sessions lively and vibrant with everyone engaging. Responses were elicited to the questions chosen for the staff survey and delegates were asked to state something good, not so good/ hard and something different/ unique thing about working for the County. The attached slides demonstrate the visual power of the messages conveyed.
- 3.7 The 'hard' and the 'different' post-its were then used to form a series of direct questions posed to the leadership team. All of the feedback from the three sessions has been collated and shared with the whole organization along with various blog posts that document progress made. Specific issues and analysis of feedback is set out on the slides appended.
- 3.8 The Staff Survey begun in December 2014 has further achieved to date, 687 (as of 10th April 2015) responses and 57 outlets of the organisation have been visited to encourage responses and seek wider feedback. The survey was again, devised around the questions and issues that staff told us mattered most; with the majority of respondents saying a short and focused survey was preferable. An analysis of the feedback is attached for information. The 'positives' and area for improvement focus chiefly around:
- Strong sense of understanding purpose and the individual contributions required
 - Feeling valued and listened to
 - Training and development is relevant and effective
 - Significant goodwill exists and people generally enjoy working for the County
 - Space and support for ideas is key
 - The right tools are needed for the job – IT, policies, procedures and leadership support
 - Agile working feels inconsistent and not evenly applied
 - More staff engagement needed to match emphasis on community involvement through Monmouthshire Engages
 - Better engagement with values of openness, fairness, flexibility and teamwork
 - Communications need improving
- 3.9 It is fully acknowledged that not everyone has been engaged in shaping the approach. Not everyone attended the conference and not everyone has access to the Hub or an e-mail account. The emphasis on visiting depots, leisure centres, libraries, transfer stations, schools and care homes and so on continues to be key. Frontline staff in particular have suggested there would be value in 'toolbox talks' and coffee mornings wherein they have direct access to key communications and are able to feed in their views and perspectives. The Staff Conference enabled us to put a call out to services to nominate a colleague to be part of what we've termed the 'Monmouthshire Minds – a peer group of 50 staff helping to develop and inform the strategy and workforce plan and who have been instrumental in promoting the importance of engaging with the survey. The group will continue to meet, provide insights and feedback and perform the role ongoing, of critical friends to the process. The People Programme Board has drawn on

Monmouthshire Minds and these insights - deep and direct from the frontline - will be continuously developed and maintained in order to preserve the integrity, transparency and authenticity of the process.

The Workforce Delivery Plan

- 3.9.1 The Workforce Delivery Plan is the medium-term plan that converts the strategy into action and meaning. The Plan has been formed on the basis of the more immediate needs and priorities of people and the organisation, reflecting directly the feedback from the Staff Conference and Survey. It is important that we show action on the burning issues in order to build further engagement and trust. The People Programme Board, with and alongside the Monmouthshire Minds, has oversight responsibility for the plan and further regular scrutiny via the Strong Communities Select Committee will continue to be applied. It is of critical importance however that making the plan real and meaningful is everyone's responsibility. Creating a culture in which we can grow and sustain talent cannot be achieved by the teams we traditionally associated with people management such as HR. We are all responsible; all accountable and the appended 'Expectations' sets out the detail of this in plain terms.
- 3.10 Year 1 of the Workforce Delivery Plan focuses upon creating the conditions and responding to many of the issues and priorities highlighted through the engagement process. Examples of these immediate actions and priorities include:
- Ensuring our enablers are fit for future purpose to support business needs: joining-up of our 'enabling' functions – IT, HR, Finance, Assets and Performance Management
 - Holding a second staff conference to deliver a progress report on actions and activities in June 2015
 - You Said: We Did Week in June 2015
 - Follow through of the Time to Change Wales pledge
 - Implementation of Talent Lab and bringing together all training services and functions
 - Implementing 'Colleague Comms' programme
 - Running a 21st Century Leadership Development Programme
 - Launch HR beta site and review service to align with future business needs
 - Publicise and promote 'Expectations'
 - Review and re-launch agile working
 - Develop organisation succession framework and procedure

4. REASONS

- 4.1 We need an enterprising and ambitious and yet, a comprehensive and well-designed approach to People and Organisational Development that equips our people with the tools and mind-set to tackle challenges; optimise opportunities and drive improvement. Our environment is an ever-testing one. We have a responsibility to ensure we are match-fit and creating the conditions for a can-do culture. Times are tough – but the way we choose to respond will be the difference between an organisation that seeks merely to survive and one that aims to thrive. We have invested time in unleashing the talent, creativity and resourcefulness of our people and this is in evidence in good financial management and continuous improvement. As the challenge grows harder, our attention must turn to how we more carefully harness the talents, creativity and resourcefulness in order that we focus on priorities and what matters most.

5. RESOURCE IMPLICATIONS

- 5.1 There are no direct financial resources associated with the report at this stage and specific programmes that require additional support on an 'invest to generate/ save' basis will be brought through the relevant approval channels.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

- 6.1 Monmouthshire People goes to the heart of our continued social and economic sustainability – both as a Council and County. It is a strategy for all, but recognizes there is 'no one size fits all' and if applied as intended, will create the conditions and culture for people to fulfil their potential in a way that is right for them.
- 6.2 There are no negative equality impacts identified in the equality impact assessment and the sustainability challenge identifies only positive impacts (Appendix 4).
- 6.3 The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include the monitoring of performance indicators through relevant service improvement plans.

7. CONSULTEES:

- 7.1 Consultees include:

- People Programme Board
- Staff groups and individuals
- Staff Conference delegates
- Staff Survey respondents
- Monmouthshire Minds
- Strong Communities Select Committee
- Cabinet
- Volunteer Groups
- Trades Unions & Joint Action Group
- Senior Leadership and Senior Management Team
- Enterprise DMT

8. BACKGROUND PAPERS:

Appendix 1 – Final People and Organisational Development Strategy
Appendix 2 – Workforce Delivery Plan
Appendix 3 – Expectations of our People and Culture
Appendix 4 – Equality Impact Assessment and Sustainability Checklist

9. AUTHORS:

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PEOPLE & ORGANISATION DEVELOPMENT STRATEGY // 2014-17



CABINET MEMBER FOREWORD:

Our people are central to the success of our council and county. Against the backdrop of continued economic constraint, local government reform and a growing awareness of the areas in which to make sustained improvements – we must equip our people with the mind-sets and tools to meet the changing demands of our organisation and society.

Organisational culture impacts our ability to be innovative and forward thinking and we must create the conditions in which everyone is enabled to flourish.

Our values of **openness, fairness, flexibility and teamwork** are enshrined in our way of working and through our frameworks for performance assessment, engagement, coaching and training and access to global good practice; we are constantly seeking input on how we might do better. The Enterprise department leads development of this strategy because for us, 'enterprise' is a mind-set and means preparedness to challenge the status quo and a capability to develop solutions to problems.

Our workforce of just over 4,000 employees must be able to react and adapt as rapidly as the communities we serve. We want our people to be innovators and problem solvers, continually seeking and responding to challenges. One such challenge will be galvanising the talent that exists outside of our payroll. Monmouthshire has a rich social capital and communities that understand the importance of building their own resilience. Our goal is to support talent development both within and outside of our organisation and to engage all the people with whom we can create value.

We've been working hard to ensure employees and citizens share a clear sense of purpose. The core mission of Monmouthshire's Single Integrated Plan is to **create sustainable and resilient communities**. We have trained staff to develop the tools and techniques to deliver 21st century public services, implemented a performance assessment process based upon contribution to purpose, developed an engagement network focussed on opening up our organisation and sharing challenges with our communities and, created flexible work environments that bring us closer to community.

This strategy aims to bring the many facets of people and organisational development we run and promote into one composite piece. Some of these activities and programmes have achieved great outcomes already, whilst others are a work in progress and that's important because this is a learning process and an investment in continually improving performance. Our people must be enabled with the right tools to operate optimally in what is a permanent state of transition and this is no easily 'measurable' task. My aim is for this strategy to make a key contribution to ensuring our people-development initiatives support our core purpose and business approach in a systematic and sustained way.

This strategy provides an opportunity to open up conversations with staff and communities and to discuss the proposals that are contained within. We seek ideas and input on all aspects of this strategy. Beyond feedback we will be seeking through specific communications and engagement we ask you to record thoughts and comments at www.monmouthshire.gov.uk/monmouthshirepeople

Cllr Phil Murphy
Cabinet Member for Resources

FOREWORD FROM THE 'FRONTLINE'

How Monmouthshire feels to me and how I see the People Strategy will help us on the frontline:-

I along with some of my colleagues were given an opportunity to look differently at our services. Previously it seemed like changes happened top-down but we were given the chance to solve our own problems and come up with solutions. The frontline always had a voice but I don't think we had the chance to change things, as a result we now think differently and approach things in a different way, our suggestions are heard, encouraged and supported.

It feels like the council is now starting to think of all its staff and I hope the People Strategy will help create things more equally, for example not all the workforce currently have access to IT hence this can lead to isolation and not everybody receiving the same message at the same time.

I initially thought this was the emperor's new clothes but I know what a difference the front line can contribute to helping with efficiencies and becoming more effective – it seems a win, win for everyone.

Paul Bevan
HIGHWAYS

EXECUTIVE SUMMARY

Introducing Monmouthshire People

Monmouthshire People is the latest version of our 'People Strategy', the last being published in 2012. It has, as its starting point, a different way of thinking about how 'we' – our staff teams and communities – can lead the changes needed if we are to respond meaningfully to severe cuts to public finance and shifts in public needs and expectations. Our belief is that truly effective organisations don't drive people through change, they drive change through people. We want to connect our people to one another, to purpose and the resources available, in order to spur innovation and performance. This should mean that our investment in people development activity is in line with our core purpose as an organisation – **to deliver sustainable and resilient communities** - and delivers only those outcomes that matter to our county. There are lots of approaches and activities in place already as a result of the first People Strategy and this version seeks to update, supplement and refresh these through understanding where we are today and preparing our people for the significant challenges and opportunities now upon us.

Our Journey

Monmouthshire People is a story of our evolution – still clearly rooted in Your County Your Way – and describes our journey through the various necessary stages of growth and development. Whilst changes and tweaks have been made to programmes and initiatives along the way in order to focus them on the scale of today's challenges – nothing has been lost and we've adapted and advanced. Some examples include:

- RESULT coaching being a mandatory requirement for all leaders managers and supervisors;
- The updated 'check-in, check-out' appraisal system rolled-out organisation-wide;
- Linking ideas development and service redesign to those areas and functions that can contribute to improved efficiency and effectiveness;
- Whole Place and Community Co-ordination planning and engagement recognising the distinctive needs of our places and unlocking people power to help deliver it;
- Monmouthshire Engages events, discussions and roadshows focussed on finding out what matters to our communities so that we know how to prioritise our resources; and,
- A new People and Organisational Development team charged with implementing and embedding Monmouthshire People

Does it work?

Some of the activity outlined above, makes it easier to assess progress in specific areas. However it is much harder to very clearly connect people development with a particular outcome especially when we are looking at the strategy as a whole. We've learned that there must be two parts to our process of evaluation. We call the first part of this 'creating the conditions' because it focuses on the softer outcomes we know matter to individuals such as building confidence, encouraging ideas, ensuring people feel valued and trusted and a sense of belonging. The second part builds upon these foundations and involves measuring

the longer-term hard outcomes that are important to people outside of our organisation like budgets, performance and Return on Investment. We call this, 'delivering impact'.

Monmouthshire People contains lots of measures that will capture this information and importantly, they are not all about number-driven targets. Increasingly we recognise we must tell rich stories that convey sentiment, happiness, improved wellbeing and change for the better. Done right, it means:

- We are clear on purpose and the contribution as individuals, we make to it
- Outcomes that clearly focus on impact and results
- Learn to fail through small-scale testing of ideas. It means we re-learn and build better, more sustainable services
- More feedback loops that lead to greater trust and engagement
- Leadership at all levels that empowers and inspires people to succeed
- Showing flexibility in the way we adapt to change

Our Themes and Priorities

Monmouthshire People is built upon a number of themes and priorities. These describe in greater detail, our journey to date, what works and what doesn't and how we plan to continue to deliver people and organisational development.

1. Our Work Environment – today's workplace needs greater flexibility and agility and we've torn down walls, provided modern but modest facilities and connected all our buildings and services in order to create open, accessible and shared spaces. Agile working remains a core commitment and we're increasingly recognising and responding to the rapid advancement of technology as people embrace virtual working styles, social media and more near to real-time reporting.
2. What we do to engage great people – an engaged workforce strengthens organisational performance and we strive to engage our people at all points. Within our organisation we continue to develop opportunities for staff volunteering, training and seeking feedback. Within the community, Monmouthshire Engages, Whole Place planning and Community Co-ordination are allowing us to meet people where they are at. The results we are seeing in terms of volunteering, participation in the Ambassador projects and the various trusts, Town Teams and friends' groups provide solid foundations on which to continue building relationships and alliances.
3. What we do to attract and recruit great people – we believe that working within the public sector, is less about a job and more about hearing a vocational calling. We aim to recruit, retain and develop great people who want the opportunity to make a difference and this means offering opportunities for mentoring, broadening experience, employee volunteering and apprenticeships.
4. What we do to develop and retain great people – ingraining our approach to people development in a cultural process is critical if it is to truly endure. We know that if someone invests in an idea, they will own its success because it's easier to support something you've helped create. We aim to roll-out RESULT training to all those with

responsibility for another, embed Check-in, Check-out and equip people with the capability to redesign and repurpose services in order to align learning with outcomes.

5. Diversity, Inclusion and Wellbeing – we must ensure that the work we do reflects the make-up and diversity of our communities. Building an inclusive workplace is central to this and we know that when they feel well, they perform better. Our action on equalities, employee welfare, managing attendance and introduction of the living wage as part of the 2013/14 budget setting, are all components of this and we prioritise difference and diversity and enabling people to be their authentic and unique selves.
6. Bringing it all together – people and organisational development is the ‘means’ to the ‘end’ – improved organisational efficiency and effectiveness. Bringing it all together means our people development is linked to, and supports, core purpose and business approach. We will continue to do this through connecting our people to all of the things that matter: one another, purpose and resources, in order to yield improved performance.

A plan for action

We have clear priorities for action over the course of the medium term (appendix 2) that include:

- Evaluation of agile working and future adaptation
- Production of a People Toolkit
- Carrying out Monmouthshire Engages 2.0 as a pre-cursor to our 15/16 budget setting
- Developing new additions and refinements to the current set of Policies and Procedures
- Implementing a Leadership Development Programme
- Improving the quality of data and information reporting
- Undertaking a comprehensive staff survey
- Continue the roll-out of Check-in, Check-out and RESULT coaching programme

Summary of key messages

- Monmouthshire People brings together key activity strands and initiatives that relate to our people and organisational development
- The strategy is a living and breathing document that will adapt and change over time
- This helps to link our development of people, to our core purpose and business approach, in order to drive forward improvement
- We aim to be a light-footed social business that can adapt and this means ensuring our internal workforce has the right mind-set and skillset to meet the changing needs of our society and organisation
- We must forge stronger relationships with those people off our payroll so that we can unlock ideas, potential and new resource solutions
- We want to maximise ‘people power’ if we are to thrive in these turbulent social and economic times – and not just survive
- Our programme of change will take time to deliver impact, however there will be markers and signs that will enable us to incrementally and frequently gauge success

INTRODUCTION

Culture has become the defining issue that will distinguish the most successful from the pack

Truly effective organisations don't drive people through change - they drive change through people. Monmouthshire People aims to set out the connection between people development and organisational effectiveness as a means of delivering improved performance. This means our people development is not only linked to, but underpins our purpose and business strategy. **Creating sustainable and resilient communities** has roots in Your County, Your Way – an approach to leading our organisation to focus on what matters to communities - that secured the backing of NESTA's Creative Councils programme.

Whilst financial cuts and drivers tend to dominate the headlines around local government, our appreciation of the challenges provides a different starting point. Local government has tended to travel the same path, whilst society has evolved. Communities want on-demand, 24-7, personalised services and solutions they can help shape and create. Our contention is that local government hasn't adapted at a pace to fulfil expectations. However, we also believe people join public service to make a difference; it's just that the overly-bureaucratic systems and behaviours we have created mean this isn't always the case. Our job is to transform lives and in so doing, we can address budget gaps and cuts because doing what matters benefits the bottom line. To be effective, we must ingrain the ability to adapt, be nimble and creative in a cultural process because culture is what we grow people in.

Approaches like 'Whole Place', Community Co-ordination and Monmouthshire Engages demonstrate the potential for people to shape their council and county on their terms. We don't just want to be responsive on the issues of importance today, but relevant to the things we can reasonably foresee as being important tomorrow. This means unleashing the intrinsic motivation of our people. Working to common goals means a focus on delivering better outcomes. We must connect our people to one another, to purpose and to the resources available in order to spur innovation and enhance performance. Whilst we have programmes, policies and services all working towards this aim, the job of this strategy is to provide one integrated framework for people and organisational development.



OUR JOURNEY

People Strategy 2012

Our last People Strategy was published in March 2012. Built upon three core themes of culture, capacity and behaviours, it was accompanied by an 'involvement exercise' that engaged over 350 members of staff with the expectation they disseminate information through teams and actions plans. In terms of activities and outcomes, the strategy provided a foundation and achieved:

- Revised and re-purposed set of Workforce Policies approved by the Joint Advisory Group and Cabinet Committee;
- Regular workforce reports and improvements in HR related data with the development of MyView system;
- Implementation of approaches that codify Core Behaviours and Attitudes and embed them within recruitment and development processes;
- Re-purposing of Induction package; and,
- Continuing the spread of creative thinking and 'whole systems' approaches throughout the organisation, linked to the Medium Term Financial Plan.

In the ensuing period, much has changed in terms of the scale of financial cuts, the more fundamental pace of reform in local government, our awareness of areas for improvement and the fast changing needs of our communities. In addition, leaning-in to communities has provided greater clarity of purpose. Monmouthshire People is thus, the second iteration of the People Strategy, seeking to provide a faster-paced and systematic effort aimed at increasing the capacity of our people to achieve goals efficiently and effectively.

Our evolution

Monmouthshire secured the backing of NESTA and LGA in May 2012 under the Creative Council's programme. This enabled us to develop, test and begin scaling aspects of what we called Your County, Your Way – a programme aimed at equipping staff and engaging communities to develop solutions to our biggest problems. Our work mainly comprised:

- Agile and flexible working – breaking down physical and cultural walls
- 'Whole systems' – addressing what matters to customers and breaking down silos
- Intrapreneurship – developing the tools to deliver 21st Century public services
- Meaningful community engagement – co-creating and co-delivering
- Global best practice – seeking out experts with whom to grow high potential ideas

Whilst participation in the programme provided support to 'testbed' ideas, the real value was in making new connections, accessing global networks, engaging in peer learning and benefiting from best practice. However, the goal within the organisation remained to achieve a critical tipping point in terms of embedding this way of working throughout.

In July 2012, cabinet agreed the three year establishment of the 'Centre for Innovation'. The Centre was often mistaken as a physical space – but was a team of individuals charged with catalysing innovation. This involved delivery of service reviews, coaching and mentoring, support for agile working, assistance with Monmouthshire Engages and moving ideas into action. Notwithstanding the outcomes delivered in the first year, in particular, around assisting delivery of the budget strategy, the model naturally began to evolve in a fresh direction. With the need to meet ever challenging budget targets, the demand to develop the skills and capabilities to achieve them, alongside a restructure of the senior leadership team - a new opportunity arose. The new Enterprise directorate, with its focus on cultivating

enterprise as a central organising principle, afforded an opportunity to bring together a range of complementary services like Employee Services, Training, IT, 'Innovation' and organisational design. This moved the emphasis from a centralised focus on innovation to a more dispersed, inclusive and devolved model of organisational development, in which all services must create the conditions for people to be the best they can be. It means a greater sense of shared responsibility and more infiltratory engagement. It allows greater synergies with the Single Integrated Plan, key budget strategies, such as iCounty, and individual Service Improvement Plans because when we do what matters most with communities, we know that better outcomes and an improved bottom line is the result.

In this process of adaptation, we have seen the evolution of intrapreneurship into the RESULT coaching model; agile working morph from a focus on physical space to virtual working, channel shift, and an improved web presence. We've seen the 'whole systems' approach become about wider-ranging service reviews that link with our places and the people who live in them. Engagement has also undergone transformation with ingrained processes emerging from Monmouthshire Engages, Whole Place, Community-led Plans and Community Co-ordination. In addition, our Employee Services section has adapted into People Services promoting a re-purposed performance appraisal system, new mentoring, volunteering and induction schemes that clearly link people to purpose and performance. Self-evaluation features highly in this because developing our awareness of the actual progress being made is key to gauging return on investment.

Barriers and issues

Our journey has shown that embedding people and organisational development approaches is hard yards. Success to date has been far too episodic and dependent upon a core group of individuals who instinctively understand the contribution required of them. Our experience has taught us that we need improved understandings of the different role of policy makers, leaders, professionals and citizens so that everyone can play a part. We must better gauge our sense of preparedness and develop a keener sense of self-awareness. One of our main challenges is that innovation requires a willingness to take risks and this needs a culture of trust. We have to expect a steady flow of failure and understand that failing is necessary because it means we're actually doing *something*. The problem with this is that tolerance for failure tends to decline in times of austerity because the pain of perceived waste is that much sharper. We have learned that when this happens, we have to stand firm because we can't impose bureaucratic regulations to try and prevent failure.

What people and organisational development means to us

Our journey has been built upon re-learning. Your County, Your Way was never intended to be a static or snapshot approach. We have learned that to achieve penetrative engagement with improvement and creative thinking we need a systematic programme that puts our people-productivity and performance front and centre. Done right, it means we are:

- Clear on purpose and our personal and collective contribution to it;
- Clearly understanding what matters and the needs from our customers perspective;
- Defining outcomes with a clear focus on results;
- Learning from failure by small scale testing;
- Minimising risk whilst maximising chance of success;
- Creating feedback loops for greater organisational improvement;
- Understanding how to empower employees and inspire people to succeed;
- Showing flexibility in adjusting nimbly to changing conditions; and,
- Maintaining communication with stakeholders and becoming pragmatic enablers

A coherent approach to people and organisational development creates the conditions for closer engagement with innovation; identifies what outstanding levels of achievement look like; achieves consistency of direction and links goals to supportive strategies. It includes involving and developing our employees and promoting good practice. **It means we must expand our capacity to create the future.**

To hear more about the story so far, follow the links below:

Intro



<https://www.youtube.com/watch?v=hfNzx5cbsHU>

Case Studies



<https://www.youtube.com/watch?v=2PaYNw3tbMQ&feature=youtu.be>



<https://www.youtube.com/watch?v=xnOsy0-li0k&feature=youtu.be>

Going Forward

OUTCOMES AND EVALUATION

Measuring and isolating the impact of people and organisational development approaches is not a straightforward task. Drawing connecting lines between a particular type of people-development activity and a given outcome is problematic. We are striving towards continually developing new ways of measuring the impact that takes into account multiple complex variables. Further measures will develop and evolve as we continue to focus on 'what matters'. Whilst it is challenging, we know that getting to 'near-real time' assessment will be important if we are to effectively reflect the changing contexts of the way our services are delivered.

We believe there has to be two main parts to our framework for evaluation. Firstly, we have to measure the 'intrinsic' outcomes – the outcomes that matter to individuals and what they have told us is important – building confidence, feeling valued and trusted and a sense of belonging, self-esteem and clarity of purpose. This must be constantly informed with feedback and new insights so we know we're measuring the right things as we continue to build our foundation of motivated people who engage more deeply with outcomes. We call this 'Creating the Conditions'. The second step builds on this by measuring the extrinsic, longer-term outcomes – the stuff that's more important to the outside and demonstrates the impact of activity - budgets, performance and Return on Investment. We call this 'Delivering Impact'.

Organising our evaluation framework in this two-pronged way, will make it easier to gather evidence, provide a common language for evaluation and continue to iterate and develop our assessment processes as we learn more and receive feedback.

What will 'good' look like?

In terms of the first phase 'Creating the Conditions' – a staff communications survey from 2013, feedback from Intrapreneurship, evaluations of RESULT, an appraisal of Monmouthshire Engages and insight from Induction sessions tells us the following features matter most to our people:

- Communication – a sense of belonging and feeling 'part of it' through an understanding what happens at a whole authority level
- Clarity of purpose and their personal contribution to it
- Having opportunities, space and permission to generate ideas & solutions
- To be connected through networks across the organisation
- Access to leadership
- 21st Century leadership skills that enables and empowers Monmouthshire People
- Accept the risk of failure in the pursuit of better services
- Feeling trusted
- Clear understanding of expectations and consequences of non-delivery
- Right tools to do the job – good IT and fingertip information in particular
- Happiness, fun and wellbeing
- Opportunities to share learning and broaden development
- Flexibility in terms of working conditions
- Opportunities to work across boundaries to co-create solutions to problems

The second phase of identifying good outcomes 'Delivering Impact' focuses on organisational impact through the performance management framework:

- Delivery of MTFP in accordance with planned and mandated projects, business plan and service developments
- Improvement plan delivery assessed as a minimum of 'good' in all 4 areas
- 75%+ National Assembly for Wales Performance Indicators are in the top quartile
- 100% of Outcome Agreement is achieved
- Increased percentage of population says it feels able to influence council services
- Better outcomes for our citizens evidenced by feedback and case studies

How will we know we're getting there?

The sequence of Creating the Conditions, followed by Delivering Impact speaks more about a phased process of transitioning the gap that can be monitored and assessed at regular intervals, thus telling us if 'we're on the way':

- Quarterly monitoring of Improvement Plan tells us we are 'on course'
- Quarterly monitoring of MTFP tells us we are 'on course'
- Feedback (staff survey, evaluation of initiatives, customer insights) tells us that confidence, trust and participation is increasing and that happiness and wellbeing are highly rated
- Numbers of new ideas generated and being converted into actions and outcomes and learning from failures
- Closer integration of performance & culture as identified by regulators in thematic work
- Participation in Monmouthshire Engages increases
- Aim to increase job and location flexibility by matching skills to need
- Numbers of employee volunteers
- Numbers of community volunteers
- Access to leadership development programme
- Numbers through RESULT coaching every year
- Numbers having a Check-in Check-out Appraisal
- Connectivity between team outcomes and Service Improvement Plan that feeds into overarching strategies

OUR THEMES AND PRIORITIES

1. Our Work Environment

‘You don’t have to be in work to be at work’ – Paul Matthews, Chief Executive

Participation in contemporary work now requires greater flexibility and we have invested in creating vibrant work environments with modern facilities and; connectivity and enhancements going in to frontline spaces such as leisure centres, one stop shops and libraries enabling staff to be ‘co-located’ with customers. Our new County Hall, is a modest space with its compact sized compensated by the highest levels of sustainability which help make it a future-proofed, flexible and social space open and accessible to communities and customers. Providing work environments for our employees is one of our biggest financial overheads and our agile working policy recognises the need to support more nomadic, multi-locational group-based and remote working styles. The work environment however is about much more than physical space and recognises the prevalence of technology, virtual working styles; the right enabling policies and procedures, interaction in ‘real-time’ via social media and building the kind of networked structure in which people at all levels feel valued for the skills and knowledge they bring to their roles.

Tools to do the job

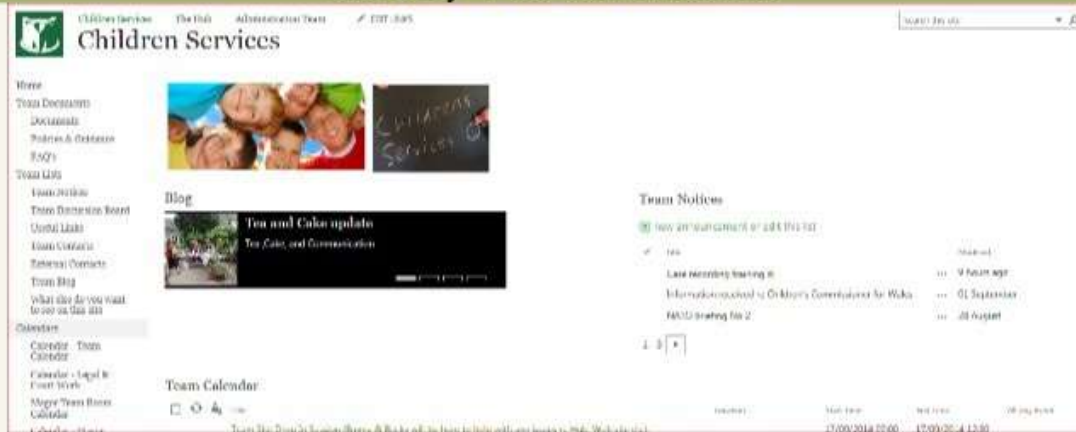
We rely on productive employees and must ensure roadblocks are not standing in people’s way as they carry out their jobs. We are committed to providing the right resources to allow all our people to perform their roles successfully and constantly seeking feedback on the ‘proper tools’ that enable optimum efficiency. We have invested in tailored work environments that complement the special needs of specific services, provided a dedicated space for creative thinking, training and development and ensured all of our environments are open, accessible and adapted for optimum use. We’ve a programme established for cyclical investment in IT hardware, connected our frontline services with broadband and public wi-fi and opened access to internal and external social media outlets to all staff. Agile working has heralded a new way of thinking about work and whilst that means we are more present and visible in our communities, the need remains to provide ‘office cover’ and so we work ever harder at establishing credible virtual and physical presences. Fleet cars, our ‘green car’ scheme and an upcoming ‘Cycle to Work’ programme all support our focus on sustainability by reducing our footprint on the environment, whilst enabling our people to navigate our large county for necessary journeys, whilst video and tele conferencing facilities are providing a cost effective alternative to travel.

The Hub tree diagram below explains how the introduction of this internal technology platform can provide our employees with the majority of the tools to do the job. Increasingly, we want to move our interactions to a ‘self-service’ type model and using customised SharePoint features, we are:



- Using web pages to create a whole-authority knowledge-base
- Targeting information to users allowing users to follow certain sites and documents
- Creating a self-service web based platform allowing individuals to access anything needed to do their job in one place
- User views which can be personalised to improve networking, connectivity and skills sharing
- Freedom to 'share' documents, sites and finds with people outside of teams
- Find out who is accessing information, what is useful to others and planning ahead
- Using FAST search to locate documents

Case Study - 1 - Our Work Environment



We are using the Hub to developing a self-service portal for Children's Services. The portal has been designed to give the team the ability to share documents, knowledge, and improve networking for a team that is in its nature very agile. It's becoming a one-stop-shop for all their information needs:

- FAQ's
 - o Team wiki to share those hints and tips that are usually held in someone's head
 - o IT wiki to share common IT FAQ's and instructions
- Blog, a space to share stories and experiences from within the team
- Notices, to give the team up-to-date information, not only on work related topics but also on the social side
 - Team calendar, to give an overview of up and coming events and training opportunities
- A forum for discussing issues that are pertinent to the team, which all of the team can contribute to
 - One place to go to for all their policies and guidance, ensuring right information, for the right purpose, available at the right time

Head of service Tracy Jelfs explains the benefits of the site for the service 'It was apparent that the service needed a focused resource that provided information specific to us in one place. The site covers a range of information in one hub for example, policies and procedures, which are specific and relevant to our service, diaries developed for specific tasks, links to useful external information. In addition a blog has been developed to enable staff to share good news stories confidentially, as the site is locked and can only be accessed by our staff group. All staff have author access to the site and are encouraged to add information, use the site and advise what else they would like to see and would find helpful to them in fulfilling their role with the Council.

This site reduces the time spent searching for information and has developed better communication and enabled staff to have a clear understanding of their role and responsibilities'.

Agile working

Agile working was introduced to provide a modern, cost-effective, flexible working environment consisting of fully serviced workstations where employees can join colleagues at their team base or work remotely when necessary. Providing employees with access to agile workspace enables agility and flexibility, and means more time is spent out in the wider community than being tied to an office. It has also changed the focus of work which is now related to output and outcomes rather than measuring time spent in the office.

Economic ROI - We've already seen an economic return on investment in the reduction in overall person to workstation ratio across all office bases in MCC to 2:1. As we continue to

utilise mobile communication technology to enable people to access the information for them to do their jobs anytime, anyplace, anywhere, we anticipate this ratio moving towards 3:1, further reducing the need for expensive office space. We have open space, and don't subscribe to the barriers of personal offices and exclusive use workstations, opting instead for flexible workspace. People can work in the way that suits them best to get the job done, using a mix of quiet space outside of the office base or working with project teams and colleagues. Whilst we continue to support flexible work and provide 'flexi-time' benefits, we've removed formal core working hours and clocking in stations because we trust that our employees will work with their team colleagues to put the needs of the service first, and achieve the service outcomes within their contract hours. This removes the kind of futile pen-pushing that can occur in the pursuit of recording time and 'earning' time-off.

Cultural ROI - Agile Working has provided a launch pad for the sort of working culture that encourages a flexible mind set and maximises skill mobility. It enables people to have agile skills to bend and flex alongside the ever changing work and service provision of Monmouthshire. We also provide the flexibility for people to contribute to whole authority projects and secondments across the council, making the most of their personal skill sets.

The agile working policy was last reviewed in 2013 and the current agile working arrangements will be assessed in 2015 to inform an updated agile working policy.

Social networking

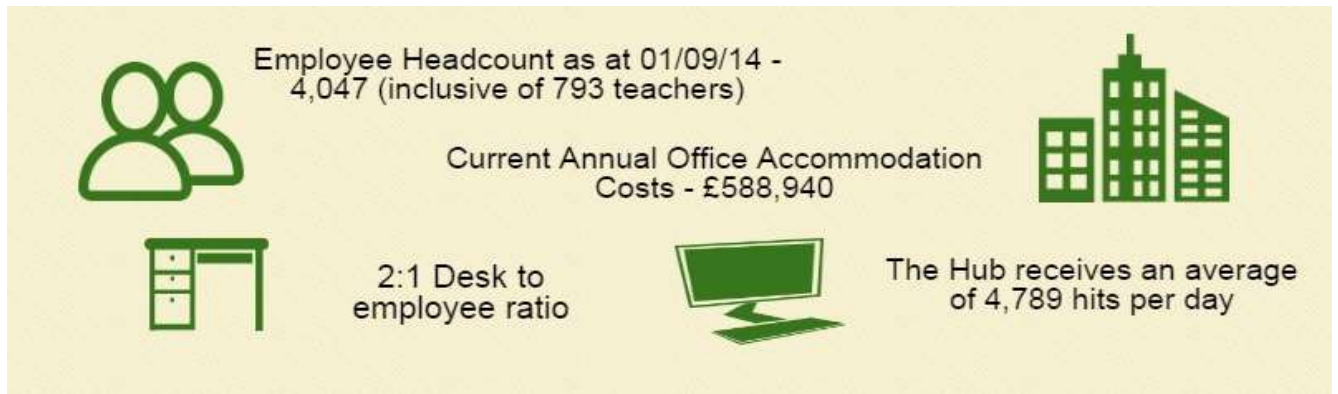
Social media plays an increasingly important role in engaging employees and ensuring they are understanding customer needs. Most office based employees use The Hub, Communicator and Yammer, for internal social networking, to stay connected and expand their networks. In addition we encourage staff to use external networks such as Twitter and Facebook in order to be able to converse, respond and interact with communities, businesses, partners and customers in 'real time'. More efficient work practices are frequently better enabled by technology, and the beauty of social media is that it also presents a very accessible and 'more human' dimension. We gained national recognition as one of 8 recommended websites in the UK as part of the 2014 SOCITM Better Connected Report, which is a clear testament of our dedication to being a connected and accessible Authority.

We recognise relationships are the new currency and social media profiles are critical if we are to maintain our reputational value. 'Return on Relationships' is important as the value that accrues over time through loyalty, recommendations and sharing and using social networks to create authentic interaction and engagement.

Policies, procedures and data

Our current workforce policies and procedures reflect our commitment to treat all employees fairly and to promote a culture of integrity and ethical decision making. As we see an increasing blurring of the lines between those 'workers' on and off our payroll, our goal in the short-term is to add to our policy set, with whole-authority guidelines for volunteering, work experience, mentoring and engagement.

There are a number of people and organisational development datasets which underpin our performance evaluation and we are working towards improving to our systems, servers and data collection modules in order to ensure the veracity and accuracy of these datasets. In the medium-term, our desire is to move to near real-time data dashboards that provide instant high-level and detailed summaries of performance, presented in simple and accessible ways to ensure users do not require in-depth knowledge of technical HR-type statistics to use it.



2. What we do to engage great people

‘Our people are our best resource’ Peter Fox, Leader of the Council

An engaged workforce strengthens organisational performance. Employees who are engaged contribute to our success and are more likely to be high performers, understand their purpose and ultimately, stay with us. Employee engagement is grounded in our values of openness and teamwork and we have taken down walls to provide open spaces that connect, enable networking and engagement with leadership. We strive to engage our people at all points, from the recruitment process with inventive advertising and making use of social media, to induction, staff volunteering, training, development and our new appraisal process (Check In Check Out). We are increasingly investing in building meaningful relationships with our communities, recognising the inherent local knowledge, skills and influence to co-create services fit for the future. Building relationships are the essential foundations upon which our organisation is built. We collaborate with people on and off our payroll to understand what matters, gain insights, seek solutions to problems and constantly improve the ways in which we work.

Forums and networks

We enable the operation of myriad groups, networks and partnerships, straddling our organisation, communities, partners and private sector agencies. Many of these take the forms of conventional thematic and administrative structures. Increasingly however, we are seeing the emergence of new types of groups such as Town Teams, community forums, civic societies, service-user networks, community interest companies and local trusts - all forming in order to articulate their views and organise action on issues of importance. Examples of great practice include Town Teams in Abergavenny and Caldicot – local people mobilising hundreds of local volunteers and ‘doers’; the Youth Service-led ‘Engage to Change’ group which sees young people directly influencing their Council on ‘what matters’ and growing Community Co-ordination networks which provide local support for our most vulnerable. In addition to this, a range of informal networks exist arising from coaching and mentoring groups and peer networks. Our future goal is to ensure we are creating the space for networking to grow and develop – providing solid foundations on which to build relationships and expand social capital.

Employee feedback

We gather insights from employees currently on both an informal and formal basis. Our relationship with the Trades Union plays a role in this and through the Join Action Group

(JAG) we enjoy regular, direct and productive dialogue with a range of local and national representatives. We unlock staff ideas and innovations through coaching and training, connected projects, service reviews, open dialogue with leadership and the new Check-in, Check-out appraisal process. The 2013 response to the staff communications survey told us we needed to prioritise engagement with the 'frontline' and this set the Chief Executive and Leader on a course to meeting directly with over 1,000 of our employees. We've evaluated the success of our series of Inspirational Speakers; created wiki-spaces for feedback, input and ideas germination and the re-purposed induction process provides touch-points at which new employees are systematically re-engaged. Our next all-staff survey will be undertaken in autumn 2014 and the results will be used to provide an updated baseline of 'what matters' and inform a forward programme of focused activity.

Monmouthshire Engages

In a climate of financial austerity and changing community needs and expectations – we need local people to help us develop solutions to problems. What we may lack in terms of money and resources, we make up for in the way of assets, ideas, skills and high social capital. Our first round of Monmouthshire Engages in 2013 saw 1,697 people attend to listen, pledge support in the way of contributions, time and ideas. Monmouthshire Engages is about ongoing and authentic engagement with our public. In its first year it spawned wider thematic engagement as people pledged support and interest in specific themes and topics such as Waste, Museums and Cultural Services, Town Teams, Leisure and Tourism. All sessions have been held outside of normal working hours in order to maximise involvement and have been staffed and facilitated by 120+ employees who give freely of their own time. We are benefitting from significant local support as people rally to crowd-source support for and crowd-fund services such as the Borough Theatre, Usk Rural Life Museum and Monmouthpedia. In recognising the wider ways in which our public wish to engage, Monmouthshire Made Open – a digital ideas and innovation engagement tool will also be launched for the commencement of Monmouthshire Engages 2.0 in September 2014.

Whilst Monmouthshire Engages provides a centre-piece for our public engagement work, the real 24-7, week-in week-out embodiment of community engagement is the interactions and alliances being built by the Town Teams, Community Co-ordination, our growing volunteer network, tourism and young ambassadors and our various trusts and friends' groups who all contribute many thousands of free hours.

CASE STUDY 2 - Co-creating the Future - Tourism Ambassadors

The Monmouthshire Ambassador Training Programme was developed and is being delivered with funding secured through Monmouthshire's Rural Development Plan. 129 ambassadors have been trained to date and there is a target of 200 trained ambassadors by the end of the programme in December. 19 of the 129 trained ambassadors have also undertaken WorldHost training, which was the training underpinning the 2012 Olympic Games Maker training.

The aim of the programme is to develop a group of enthusiastic local experts who can help provide a warm welcome to visitors and encourage them to see and do more while they're here, so they stay longer and spend more money in the area. By enhancing the experience of visitors while they're in Monmouthshire, it's hoped that as well as increasing referrals to local businesses, the ambassadors will also encourage visitors to return and to recommend the area to family and friends. (These word of mouth recommendations are becoming increasingly powerful as people become less trusting of traditional advertising, and customer review sites grow in importance in influencing bookings).

As part of this programme we're delivering a bespoke training course aimed at retailers, market stallholders and event organisers in Abergavenny on October 8th and another aimed at local cycling enthusiasts on 1st October. In addition, as part of the development of our visitor information service, we're delivering a further course for trained ambassadors to prepare them for voluntary roles in Monmouthshire Tourist Information Centres. This training is due to take place on 18/19 November and is hopefully being delivered with some final funding from Capital Region Tourism.

Employee Volunteering

Over last 18 months, Monmouthshire employees volunteered thousands of hours of their time, skills and expertise to their communities, special projects and programmes and major events. We are increasingly seeing our working roles change as more engagement, meetings, discussion sessions, roadshows and workshops are held outside of normal office hours. Work with town and community councils, Town Teams, Trusts, festivals, special events like Cycling Road Race Championships and the Eisteddfod launch events bring hundreds of our staff together – all of whom give of their time freely to feel connected to purpose. In the Tourism, Leisure and Culture department alone, it is estimated that in the last twelve months, our employees have freely given over 400 hours of their time. To date, employee volunteering has been supported through goodwill and the discretion and support of line managers. However, it signifies changes to our future working patterns on a more fundamental level and requires a formal supportive policy to ensure it operates within clearly defined parameters.



Case Study 2: Employee Volunteering: National Road Race Championships

MEASURING THE IMPACT OF VOLUNTEERING

NATIONAL ROAD RACE CHAMPIONSHIPS 2014

As a Council we are committed to supporting and encouraging the involvement of volunteers to support the widespread interest of service into sustainable impact. We understand and value the benefits that volunteering can bring to helping our organisation achieve its goals and also to help nonprofit organisations accomplish long term social goals. The impact and benefits of volunteering are multifaceted for both the Authority and for the individuals volunteering which is why a holistic approach has to be taken to capturing the breadth of the impact so that we truly "connect the pounds invested to the passion".

Professional Benefits for Monmouthshire County Council



89% of volunteers who took part in the National Road Race Championships either fully agreed or partially agreed that they had a more positive view of the Authority after volunteering

Agree Partially Agree Do not agree



As well as a social value, an economic value can be attributed to the hours spent volunteering. Based on the most recent gross hourly pay for the UK, the National Cycling Championships generated an economic value of:

£11,838

Personal Benefits from Volunteering



Agree (47%) Partially Agree (32%) Do not agree (21%)

The majority of those who volunteered felt more a part of Monmouthshire County Council as a result of volunteering for the Championships

Improved individual civic engagement

100%

All those who volunteered for the National Road Race Championships would be interested in future volunteering opportunities with Monmouthshire County Council

Volunteer: "Great opportunity as a cyclist to 'give something back' and get involved in a great, local promotion of the fantastic county we live in! Thanks for the opportunity!"



3. What we do to attract and recruit great people

‘The only way to do great work is to love what you do’ – Steve Jobs

We believe that working within the public sector is less about having a job and more about a vocational calling. Our objective remains to recruit, retain and develop what we term ‘vocational public servants’. We do this because if we are unable to retain our existing personnel and hire new highly skilled personnel – there is a risk we will not deliver on our strategic objectives. Increasingly we recognise that this is not the job or role of ‘HR’ – but the responsibility of leaders because talent draws talent. In addition, our people tell us that job satisfaction isn’t about the money – it’s about working with great people, feeling part of something important and taking the opportunity to make a difference. We believe our clarity of purpose, team spirit and closeness to the people we serve, builds loyalty and reinforces passion, energy and commitment. We continually see that getting the best relies on providing opportunities for learning and growth. A recent pilot in Social Care Children’s Services Team, aimed at a new more thoughtful style of recruitment, has seen more than 17 applications being received for social work and senior social work posts where previously there hadn’t been any. This reinforces our view that great recruitment, retention and development does not happen by chance – it needs a sophisticated approach to keeping the best people and finding more to further accelerate growth.

Recruiting talent

Our approach to recruitment continues to evolve as we understand the shifting demographics impacting the recruitment market, the changing nature of work and jobs and more importantly, where people to look for them. We are increasingly using social media – Twitter, YouTube, Facebook and LinkedIn as recruitment tools and this is a symbolic move since our 24-7 social media presence is continually demonstrating what we’re about and if someone is interested in coming to work with us, there’s a strong chance they’ve already made an assessment of us. We’ve also experimented with Storify and Wordpress and developed our ‘brand values’ to further educate potential candidates, volunteers or simply people interested in working with us in some other capacity – about what we do and the value of joining the team. We used Facebook to recruit our first Town Team in Caldicot, and it simultaneously raised community awareness of our ideas and vision and cultivated a groundswell of support. The next stage is to consolidate the most successful activities whilst we continue to remain current by testing new ones. We aim to also build better links with universities in order to bring new talent and intellectual property into our council and county. Promoting from within also remains a priority and the systematic ‘Check-in, Check-out’ appraisal system affords opportunities for career path planning.

Mentoring and work experience

One of best professional development resources is peer learning and support. Whilst we have prioritised coaching and development for our employees – we recognise there’s more to do around structured mentoring, work experience opportunities and targeted support for specific groups. Some of this happens currently, for example, we support schools with Enrichment Weeks; take on young volunteers to assist with specific projects aligned to their study programmes and recently established a corporate parenting mentorship scheme where MCC officers act as mentors and support to young people aged 16-25 to achieve their goals. There is scope to scale this and we are creating a scheme with Job Centre Plus to enable out of work individuals to join us for work experience and attainment of basic workplace qualifications. In addition, we will be improving our business mentorship programme and building opportunities to connect more diverse groups such as young people in the workplace and Women in Leadership.

Apprenticeships

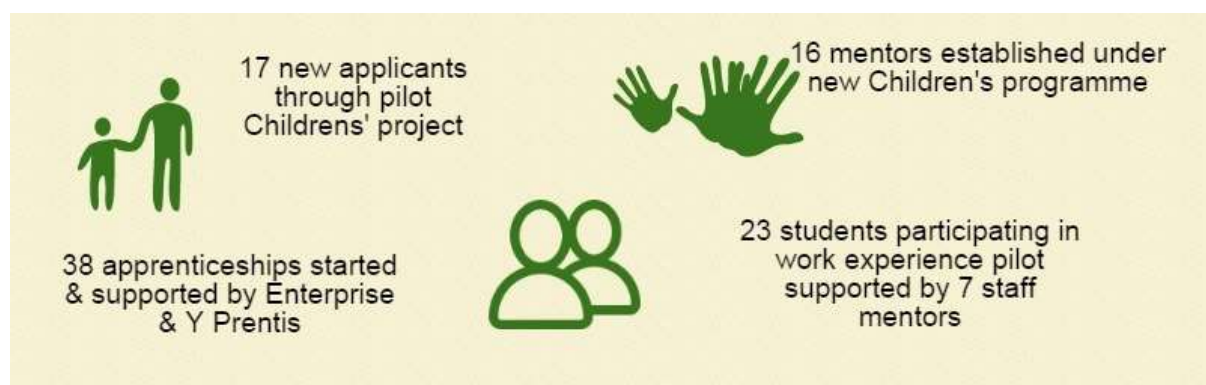
We have re-committed to providing apprenticeship opportunities through the creation of specific posts in particular, in our Operations division and through CMC2's successful Y-Prentis programme targeted at supporting growth in the construction skills sector. In addition with support for Melin's Intermediate Labour Market scheme, Monmouthshire Housing's 'Ways into Work' and our own development of Jobs Growth Wales – we have started to make in-roads. However, there is much more to do and our assessments tell us that in particular, Digital Apprenticeships and Hospitality Training are the two key priority areas.

Redeployment

Redeployment increases the ability of our workforce to adapt and helps employees when business decisions such as re-alignments impact their positions. Whilst in this climate of severe financial constraint, it is inevitability that workforce numbers will continue their pattern of reduction; our redeployment policy provides an opportunity for us to redistribute talent as a first opportunity allowing the alignment of skills and experience with job openings. For those employees in this position, we prioritise early engagement to help them with the transition into new areas or in their departure from the Council.

Broadening experience

One of our most valuable learning experiences has been 'freeing people up' to focus on stuff wider than the day job. This could be in the way of attachment to a different service, taking part in a new project or just developing ideas and suggestions that could 'add value'. Google term this, '20% time': one day a week to work on 'side projects'. Whilst we have tried this approach informally – in today's fast paced and ever-changing environment – time is significant and it would be difficult in logistic terms to allow 1/5th of employee time to do work that is not necessarily aligned with core objectives. What we need is a policy of greater working flexibility: moving people around to broaden experience, fill gaps and create learning and development opportunities. Innovation needs to be part of work routine and this means providing direction, sharing purpose and clearing the path for all those with great ideas so that we successfully move the entire organisation towards its goals.



4. What we do to develop and retain great people

‘Anyone can be a game changer by using the power of their ideas’ Nilofer Merchant

Culture eats strategy for breakfast. Strategy is time limited, whilst culture endures. People are central to our success equation, underpinning all parts of culture, talent and purpose. If someone invests in an idea, they will co-own its success because it's easier to support something you helped create. Ideas come from all layers in the organisation and it is the job of training, coaching, development and leadership to help nurture, grow and scale them. In ever more straitened economic times, it is *more* important to invest in organisational and personal learning and development because ‘competent managers of stable services’ no longer exist. We need to equip our people with the tools, training and techniques to deliver 21st Century public services that our people and communities actually want to receive. We need to create the conditions, shape the mindsets and hone the skillsets so that ideas can flourish and -good or bad – are highly valued. We need our people to understand that this is a progressive leadership challenge and we know that leaders exist at all levels within our organisation and are certainly not special, talented people who sit at the top. What we ask of our leaders is that they embrace 21st Century skills set and simply create more leaders. For this to happen effectively, training, coaching and development must align with and support our overall business strategy. In short, we must continually strive to align learning with results.

Coaching and training for purpose

Coaching and training allows us leverage people power to improve workforce effectiveness and organisational performance. Examples such as the team effort underpinning the National Road Race Championships in June 2014 show that a bunch of connected individuals can now achieve what once only large central organisations with budgets could. This was because they were connected by something much more powerful – shared purpose. People are not cogs in a machine – they must be valued and appreciated. This means celebrating ideas and innovations enabling economic power to be unlocked. This is not about innovation or creative thinking being something that everyone must do; but innovation and creative thinking being something anyone *can do*. If we are stay on top of our game, then we must understand how to create value in an ever-changing world. In Monmouthshire this means an increasing number of ideas coming in from outside the organisational walls with customers now becoming co-creators. This poses a key challenge for our training section in terms of techniques and learning packages that transcend our organisation's boundaries – and an opportunity also – because if this can be achieved, commercial potential undoubtedly exists.

RESULT Coaching

Coaching requires managers to shift from the traditional role of controlling and monitoring performance to a more open and consultative approach. Coaching develops partnership between leaders and employees creating a shared understanding of what needs to be achieved and how creating a more motivating experience, a closer match between expected and actual performance and feedback, support and clarity create the conditions for success. Our widely acclaimed in-house RESULT coaching model embodies these principles and built upon the best parts of Intrapreneurship, ILM, NLP and cutting edge thinking, so far has seen 103 participants progress through it. So great has been the feedback and stories telling us of the application of the learning, Leadership Team has made it mandatory for anyone with a management or supervisory responsibility. We believe the success of the model is that it is home grown and has been constantly iterated and improved through feedback. It is bespoke to us and our needs and priorities recognising the context, challenges and multiple demands placed upon us. Some external interest has been shown in our model and we are currently

working up the plans that will enable us to potentially fill a gap our research demonstrates exist in both the public and private markets.

Qualifications

We currently offer a number of ILM qualifications at various levels. To date, this represents a value of c£230k worth of free high-order training into our organisation. We have also sourced free essentials skills training which will soon be rolled out to our first pilot area within the Highways division. In terms of more customised learning and development packages, we also provide bespoke learning and qualification opportunities around more diverse needs and aim to create Monmouthshire's own accredited Culture/21st Century Leadership qualifications. Given the changing way in which we are seeking to work and engage with our communities, real opportunities exist to offer training and support for communities in exchange for them offering something back – for example – volunteering time or pledging resources.

Check-in, Check-out

High performing people tend to be self-improvers. This principle has underpinned recent work to evolve our processes for employee appraisals into one whole-authority Employee Performance Assessment System that aligns performance with purpose. The simplicity of the system is echoed in its informal title - 'Check-in, Check-out' and its operation as a value-based performance assessment approach. It enables individuals and teams to outline the values and performance that is relevant in their role. In relation to the areas of the organisation where large teams exist, for example, the outside workforce and social care, it is intended for the team to self-assess against the values and measures that have been agreed. In view of their direct knowledge of 'what matters' most to communities, they will develop the values and measures that specifically relate to their role, rather than being told by the manager. The manager's role is to help demonstrate and exemplify the links between and across the values, aims and goals of the organisation and the contribution and role of the individual. In this way, the system is intended to be empowering and moves away from a more traditional "top down" approach.

Redesigning services

Our programme of service reviews is about making a positive difference to local people's lives through simply asking - 'what matters?' Doing the things people actually want is a key goal because that not only leads us down a path of critical efficiency and effectiveness benefits, but to really making a contribution to better outcomes. In absolute alignment with our Medium-Term Financial Plan and the Council's three core priorities - we are challenging the way services are currently designed and run, in order to re-purpose them into better, cheaper and different models. Radical changes to services are made possible through new technology, custom software development, eliminating waste and duplication, generating new income streams, developing new community ownership options and focussing on place-based needs and priorities. To date, promising results have been realised in services such as Waste with the introduction of the new refuse and recycling changes; the drive for increased income through marketing and special events in Leisure, a self-sustaining building control service, effectiveness gains in Childrens' Services and an emerging development trust for cultural services. Our programme of service redesign continues with areas targeted as a result of potential for savings and benefits *and* quality enhancements for the customer.



Case Study 3- Redesigning Services – Building Control

Going into system re-design, we had a full and clear understanding of what mattered to our customers (we asked them) and had a clear purpose that was established from what mattered to them. Our measures were also established from this process.

We condensed what mattered into 4 value steps and took work and experimented with it through a new system with the value steps at the heart of the process. There was no set procedure other than applying the value and new operating principles, the operating principles were established from current management thinking/assumptions.

We carefully logged any causes of variation, failure demand and customer satisfaction and ensured this was fed back into the system, acted upon to make it work better. Our permanent measures told us how we was doing, it was clear that performance improved from the start of the process. Once we had a skeleton method of work, we carefully rolled in colleagues one at a time until each one was fully conversant with the process, they then refined the method to make the system better; we kept both systems running in parallel until everyone was rolled in.

The natural by-product of doing all this stuff was costs/capacity went down (approx. 25% less staff), revenue went up (approx. £50k per year - Our budget since 2010/11 has been reduced reduced from £167k to £26K), moral (75% of team are happy) and customer satisfaction went up (now 10 out of 10).

5. Diversity, Inclusion and Wellbeing

‘Diversity: the art of thinking independently, together’ Malcolm Forbes

Diversity and inclusion are the key drivers of a creative culture and make a significant contribution to employee wellbeing. As an organisation, we have a number of connectors that bring people and community together – technology, services, groups and interests, and places. We want to ensure that what we do reflects the make-up and diversity of our communities and are committed to building an inclusive workplace where all employees can contribute and be successful. We know that when our employees feel well, they perform well. We’re very fortunate in that our outside environment offers unrivalled opportunities for wellness and support for physical health and wellbeing. Our inside environment must thus, be geared up to recognising difference and diversity and enabling people to be their authentic and unique selves.

Equalities

Our Equality and Diversity strategy and practices help promote a positive work environment. We expect every employee to treat others with dignity, respect and courtesy. We do not tolerate, under any circumstances, discrimination or harassment. We comply with diversity laws and often, our policies set a higher standard than is required. Our Strategic Equality Plan 2011-15 not only focuses on compliance with the Equality Act 2010, but our commitment to the principles of equality. All of our workforce policies have Equality Impact Assessments which are live and reviewed and updated as appropriate. We have introduced and adopted Job Evaluation as a process for ensuring a fair and grading system and enabling us to remain competitive in the market place. In wider terms, our modes of engagement also consider how we can enhance participation of service users, employees and citizens. At a time of fast increasing fiscal pressure – we will make sure equality considerations are not relegated to the back burner.

Employee welfare

We currently run a range of in-house courses that focus on positive psychology, mindfulness and personal resilience to promote wellness and employee wellbeing. We're finding that personal resilience in particular, is a priority for employees given the increasing level of challenge and challenges with which they are continually faced. This set of interventions goes beyond traditional and still important 'occupational health' because prevention is the focus rather than cure. Our Council also recently signed up to the Time to Change Wales pledge, signifying a commitment to tackling mental health stigma. This involves taking actions that are realistic and right for our organisation and will lead to a reduction in mental health discrimination in our council and county.

Managing attendance

Being more proactive and prevention focussed relates also to the ways in which we manage attendance. The number of days lost to the organisation as a result of sickness absence is a key measure for us, not just in relation to the financial and capacity loss to the organisation, but in terms of implications for individual wellbeing. We're making improvements to our processes for sickness reporting, including systems and server upgrades, training and specialist support to ensure the right inputs are reliably recorded. Whilst this will ensure the veracity and consistency of data, enabling us to better inform decision making and interventions, it is the amalgam of all the other activities and initiatives set out in this Strategy that will continue to have a real and sustained impact on attendance.

We proactively manage and monitor sickness absence and our expectation is focused on the shared understanding and responsibility of the manager and the employee upon our business drive and purpose. We recognise that our employees are our greatest resource and we strive to ensure that employees have easy access to robust policies and procedures. Our practice involves enabling managers to support employees through regular 121s, performance management appraisal meetings, managers and leaders undertaking return to work interviews following absence, occupational health advice & support, access to a workplace OH adviser, provision of an external confidential counselling service, and regular workplace intervention strategies such as well-being programmes.

Health and safety

We promote a practical and pre-emptive approach to Health and Safety. Whilst we have a Health, Safety and Welfare Policy in place to comply with legal duties, our pragmatism is also borne out of a moral and economic duty. Our whole-authority Health and Safety Group is supported by structures at departmental and service level and is thus, people development and management. Whilst key officers have specific responsibilities, we train and support all employees to have regard to regulations, risk assessment procedures and daily checks in all of our buildings, environments and assets.

Living wage

As part of the 2013/14 budget, Monmouthshire County Council signed up to the 'Living Wage'. The Living Wage is an hourly rate set independently and updated annually and is calculated according to the basic cost of living in the UK. Research shows Living Wage is good for business, good for the individual and good for society with more than 80% of employers believing that the Living Wage had enhanced the quality of the work of their staff, while absenteeism had fallen by approximately 25%. Two thirds of employers also reported a significant impact on recruitment and retention within their organisation.



6. Bringing it all Together – Driving Performance and Improvement

'Efforts and courage are not enough without purpose and direction' John F Kennedy

Undertaking people and organisational development is the means through which we deliver the end - organisational efficiency and effectiveness through which to deliver improved performance. 'Bringing it all together' means our people development is linked to, and supports, core purpose & business approach. This is increasingly important to meet the changing needs and expectations of our organisation as we ourselves try to adapt to the changing needs and expectations of our communities and customers. In essence, it is vital now more than ever, we connect our people to what matters.

Connecting People to Purpose

Our organisational purpose - **to create sustainable and resilient communities** - expresses our reason for being. We've significantly enhanced our planning framework in order that our thematic and partnership strategies, annual Chief Officer reports and individual team service and business plans, are all aligned and directed to this end. These strategies and plans set out what we want to achieve – but our purpose explains why we exist in the first place. All of the forms of employee, community and stakeholder engagement set out above, the training, development and coaching approaches – are all anchored by common goals. An invigorating sense of direction takes people from simply paid, to purpose-driven and notwithstanding the problems inherent in linking purpose and sustained organisational performance - research

has shown that the highest performing organisations are those with the strongest sense of purpose. Key features for us include:

- Coaching and development –
- Creating ‘extra-curricular’ opportunities
- Introducing a competency framework and key behaviours
- Enhancing the performance management system by way of ‘Check-in, Check-out’
- Building line manager capacity
- Showing compelling leadership

To thrive in the new financial and social climate, we need to tap into every bit of talent and energy that people have to offer – not by demanding but cultivating it both inside and outside the organisation. Inside this means moving fully away from just the end points of talent management – acquisition and retention and focussing more on the bit in middle which really matters to employees – develop, connect, deploy. Outside this means driving more deeply our commitment to engagement and connecting to community through Whole Place and Community Co-ordination. Shared purpose is about our effectiveness as a county in coming together to develop solutions to challenges that affect us all.

Case Study 4 - Connecting to Purpose – Children’s Services

Children’s Services Pathway to Change

On taking up the post as Head of Children’s Services in April 2014, it was apparent that a significant programme of change was needed to re-engage staff in the service to refocus on children, young people and good practice. A number of issues had caused staff to be dissatisfied in their role with the Authority and stemmed from them feeling that they had not been listened to by the Authority when concerns and issues were raised over a number of years. In addition the good work that was being undertaken was being ‘drowned out’ by a budget overspend.

As part of our service intervention, the service established what the barriers were to them providing a productive, efficient and effective service to children and young people, which was underpinned by good practice. Following this initial work the service quickly established ownership and progression of the changes to the service.

A number of issues emerged around, IT, lack of equipment, accommodation, lack of knowledge on where to find policies and procedures and due process in a range of statutory requirements. It was clear that some barriers were not within Children’s Services and significant work was required to achieve the desired outcomes from support services across the Council. This took a considerable amount of time and almost stalled the whole process. Once these issues were proved to be on the way to being resolved staff began to re-engage and look at change positively.

This process is ongoing and continues to take significant input from the staff within the service, they are keen to make the changes and improve the outcomes for children and young people in the county and to change the perception of the service within the Council.

To date we have achieved the following, which has been driven at the request of staff within the service:

- Website specific to Children’s Services from which staff can look at good news stories from the service, training opportunities, policies and procedures, relevant links to organisations, progress calendars for court work
- Relocation of Children’s Services into one location, reducing emails, increasing communication, improved working environment
- Development groups of each worker area in the service e.g. social workers, administrators, support workers, leaders to develop what they want to see for children and young people in the county
 - Training programme to address particular service needs
 - Changes to working culture to enable staff to own changes and be responsible
- Staff Sabbatical which enabled the worker to focus on a review of policies and procedures that were then moved onto the new website
 - Use of tablets, smart phones to enable better agile working
- Changes to team focus to experiment with better ways of working for the staff, but ultimately for the children and young people
- Briefing sessions every Monday - these update people with what has been happening, dealing with ‘moans and groans’ as soon as they emerge to reduce escalation, share good news stories or events that are happening
- Changes to recruitment process to enable candidates to have a better understanding of us and for us to have a better understanding of them, when deciding on new staff for the service

Case Study 5 - Engaging our People – Waste changes and Engage2Change

As part of a wider review of the recycling and waste service, Monmouthshire County Council were looking to understand what householders value about the service, how they would like it to be improved in future, and whether there was an interest among residents in terms of doing more for themselves.

Firstly, we carried out a short survey with householders. The survey was high level, looking at satisfaction rates of service and what residents would like to see improved. The survey also asked residents if they would like to be involved in further events focusing on service change and improvement. The aim of the survey was to get an overview of opinion from a wide range of householders, before holding more focused events. Staff surveyed householders in leisure centres, libraries, household waste recycling centres and One Stop Shops. Additionally, staff 'door knocked' houses around the county and the survey was made available online. 2173 responses were received.

Secondly, three engagement events were held. All those that expressed an interest in attending such events, either through the 'Monmouthshire Engages' events or through the recycling and waste survey, were invited, and the event was also advertised on the Council website. The events were facilitated by Andy Middleton from TYF. During the events, Andy and MCC officers gave an overview of the context of the groups, focusing on the challenges faced by the recycling and waste services, both environmentally and economically. Attendees were then asked to discuss the issues and come up with ideas of how they would like to see the service changes or improved in future. Three events were held in total, one being for members of local environment groups, such as Friends of the Earth and the Transition Town Groups, and the other two being for householders.

A great number of ideas were generated from the events, which were organised into themes. Themes included; improving reuse facilities, changing the way we carry out kerbside collections, rebranding and improving information provision, introducing incentives and enforcement, improving education links, and influencing manufacturing and production processes. We subsequently contacted the event attendees and those that had expressed an interest in attending and asked them to vote on which area they would like to focus work on in the first instance. 40% of respondents chose improving reuse facilities as their preferred area of focus.

The next steps will be to facilitate workshops, which will focus on the most popular theme(s), looking at how we could implement ideas and how householders can be involved. These workshops will be undertaken in the coming months. Additionally, we are in the process of setting up an online recycling and waste engagement platform, to facilitate discussion on improvements and changes in an open and collaborative manner.

Connecting People to People

People, communities, businesses, technology and virtual spaces – never before have so many people connected across professions, generations, cultures and oceans and our experience tells us that innovation and value emerge out of such connections. Through networks we learn to create, energise and open up channels to new opportunities. We recognise that as our organisation adapts to changing circumstances, it is becoming more complex and dispersed. We have ever growing networks and partnership alliances; we connect within and beyond organisational boundaries; and, we engage face to face, by phone, video and electronic communication and social media. The old adage of 'it's not what but who you know' is increasingly resonant.

We aspire to be the kind of place in which individuals gain authority not from a hierarchy but from recognition of the value they add through their mindset, knowledge and skill. This is an extremely difficult ambition – not just because we are a large and complex organisation, but because conventional wisdom states advance in our council has tended to mean upward. We must work hard to encourage a sense of mutual responsibility for actions as opposed to be directed or giving orders. We will need to form and disband teams as needed. We will need to rethink promotion as an incremental and upward to focus more on horizontally crossing occupational and organisational boundaries.

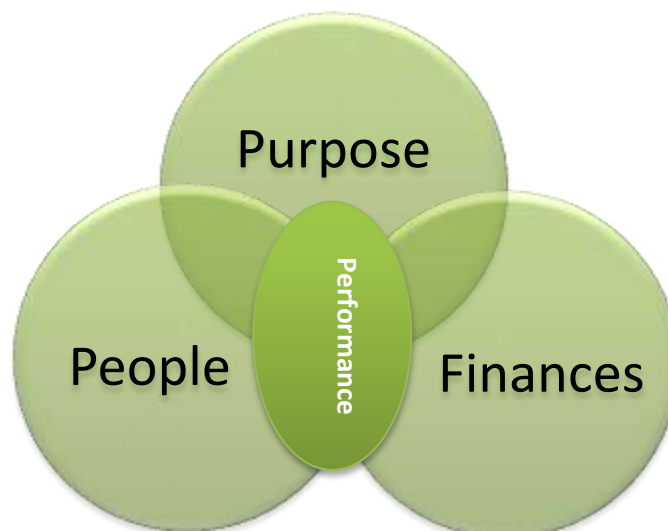
Connecting People to Finances

We know that when we do what matters – the result is a healthier bottom line. Our approach to connecting people in and outside of the organisation to the significantly declining resources available has involved unleashing and developing ideas and encouraging co-creation and co-delivery. We've found that working with our communities helps us frame challenges in fresh ways, unlocking new resources and revenue raising potential. We've found that working with our employees, to create permissive environments in which people are free to have a go means deeper engagement with work and going the extra mile.

Ideas sessions, prototyping, widespread engagement, local service planning and community ownership models have all played their part in building the business cases and projects that have built and delivered our Medium-Term Financial Plan. Whilst we have enjoyed relative success to date – we must improve the alignment of processes, in particular in embedding what we term the 'budget process' as the day job. The proposals and projects that have emerged out of ideas and suggestions and community endorsement, cannot be regarded as 'additional duties' or bits of work on the side. If they are truly what matters and have the backing of community and customers, they should not only achieve a financial benefit, but an improved outcome too. To achieve this alignment, we have built performance monitoring into our quarterly budget reports and recognise that whilst doing what matters is a priority – we must simultaneously unburden ourselves of what doesn't matter.

Connecting Purpose, People and Finances to Performance

Connecting people to purpose, others and the finances available should spur innovation and enhance performance. This strategy is thus, about the same end – improved outcomes – but a radically different means. To date, we've seen some promising results. However, we recognise we must get better at making connections all the way through to performance; developing the alignments and configurations and consistently developing our sense of self-awareness and evaluative culture. Our planning frameworks have strengthened, our sense of purpose and direction is clear and we're making becoming more practised at judging the impact of our interventions on quality of life. Notwithstanding the links in the chain that must be fortified, we know that infusing purpose and meaning into people's jobs is critical because it feeds and fuels the process through the value chain to performance and productivity. For us, this is the key means of enabling our people to future-proof our council and county.



NEXT STEPS

'Monmouthshire People brings together the plethora of activity strands currently supported and underway, alongside our thinking for the future, into one composite piece that provides a coherent and more systematic approach to our people and organisational development. This is critical in ensuring that our development of people is linked to and supports, our core purpose and business approach. Our vision, to connect our people to purpose to improve our performance, is simple and straightforward – however, this simplicity belies what is, by its very nature, a significant challenge. We aim to be a light footed and nimble social business that can adapt to changing conditions and this means ensuring our internal workforce has the right skills to meet the changing demands of our organisation and society. Increasingly, it also means forging stronger relationships with those people off our payroll so that we can unlock new ideas, opportunities and resource solutions. In short, our vision will require stretch, dedication, doggedness and resilience – but equally it will invigorate, recharge and nourish because if we can maximise the power of people in this most turbulent financial climate and amidst rapidly increasing societal and demographic pressure - we believe we can lay claim to competitive advantage.

We are clear about our desired future state and that it has to be fundamentally supported by widespread understandings of organisational purpose and personal contributions to it. This however, is not easy to measure and gauge – especially since there is no quick turnaround – it is hard yards and outcomes will need to be conveyed in unconventional ways. Our approach to evaluation therefore, has to be about assessing our effectiveness in transitioning the gap. Every year of the strategy, we will formally review progress on the measures we have established, but more than this and in a much more formative and ongoing way, we will take more frequent opportunities to test the pulse of the organisation. This will mean embedding checks and markers into the budget process, incorporating more 'human' markers into our performance reporting frameworks and encouraging every framework, strategy and policy to think about how it puts people development at the core. For the 12 months beginning October 2014, we've devised a Workforce Delivery Plan which is shown in Appendix 2. It captures our initial phase of priority actions, projects and activities that we see as the first essential stage in our journey to better outcomes.

High performing organisations demand that change programmes work quickly and measurably change behaviour – Monmouthshire People supports this desire but also recognises that like all seeds which are planted, it must be watered and fertilised many times before the first shoots show. The effect of our interventions on services, quality, innovation and productivity, will be cumulative.

MONMOUTHSHIRE PEOPLE – WORKFORCE DELIVERY PLAN										
(Performance to be monitored through measures embedded in individual relating Service Improvement Plans, with further measures to be developed as strategy progresses)										
Action	Expected impact of this action	Strategic Plan it aligns to (If directly applicable)	Relating Service Improvement Plan	Outcome it contributes to (If directly applicable)	Timescale	Officer responsible	Q1 Performance appraisal (narrative required)	Q2 Performance appraisal (narrative required)	Q3 Performance appraisal (narrative required)	Q4 Performance appraisal (narrative required)
Our Work Environment										
Develop clear baseline of people and organisational data across all activities to enable effective leadership	Allows us to have a baseline to have a clear measure of progress & clear direction for future work that connects people to purpose to improve performance	People Strategy	People Services	Robust data and evidence base	Dec 2015- March 2016	Lisa Knight-Davies, People's Services in conjunction with Policy & Performance team				
							Select Progress	Select Progress	Select Progress	Select Progress
Invest in systems, servers, infrastructures and intelligence to refine datasets, ensuring accuracy and veracity	To ensure that our existing systems and processes are streamlined, efficient and fit for purpose	iCounty	Organisational Development	Tools to do job	2014/15 2015/16	Sian Hayward				
							Select Progress	Select Progress	Select Progress	Select Progress
Agile Working Evaluation	Assessment of current agile working policy will form the basis for an updated agile working policy and arrangements	iCounty, People Strategy & Asset Management Plan	Organisational Development	Tools to do job	Sept 2015 – March 2016	Sian Hayward				
							Select Progress	Select Progress	Select Progress	Select Progress
Additions and updates to the policy suite – volunteering, capability procedure, mentoring and work experience	Timely & relevant policies that are whole-authority wide and reflect 'workers' on & off our payroll	People Strategy	People Services	Tools to do job	Dec 2015	Lisa Knight - Davies & People's Services				
							Select Progress	Select Progress	Select Progress	Select Progress
Launch You said: We did week to include new approach to Colleague Communications	Show progress made on issues and priorities and launch Colleague Communications	People Strategy	People Services and Comms and Engagement	Tools to do job. Listening and feedback loops	June 2015	Lisa Knight Davies, Abi Barton and John McConnachie				
Connecting the 'enablers'	Joining-up HR, IT, Performance Management, Finance and Assets to support service development	Improvement Plan	Organisational Development	Tools to do the job	April 2016	SLT				

What we do to engage great people										
Run and evaluate Monmouthshire Engages 2.0	To put in place a new approach to regularly seek ideas from citizens to help people feel that they are able to share ideas and influence the direction of the local authority	Engagement Strategy & Whole Place	Partnership, Performance and Engagement	Meaningful engagement	December 2014	Will Mclean & Engagement Team				
							Select Progress	Select Progress	Select Progress	Select Progress
Launch and operate Monmouthshire Made Open	Providing the platform for engagement, ideas sharing and for projects to progress through the power of communities.	Engagement Strategy & Whole Place	Partnership, Performance and Engagement	Meaningful engagement & ideas into action	September 2014	Matthew Gatehouse & Whole Place Officers				
							Select Progress	Select Progress	Select Progress	Select Progress
Develop the Employee Handbook and People Toolkit	Consistent approach based on our key values and clear focus on what matters	People Strategy	People's Services	Tools to do the job & improving communications	January 2016	Marilyn Maidment & People's Services				
							Select Progress	Select Progress	Select Progress	Select Progress
Commission and undertake a comprehensive staff survey and react to it	To establish a baseline of 'what matters' and to evaluate current cultural climate within the Authority	People Strategy	People's Services	Meaningful engagement tools to do the job & improved communication	December 2014	Lisa Knight-Davies & People's Services				
							Select Progress	Select Progress	Select Progress	Select Progress
Operate the CMI Women in Leadership Programme appointing a WIM Ambassador	To utilise Women In Management's (WIM) insight into the key issues affecting women managers and women's management to provide opportunities for further personal development.	People Strategy and Business Growth and Enterprise	People's Services	Leadership development	Sept 2015	Lisa Knight-Davies, Marilyn Maidment & Cath Fallon				
							Select Progress	Select Progress	Select Progress	Select Progress
Invest in volunteer development and co-ordination	Creation of volunteer strategy that outlines a clear and consistent approach across the Authority.	People Strategy	Organisational Development	Meaningful engagement and ideas into action	April 2015	Lisa Knight-Davies				
							Select Progress	Select Progress	Select Progress	Select Progress

Hold Staff Conference 2.0	Listen and respond to concerns and issues. Create feedback loops	People Strategy	Training and Organisational Development	Meaningful engagement and improving communications	June 2015	Lisa Knight Davies, John McConnachie and Abi Barton				
What we do to attract and recruit great people										
Introducing work experience and apprenticeship programmes	Creation of work experience scheme in conjunction with Job Centre Plus to provide work experience for out of work individuals, helping them to attain workplace qualifications. Further exploration of apprenticeship opportunities for young people.	Training, Learning and Development/ Business Growth and Enterprise	People Services	People have access to practical & flexible learning	Summer 2015 to commence	John McConnachie Dawn Sadler & Cath Fallon				
							Select Progress	Select Progress	Select Progress	Select Progress
Developing and implementing a policy framework for mentoring	Improving our business mentorship programme and building opportunities to connect more diverse groups	Organisational Development/ Business Growth and Enterprise	People Services	People have access to practical & flexible learning	March 2016	John McConnachie , Dawn Sadler, Lisa Knight-Davies & Cath Fallon				
							Select Progress	Select Progress	Select Progress	Select Progress
Develop Succession Planning and Talent Management framework	Enable effective succession planning	People Strategy	Organisational Development	Futureproofing workforce	Dec 2016	Peter Davies				
Evaluate effectiveness of Children's Service recruitment pilot and roll out more widely if successful	Evaluate effectiveness of pilot to ensure that we're employing the right people for the right roles before further developing pilots for future recruitment processes.	Organisational Development	People Services	Tools to do the job. Recruiting great people		People Services & Tracy Jelfs				
							Select Progress	Select Progress	Select Progress	Select Progress
What we do to develop and retain great people										
Roll out RESULT training programme to all supervisors, managers and leaders and measure ROI	To provide coaching skills as part of the leadership toolkit	People Strategy	Training	Leadership development , developing great people and tools to do the job	2015/16 and 2016/17	John McConnachie				
							Select Progress	Select Progress	Select Progress	Select Progress

Develop new programmes around mindfulness, wellbeing and welfare as part of Talent Lab launch	Providing the tools and skills needed to maintain a resilient and effective workforce.	People Strategy	Training	Wellbeing and inclusion	April 2015	Dawn Sadler				
							Select Progress	Select Progress	Select Progress	Select Progress
Secure leadership development programme	Delivery of a series of practical training sessions for all leaders on how to solve people problems and personal effectiveness.	People Strategy	People Services	Leadership development & tools to do the job	Sept 2015	Lisa Knight Davies & Marilyn Maidment				
							Select Progress	Select Progress	Select Progress	Select Progress
Roll-out Check-in, Check-out to 100% staff, iterate & develop the approach as needed and assess Return on Investment	All employees will understand how they fit into the overall objectives of the organisation and their contribution to it. In addition, they will be able to monitor their performance against expectations and share experience.	People Strategy	People Services	Leadership development & building evidence base	Sept 2015	Lisa Knight-Davies, Marilyn Maidment				
							Select Progress	Select Progress	Select Progress	Select Progress
Development of staff & community award scheme to recognise contribution and outstanding performance	Develop and implement a staff & community award scheme that recognises the contributions of staff and the community	People Strategy & Whole Place	Community-led delivery	Meaningful engagement and ideas to action	March 2016	Deb Hill Howells, Marilyn Maidment & Cath Fallon				
							Select Progress	Select Progress	Select Progress	Select Progress
Bring together all training functions on a whole-authority basis	Integrate training offer as part of Talent Lab	People Strategy	all	Tools to do the job and ideas into action	March 2016	SLT				
Diversity, inclusion and wellbeing										
Introduce new system, process and training to improve sickness and monitoring and management	Reduction in sickness absence due to more effective and efficient sickness monitoring and clear processes for managing absences	People Strategy	People Services	Evidence base	April 2015	David Binning				
							Select Progress	Select Progress	Select Progress	Select Progress

Ensure all staff changes developed are rigorously tested by the EQIA process	All staff changes which are developed will include an EQIA and these EQIA's will be evaluated to ensure that they are fit for purpose.	People Strategy and Equalities Strategy	Partnership, Performance and Engagement	Equality of opportunity, wellbeing and diversity	2015/16	Alan Burkitt				
							Select Progress	Select Progress	Select Progress	Select Progress
Continue programme of staff equalities training	To provide our workforce with the skills and knowledge to ensure a positive and fair work environment	People Strategy and Equalities Strategy	Partnership, Performance and Engagement	Equality of opportunity, wellbeing and diversity	2014/15	Alan Burkitt				
							Select Progress	Select Progress	Select Progress	Select Progress
Implementation of Time to Change Wales pledge	Action plan to be developed that focuses on tackling the stigma surrounding mental health and discrimination and to make positive steps to supporting those with mental health problems.	People Strategy and Equalities Strategy	People Services	Equality of opportunity, wellbeing and diversity	2014/15	Marilyn Maidment				
							Select Progress	Select Progress	Select Progress	Select Progress

EXPECTATIONS OF OUR PEOPLE AND CULTURE

All of Us Can Expect	Expected of us
To be respected, valued and treated fairly by those you work with	To understand how the organisation exists to produce the best possible for its citizens
To work with colleagues, elected members and citizens in a collaborative way	To embrace the rapidly changing organisation environment and engage in service improvement activities
To be consulted in a timely manner on issues that affect you and to understand the results of your contribution	To be positive in your approach, constructive in your behaviour which demonstrates a focus towards solutions
To be part of an organisation that enterprising in spirit	To energetically seek out opportunities to introduce better ways of working and to constantly challenge the status quo
To work within an organisation with flatter structures looking at opportunities across the organisation rather than seeking opportunity as only being an upwards move	To respond quickly and effectively to change
To have expectations and outcomes clearly communicated	To communicate your needs and work with the organisation to safeguard your wellbeing at work
To be part of a dynamic and fast paced organisation	To operate within the policy framework of the organisation
To be listened to and encouraged to express ideas regardless of who you are within the organisation	To listen effectively to others and communicate in a way which upholds our organisational values
To learn from making mistakes or taking risks without being blamed for failure	To deliver against your service outcomes i.e. what matters
To have regular focussed reviews and discussions with your manager	To value and respect views and opinions of your colleagues whether staff, elected members or citizen's
To be managed in a way that encourages high levels of motivation and wellbeing	(if in a leadership role) to understand your employees and create the conditions in which your team can thrive and be accountable for your H.R management responsibilities

The “Equality Initial Challenge”

Name: Peter Davies Service area: Enterprise Date completed: 14 th April 2014		Please give a brief description of what you are aiming to do. To set out the final version of Monmouthshire People – the People and Organisational Development Strategy – as informed by extensive consultation and engagement, including the outcomes of the Staff Conference and Staff Survey 2014/15.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ No negative impacts assessed	➤

Signed: Peter Davies

Designation: Head of Commercial and People Development

Dated: 14th April 2015

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The final version of Monmouthshire People – the People and Organisational Development Strategy	Enterprise
Policy author / service lead	Name of assessor and date
Peter Davies, Head of Commercial and People Development	

1. What are you proposing to do?

To set out the final version of *Monmouthshire People* – the People and Organisational Development Strategy – as informed by extensive consultation and engagement, including the outcomes of the Staff Conference and Staff Survey 2014/15.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

Age	N	Race	N
Disability	N	Religion or Belief	N
Gender reassignment	N	Sex	N
Marriage or civil partnership	N	Sexual Orientation	N
Pregnancy and maternity	N	Welsh Language	N

3. Please give details of the negative impact

No negative impacts assessed

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

Not applicable

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Local & National Performance Indicator data

Feedback from the Staff Conference, staff survey and user groups

Signed: Peter Davies

Designation: Head of Commercial and People Development

Dated: 14th April 2015

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Peter Davies		Please give a brief description of the aims proposed policy or service reconfiguration To set out the final version of <i>Monmouthshire People</i> – the People and Organisational Development Strategy – as informed by extensive consultation and engagement, including the outcomes of the Staff Conference and Staff Survey 2014/15.	
Name of the Division or service area Enterprise		Date “Challenge” form completed 14 th April 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		Y	
Improve housing quality and provision		Y	
Reduce ill health and improve healthcare provision			Y – Aiming to positively support staff and effectively manage sickness absence
Promote independence		Y	
Encourage community			Y – Monmouthshire Engages 2.0,

participation/action and voluntary work			development of Volunteer Strategy as part of Project Plan & community involvement through People Strategy working group
Targets socially excluded		Y	
Help reduce crime and fear of crime		Y	
Improve access to education and training			Y – Introduction of formal work experience and apprenticeship programmes
Have a positive impact on people and places in other countries		Y	
PLANET			
Reduce, reuse and recycle waste and water		Y	
Reduce carbon dioxide emissions		Y	
Prevent or reduce pollution of the air, land and water		Y	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		Y	
Protect or enhance visual appearance of environment		Y	

PROFIT			
Protect local shops and services		Y	
Link local production with local consumption		Y	
Improve environmental awareness of local businesses		Y	
Increase employment for local people			Y – Introduction of formal work experience and apprenticeship programmes
Preserve and enhance local identity and culture		Y	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		Y	
Increase and improve access to leisure, recreation or cultural facilities		Y	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ No negative impacts assessed	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

Through the project plan, formal work experience and apprenticeship programmes that will be introduced which will improve people's access to learning and training and also increase employment for local people. Through Monmouthshire Engages 2.0, the development of Volunteer Strategy as part of Project Plan and community involvement through volunteer networks we will actively encourage community participation/action and voluntary work. Aiming to positively support staff and effectively manage sickness absence with the aim reduce ill health and improve healthcare provision by ensuring that service leaders receive accurate and timely data and providing support to all through effective training opportunities.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed: Peter Davies

Designation: Head of Commercial and People Development

Dated: 30th September 2014

Mr Paul Matthews
Chief Executive
Monmouthshire County Council
The Rhadyr
Usk

March 2015

Dear Mr Matthews,

Estyn Monitoring Visit 2 -5 March 2015

Following Estyn's inspection of education services for children and young people in November 2012, the authority was identified as requiring special measures. A monitoring plan was subsequently agreed with your Estyn link inspectors and the third of a series of four scheduled monitoring visits took place in March 2015. This letter records the outcomes of that visit.

In March 2015, Clive Phillips HMI led a team of three inspectors to review the progress made by the authority against one of the recommendations arising from the November 2012 inspection.

The team held discussions with the leader of the council, elected members, the chief executive, senior officers, the cabinet member and other relevant officers. Inspectors scrutinised documentation, including evidence on the progress made on the recommendation in the context of additional learning needs, inclusion and youth support services.

At the end of the monitoring visit, the team reported their findings to you, as chief executive, and to the leader of the council, the relevant cabinet member, the chair of the children and young people select committee and senior officers. A representative of the Welsh Government observed the feedback.

Outcome of the monitoring visit

Recommendation 6: Ensure that performance management is effective and robust and allows elected members and senior officers to identify and address underperformance

In our inspection of children and young people's education services in 2012, we noted that performance management processes were not consistently implemented within the education directorate and that leaders and managers were not always able to direct staff effectively or hold them to account well enough for their work. The education directorate's performance management systems lacked coherence and were not sufficiently linked to strategic corporate priorities.

During the last 12 months, the local authority has developed a new corporate performance assessment process, which is providing a more robust system to manage performance. The process is ensuring that the children and young people (CYP) directorate's priorities appropriately reflect the corporate priorities. This is assisting individuals and teams within the CYP directorate to have a better understanding of their roles and how their work contributes to that of the directorate and wider corporate priorities. The local authority's processes for managing performance are now more consistent, more transparent and better understood by staff in the CYP directorate, although it is too early to evaluate the effectiveness of the policy and procedures in improving performance.

The CYP's service improvement plans align well with the key corporate themes within the single integrated plan. The service improvement plans identify broadly the priorities for improvement appropriately. However, it is not always obvious in the service improvement plan what actions the local authority is taking to address the areas for improvement.

The CYP's directorate has a more effective system for reporting on the progress against the actions in the service improvement plans and on the achievement of performance indicators to senior officers and elected members. Staff at all levels are beginning to be held to account more rigorously for their areas of responsibility.

The CYP directorate's use of performance data has improved, for example in identifying progress of vulnerable groups and pupils with additional learning needs. The authority has also improved the range of data in the youth service, which means that the authority and its partners have a better understanding of how the provision helps learners to progress and achieve. However, the access that schools have to management information systems is still too inconsistent. The information and analysis provided in the managers' reports are not always helpful enough to ensure that messages are identified accurately. In addition, teams do not always give enough attention to detail when reviewing their performance. As a result, areas for improvement are not picked up well enough.

The regional school improvement commissioned services are providing better quality information to the local authority on standards and leadership in schools, which in turn enables the local authority to identify underperformance and to use its statutory powers where necessary. As a result, the local authority is intervening more

appropriately in underperforming schools. Headteachers from underperforming schools have been invited to attend scrutiny meeting to account for the performance in their schools. School leaders now have a better appreciation of their lines of accountability, and this is beginning to impact well on the outcomes achieved by their pupils. There is also an increasing rigour and better clarity to the process of setting school attainment targets and this is helping to promote more appropriate expectations for improvement in the local authority's schools.

The authority has appropriate arrangements to scrutinise aspects of the education department's work. The arrangements align well with the monitoring of the post inspection action plan and the priorities of the education department.

Next steps

The authority should continue to address all the recommendations from the 2012 inspection. The final visit in the autumn 2015 will evaluate progress against all of the recommendations.

Your link inspectors will continue their work with the authority. They will confirm arrangements for the final visit with you in due course.

I am copying this letter to the Welsh Government and the Wales Audit Office for information.

Yours sincerely

Clive Phillips
Assistant Director

cc: Welsh Government
Wales Audit Office

SUBJECT: Improvement Plan 2015-17

MEETING: County Council

DATE: 23rd April 2015

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To provide members with the Improvement Plan and Improvement Objectives proposed for 2015-17.

2. RECOMMENDATIONS:

- 2.1 That Council approve the Improvement Plan 2015-17 including the five improvement objectives it describes.

3. KEY ISSUES:

- 3.1 The setting of annual Improvement Objectives and the production of an Improvement Plan are statutory requirements under the Local Government (Wales) Measure 2009.
- 3.2 The Improvement Plan is produced in two parts. This is the forward looking section of the plan and is focused on commitments and aspirations. It presents an opportunity to set the key activities that will deliver the priorities of education, support for vulnerable people and supporting enterprise and job creation and maintaining locally accessible services.
- 3.3 The plan contains five specific Improvement Objectives. Objectives 1, 2, 3 and 5 are clearly aligned to the four objectives agreed last year. Objective 4 covers locally accessible services and has been introduced to reflect the corresponding priority introduced in the partnership Continuation Agreement published in March 2015.
- 3.5 Performance data for 2014-15 has been included where appropriate. This allows members to understand the objectives for the year ahead in the context of the most recent performance. However members should be aware that these measures have not yet been subject to audit and therefore may change before being published nationally in September.
- 3.6 A number of changes have been made to the plan from previous years in response to feedback from Wales Audit Office. This includes being more specific about how we will assess the extent to which objectives have been achieved and ensuring clearer links between activities and the measures. We have also included a short overview of the enabling strategies such as the Medium Term Financial Plan, People and Organisation Development Strategy and Asset Management Plan.
- 3.6 Part two of the plan, focusing on what we achieved in 2014-15, will be presented to Council in October when audited performance information from

other councils becomes available. At this point we will have up-to-date comparative data. In the meantime the plan contains a hyperlink to the last set of published data.

4. REASONS:

- 4.1 To set out clearly some of the main activities that the council is committed to in the year, enabling teams to align their work programmes with the authority's priorities for improvement and ensuring that the organisation can be held to account against its commitments.
- 4.2 To comply with the Local Government (Wales) Measure 2009.

5. RESOURCE IMPLICATIONS:

- 5.1 The resources aligned to the delivery of each Improvement Objective are identified in the plan.

6. EQUALITIES AND SUSTAINABLE DEVELOPMENT IMPLICATIONS:

- 6.1 An Integrated Sustainability and Equality Impact Assessment has been completed and is appended to this report

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 7.1 Improvement Objective two encapsulates activities to ensure that we are safeguarding people more effectively at a whole authority level.

8. CONSULTEES:

Senior Leadership Team
Select Committee – All members were invited to attend a meeting of Adults Select Committee to scrutinise the plan.

A number of changes have been made to the plan following consultation. These include revisions to the introductory text; changes to two free school meals targets under the education objective to make them more stretching and the addition of the iCounty Strategy to the section on the Improvement Framework.

8. BACKGROUND PAPERS:

None

9. AUTHOR:

Matthew Gatehouse, Policy and Performance Manager
e-mail: matthewgatehouse@monmouthshire.gov.uk
Tel: 0778 555 6727 or 01633 644397

The “Equality Initial Challenge”

Name: Matthew Gatehouse Service area: Policy and Performance Date completed: 14 April 2015		Please give a brief description of what you are aiming to do. The Improvement plan is a part of the council’s performance management framework. It describes what activities will be undertaken to deliver the council’s vision of building sustainable and resilient communities and how progress towards these will be measured. The plan describes five improvement objectives: We will drive improvement at all key stages of education; We will safeguard people, whether young or old and reduce peoples dependence on social care; We want to enable our county to thrive; Maintaining locally accessible services We want to be an efficient, effective and sustainable organisation.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Improvement Objective 2 covers activities to develop area based approaches which will deliver more support to older people through community networks
Disability		No disproportionate impact on this group	
Marriage + Civil Partnership		No disproportionate impact on this group	
Pregnancy and maternity		No disproportionate impact on this group	
Race		No disproportionate impact on this group	
Religion or Belief		No disproportionate impact on this group	

Sex (was Gender)		No disproportionate impact on this group	
Sexual Orientation		No disproportionate impact on this group	
Transgender		No disproportionate impact on this group	
Welsh Language		No disproportionate impact on this group	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤

Signed: Matthew Gatehouse

Designation: Policy and Performance Manager: Dated

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Matthew Gatehouse		Please give a brief description of the aims proposed policy or service reconfiguration. The Improvement plan is a part of the council’s performance management framework. It describes what activities will be undertaken to deliver the council’s vision of building sustainable and resilient communities and how progress towards these will be measured. The plan describes five improvement objectives: We will drive improvement at all key stages of education; We will safeguard people, whether young or old and reduce peoples dependence on social care; We want to enable our county to thrive; Maintaining locally accessible services We want to be an efficient, effective and sustainable organisation.	
Name of the Division or service area Policy and Performance		Date “Challenge” form completed: 14 April 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food			

Improve housing quality and provision			
Reduce ill health and improve healthcare provision			Objective 2: Developing area based approaches will reduce reliance on statutory services and improve well-being. Currently part of a pilot to measure personal outcomes.
Promote independence			Objective 2: community networks will reduce the number of people dependent on statutory services. Measured by number of people receiving long term care packages
Encourage community participation/action and voluntary work			Objective 2: Small Local Enterprises as part of community approach will increase community participation Objective 4: Establishing a volunteer model
Targets socially excluded			
Help reduce crime and fear of crime			
Improve access to education and training			Objective 1: 21 st century schools programme will provide more inclusive school provision Objective 3: Increase access to training and development opportunities through the business support package

Have a positive impact on people and places in other countries			
PLANET			
Reduce, reuse and recycle waste and water		Review of recycling will target approaches to reduce the amount of waste that is sent to landfill. However outcome and impact of review not yet known	
Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			Objective 3: Continuation of the pollinator policy will increase wildflower coverage
Protect or enhance visual appearance of environment			As above
PROFIT			
Protect local shops and services			
Link local production with local consumption			
Improve environmental awareness of local			

businesses			
Increase employment for local people			Objective 3: Create employment opportunities for young people leaving the care system
Preserve and enhance local identity and culture		Objective 4: Complete a review of cultural services and attractions. Outcome and impact of review not yet known	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			
Increase and improve access to leisure, recreation or cultural facilities			Objective 4: Continue to operate 4 local leisure centres

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤
➤	➤
➤	➤

The next steps

If you have assessed the proposal/s as having a **positive impact please give full details** below

Each activity described in the improvement objective is aligned to measures and/or milestones which will be used to assess progress against the objective. These will be assessed after six months and reported to the relevant select committee. A further assessment will be completed at the end of the year and reported as part of the stage 2 Improvement Plan published in October 2016.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed: Matthew Gatehouse

Dated: 14 April 2015



Building Sustainable and Resilient Communities

Improvement Plan 2015 -17
Draft v2.0



monmouthshire
sir fynwy ⁶⁸

Version Control

Title	Improvement Plan 2015 – 17
Purpose	This plan outlines the council's responsibility to publish its Improvement Objectives in line with the plans for the year ahead as outlined in section 15(7) of the Local Government (Wales) Measure 2009. The council is satisfied that the information given in this plan is accurate based on the information available at the time of publication.
Owner	Monmouthshire County Council
Approved by	Not yet approved
Date	14 April 2015
Version Number	2.0
Status	Draft
Review Frequency	Annual
Next review date	April 2016
Consultation	Closed

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Welsh Language and Alternative Formats

In line with the council's Welsh Language Scheme, a Welsh language version of the Improvement Plan will be available on the council's bilingual website.

Y Gymraeg a fformatau eraill

Yn unol â Chynllun Iaith Gymraeg y Cyngor, bydd fersiwn Gymraeg o'r Cynllun Gwella ar gael ar wefan ddwyieithog y Cyngor

We can also provide this document in Braille, large print, on tape or in electronic form. If you would like a copy in a different format please contact our Equality and Welsh Language Officer by:

Phone: 01633 644010 or 07793798920

Fax: 01633 644666


e mail: equality@monmouthshire.gov.uk


If you want to comment on the council's performance or give your thoughts on issues that you feel should be set within the council's Improvement Objectives next year, please get in touch.

We have included a short form for feedback at the end of this plan. You are welcome to use this and return it to us via post or e-mail. However we welcome all views however you wish to supply them.

 improvement@monmouthshire.gov.uk

 www.monmouthshire.gov.uk/improvement

 Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

 01633 644397

 @MonmouthshireCC

Foreword

[foreword by Cllr Peter Fox and Cllr Phyl Hobson to be added]

Introduction

Public services in Monmouthshire and across Wales face a time of change and challenges. Reducing budgets, increasing demand and the structural reform of local government are external factors that must be faced but above all these remains our own desire to continue to improve services and outcomes for the people and communities of Monmouthshire. This Improvement Plan has a vital role in describing to our communities and stakeholders the ambition we have for local services.

We continue to have high expectations for our citizens and communities, working to a vision that is shared with other public service partners to deliver 'sustainable resilient communities'. This year we have learnt from conversations with residents and businesses across the County how important local services are in a rural county and so we have prioritised working to preserve the things that our communities value. 'Maintaining locally accessible services' is now added to our long standing priorities of education, protecting the most vulnerable in society and supporting enterprise and job creation.

In order to attain these priorities all of our services, be they statutory or discretionary, must find new ways to improve despite facing significant cuts to our funding. We know that in some cases, the council will no longer be the provider of choice - others will be better suited to take some services forward. To protect local services we expect every service to be efficient and cost effective. As a council we will try to do more with less – this will inevitably mean 'different' and there will be changes. However, *different* will be shaped by public engagement and informed service design learning from the best in public service delivery in the UK and beyond. We will continue to build solutions for our communities; with our communities. It is the social capital, the ideas and community in the County that provides Monmouthshire with an opportunity to find a different path to excellent education, social care and enterprise.

This vision for our organisation chimes with the aspirations of the Future Generations Bill that places sustainability at the heart of Public Services in Wales. We have become an early adopter of the Bill and its focus on long term thinking, integration, collaboration, involvement and prevention sits well with our approach to working with communities.

The Vision for Monmouthshire

Building Sustainable and Resilient Communities

The vision for our county is described in the Single Integrated plan for Monmouthshire. This was developed by the Local Service Board – the group which brings together the leaders of key organisations in Monmouthshire.

Public services are focused on improving social, economic and environmental wellbeing, in accordance with the sustainable development principle which seeks to ensure that present needs are met without compromising the ability of future generations to meet their own needs.

Working towards this vision we identified three themes which form part of a cohesive story about how we will achieve our vision.

Nobody is Left Behind: so that Monmouthshire is a place of cohesive communities where everybody is treated with dignity and respect and has the same opportunity to achieve.

People are Confident, Capable and Involved: where Monmouthshire is a place for people to feel safe and a place where people want to be involved; where they are confident in themselves and their abilities and how they contribute to their community.

Our County Thrives: so that Monmouthshire is a thriving county and a thriving economy to support communities and where families can live a good life. This sense of thriving also means in context of the environment and habitats and where biodiversity thrives.

Our Improvement Plan describes the contribution that Monmouthshire County Council is making to turn this vision into tomorrow's reality.

The Values that Guide us

We want to ensure communities can access and shape the county on their own terms. Our organisation will enable change on things that matter today whilst looking ahead to the things that that will be important tomorrow. We are trying to create an organisational culture that is innovative, responsive and flexible.

We have a very clear set of values that underpin the work of the council and guide the behaviours that are expected of everyone working for us or working with us. These define us and represent what we expect of everyone within our organisation:

Openness: we aspire to be open and honest to develop trusting relationships

Fairness: we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect

Flexibility: we aspire to be flexible in our thinking and action to become an effective and efficient organisation

Teamwork: we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals

These values are our compass and are consistent points of importance as we take our work forward. These values are embedded through our [your county, your way](#) programme, which is recognised at a UK level and gives us the potential to transform public service delivery. This is about:

- An agile workforce that is fully functional in a flexible environment. This means that our people move to locations where they are needed most and in a way that they can work most effectively
- A commitment to reviewing our services to make sure they are efficient, effective and sustainable. Our staff work with service teams and with service users to encourage improved change to how services may currently be delivered
- An in-house training and personal development programme to ensure our staff are individually supported and support each other and also, learn from world-wide ideas and inspirational people
- Our staff supporting more meaningful engagement in communities

The Council, Equality and Welsh Language

The council has shown a long standing commitment to equality and diversity. To strengthen this commitment the Council has adopted a [Strategic Equality Plan 2012 - 2016](#) to ensure our service provision, the decisions we take and our behaviours fully evaluate any impact on Protected Characteristic groups¹.

In the past year the council has committed to the White Ribbon campaign, part of a worldwide movement to end violence against women. We have also signed up to Stonewall's Diversity Champions Programme, Britain's good practice employers' forum on sexual orientation, to improve workplaces for lesbian, gay and bisexual staff and become the first local authority in the country to sign-up to the [Time to Change Wales](#) campaign. This is the first coordinated national campaign to end the stigma and discrimination faced by people with mental health problems.

The council's over-arching Welsh Language scheme 2013-16 sets out our commitment to the language. In the year ahead we will begin working towards the new Welsh Language Standards.

Sustainable Development

The Well-Being of Future Generations Bill requires public bodies to demonstrate that sustainable development is at the heart of their decision making. Monmouthshire is one of 11 local authorities and 3 National Park Authorities in Wales who have agreed to be "early adopters" of the Bill, which means we will be working to become Bill compliant throughout 2015.

The Bill requires us to improve social, economic and environmental wellbeing, in accordance with the sustainable development principle which seeks to ensure that present needs are met without compromising the ability of future generations to meet their own needs.

In achieving our objectives we must demonstrate that we have applied the following sustainable governance principles in our decision making:

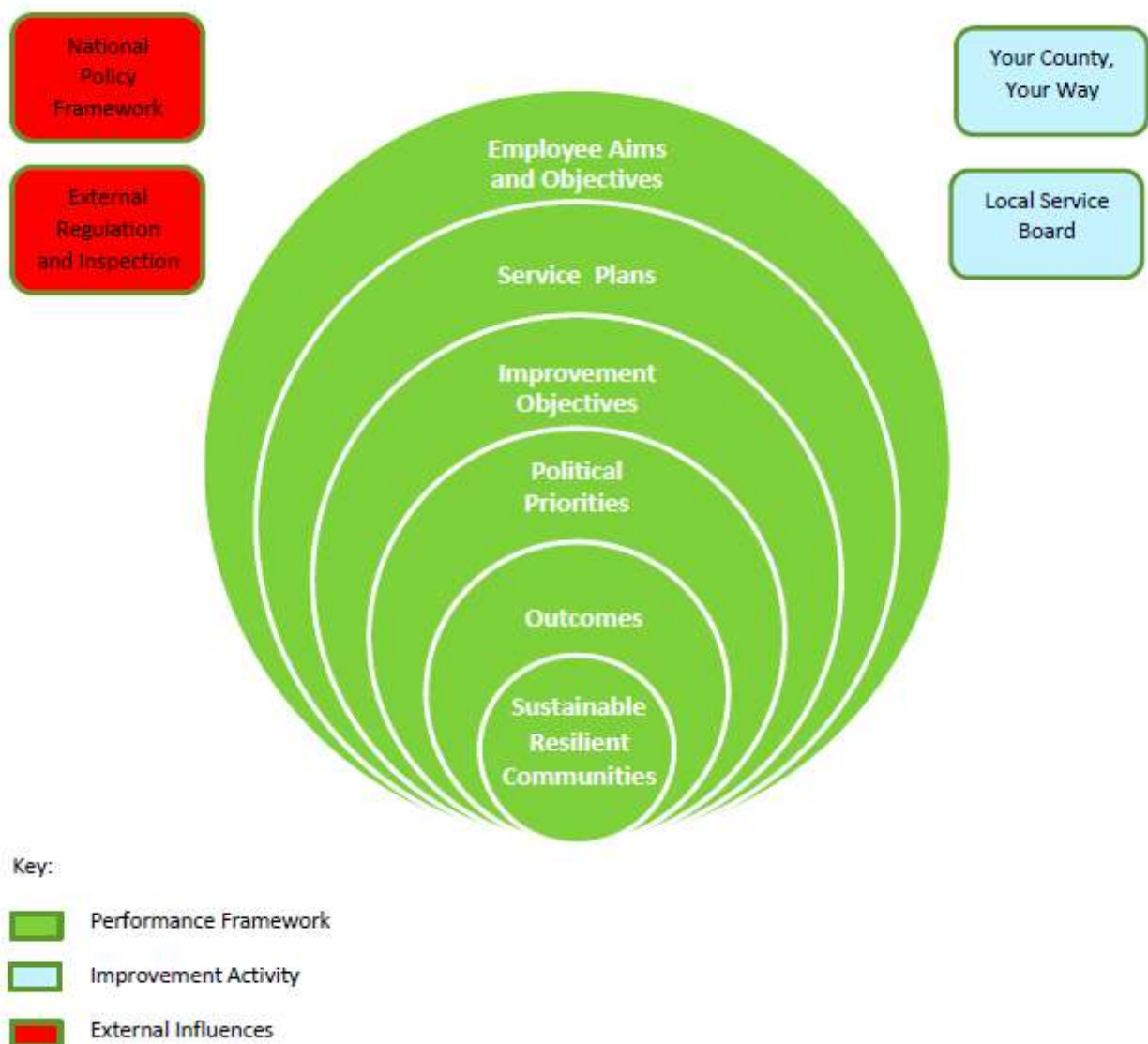
- Balancing short term needs with long term needs.
- Using an integrated approach, balancing social, economic and environmental needs.
- Involving others and taking their views into account.
- Working in collaboration with others.
- Putting resources into preventing problems

All the decisions made by the council and its cabinet will be assessed using a revised equality impact and sustainable development checklist to ensure that these principles are integral to our activities.

Our Improvement Framework

Monmouthshire is an ambitious county. The strength of Monmouthshire lies in its people. Not just those on our payroll but all of the people who work with us in delivering services and achieving value for money. Our Improvement Framework makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

At the heart of our Improvement Framework is the vision of sustainable resilient communities. This is unifying purpose for the diverse range of services that we are responsible for. The council's political administration has set out a Continuance Agreement which describes its intentions for the remaining period of the election cycle. Each of our teams has a Service Plan that aligns to our four priorities and the outcomes we are striving to achieve and we have a range of key performance indicators so that we can keep track of our progress. Our Employee Services team help us recruit and retain people who share our values and have the skills and passion to make a real difference.



Our Improvement Framework is underpinned by a series of strategic documents that mobilise our assets to improve services. The core focus across them takes the lead from the vision described in the Single Integrated Plan of building sustainable resilient communities. These are:



Asset Management Plan	Medium Term Financial Plan	People Strategy	Local Development Plan	iCounty
Describes how we manage our land and property portfolio.	Sets out the financial challenge we face & how we will meet these challenges to continue delivery services.	Draft People & Organisational strategy—connecting people to purpose to improve performance and deliver better outcomes.	The Local Development Plan sets out proposals and policies for future development and use of land in Monmouthshire.	The next stage in our digital journey. Our commitment to connected communities, infrastructures & skilled workforces.

The council's Chief Officers all publish an annual report that shows how they and the teams that work under them will contribute to building sustainable and resilient communities.

Chief Officer Report Social Care & Health	Chief Officer Report Children & Young People	Chief Officer Report Enterprise	Chief Officer Report Operations
This annual report describes the priority actions that will 'help people live their own lives' by building sustainable care and support systems.	Improving the provision of resilient, sustainable and inclusive learning and development opportunities for all our children and young people.	Describes what the directorate will do to promote an enterprising culture, in and out, that enables the development of solutions to problems.	This Chief Officer Report will describe the vision and priorities for services.

These documents underpin Monmouthshire's strategic vision and support the council's four priorities and Improvement Objectives, for example the Asset Management Plan shows how we use our land and property to ensure that we can provide locally accessible services; the Medium Term Financial Plan and the People and Organisation Development Strategy are fundamental to delivering on Improvement Objective 5 to ensure an efficient, effective and sustainable organisation.

Our Priorities

Monmouthshire Council is run by a partnership administration of two political parties. In March 2014 they signed a continuation of their partnership agreement which clearly set the direction of the council for the period up to May 2017 when local authority elections will take place. This maintains the partnership established by the Conservative and Liberal groups back in May 2012 to administer the council.

The Continuance Agreement sets four specific priorities which are embedded through the Improvement Plan as the priorities of the council.

Education

Education is one of our key priorities. Performance in the summer of 2014 showed a marked improvement in the number of pupils getting five good GCSEs including English and Maths. We are now the top local authority in Wales against this measure.

Since Estyn placed our education service in special measures we have been on a relentless journey to put the concerns right and we have worked tirelessly to maintain continued improvement at all key stages. In particular we are prioritising closing the gap in attainment between those pupils eligible for free school meals and those who are not. Our action plan in response to the Estyn inspection set clear milestones for change and how we would achieve them. This is monitored regularly and we are making huge progress. We are dedicated to ensuring that the education service will be out of Special Measures by the end of 2015.

Safeguarding vulnerable people

Support for vulnerable both young and old is at the heart of our commitment to communities, but we do not want people to be dependent upon care provided either by our social services or from the Health Service. We want more people to return to independent living and so we are working to ensure we support them through integrated reablement services. We are constantly looking to deliver more support through community networks so that we meet the challenge of demographic changes in a sustainable way. In the services we provide to children who are at risk, we will not be satisfied until every child known to us has a referral decision within the shortest possible timescale and those on the Child Protection Register receive their reviews promptly.

Over the past year we have made significant improvements in some of the processes to safeguard vulnerable adults and children although we know that more work is needed. Our staff are supported to build effective relationships, listen and concentrate on what really matters to people and develop new ways to measure whether we are helping people to work towards the outcomes that they have set themselves.

We are working hard to improve our performance in addressing Homelessness to a level that is comparable with the best performing authorities in Wales.

Promotion of enterprise, economic development and job-creation

Improving the prosperity of our county remains essential if we are to remain economically resilient, prosperous and sustainable.

A key measure of productivity in the UK economy is the gross value added (GVA) per head of population. Monmouthshire's GVA is amongst the highest in Wales at £18,800 yet the average gross weekly full time earnings were below average. This indicates that although Monmouthshire is home to the most qualified population in Wales, with those *living* in the county among the highest wage earners, those who *work* in the county have some of the lowest earnings suggesting a strong element of out-commuting. To create better employment prospects in our county we need to develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities.

We want our business environment to flourish and so we are working with our partners to support new business start-ups.

Maintaining locally accessible services

Maintaining local access to services is crucially important to us. We are a rural and scattered county. Because of the distances between our towns and settlements it is impractical to centralise services as is happening in other towns and cities. We know that once services close they are unlikely to return and so we will work hard to be cost effective in our support service and estate costs to maintain front-line delivery across the whole of our county.

We will closely monitor the performance of local services and track performance over time as budgets are reduced to ensure that standards remain above a set threshold. You can read more about these standards in the Medium Term Financial Plan section of the Improvement Plan which shows how service standards in our non-priority areas will be monitored as our budgets are reduced in the coming years.

2015 - 16 Improvement Objectives

It is important that what we spend our effort and resources doing reflects the views of communities as well as national policy. We have engaged with citizens and partners throughout the year which helps us to shape our Improvement Objectives for the year ahead.

The vision in the Single Integrated Plan was built on a platform of extensive consultation and engagement and as a result has been based on the issues people told us were important. This Improvement Plan aligns closely with that direction.

Between October and February this year we once again held Monmouthshire Engages events and roadshows. These well attended events help us shape our improvement objectives by giving us an important insight into the things that matter to local people. Some services are not-statutory but this does not mean they are not valued. This year the council has adopted a new improvement objective to reflect this *maintaining locally accessible services*.

Over the next few pages you can read more on these about the things we will be doing and the measures we have put in place to test whether they are working. We try to be clear on our commitments so we can be held to account by citizens and by regulators such as the Wales Audit Office, Estyn and the Care and Social Services Inspectorate for Wales.

Data showing comparisons with other council areas in Wales will be released by the Welsh Government in September. In the meantime you can see the latest available data at www.infobasecymru.net. You can also see more of our measures in the final section of this report.

How we will assess our effectiveness

We will assess our progress against each improvement objective on a scale of 1 to 6 based on the following principles and the evidence of the progress and impact made:

Level	Definition	Description
6	Excellent	Excellent or outstanding – All performance measures will have achieved the target set and all actions will have been delivered.
5	Very Good	Major strengths – A significant majority of actions and measures are on track. No more than one or two falling short.
4	Good	Important strengths with some areas for improvement – The weight of evidence shows that successes are greater than the areas which have not been achieved.
3	Adequate	Strengths just outweigh weakness – The evidence of success marginally outweighs areas which are not on track. Some actions are behind schedule and some measures are falling short of planned targets.
2	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
1	Unsatisfactory	Major weakness – In most areas performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

Objective 1

MCC Improvement Objective 1: We will drive improvement at all key stages of education			
Council Priority: Education		Single Integrated Plan Outcome: People have access to practical and flexible learning	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
<p>We will provide practical and flexible learning by:</p> <ul style="list-style-type: none"> • Redesigning our schools and making them fit for purpose • Offering a more flexible education system that meets the needs of pupils, their families and employers • Improving access to education for vulnerable groups • Addressing key factors to underachievement 		<p>Education is one of the four priorities for the council. Following a critical Estyn Inspection in 2012 we are working hard to maintain performance at all key stages. While at a headline level our key stage 4 results are the best in Wales we still need to narrow the gap in attainment between those who receive free school meals and those who don't.</p>	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Continue to commission and monitor the regional Education Achievement Service (EAS) to challenge, support and develop teachers to continuously raise standards in the classroom and create a culture that nurtures excellence.	December 2016	<p>We have consolidated our position as a top performer in Wales at all key stages of education.</p> <p>At least two thirds of our primary schools and all of our secondary schools will be in the top quartile when compared to similar schools across all key stages.</p>	<p>Measure: Results at Foundation Phase, Key stage 2, Key stage 3 and Key stage 4.</p> <p>Measure: Percentage of schools in the top quartile across all key stages</p> <p>Measure: Reduction in the use of powers available to us under the School Standards Act.</p>
Develop robust assessment processes to make sure that we can intervene at the earliest possible opportunity with corrective actions that will achieve the best outcomes for all learners.	December 2016	A reduction in the gap in attainment between those on free school meals and those who are not	Measure: Percentage of pupils achieving the core subject indicator at all key stages i) not eligible for free school meals and ii) eligible for free school meals.

What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Continue to deliver our Post-Inspection Action Plan to develop services and governance arrangements which address the recommendations made by Estyn in 2012.	December 2015	We will satisfy Estyn that we are an effective Local Education Authority and will be removed from special measures.	Milestone: The authority will no longer be in Estyn special measures.
Deliver, through the 21 st century schools programme, two new secondary schools and a primary school. We will identify future priorities for new schools through the Education Review.	Raglan Primary - September 2015 Caldicot Secondary and Monmouth Comprehensive - March 2017	New school sites supporting a progressive and immersive curriculum fit for the requirements of the 21st Century life.	Measure: Number of school builds completed and occupied on time.
Restructure the provision for children and young people with Additional Learning Needs to achieve sustainable, flexible and responsive services that are inclusive for all and delivered at point of need.	March 2017	There will be hubs for ALN in the north and south of the county which schools will work through in order to meet the needs of children. The number of Statements issued will continue to fall and the number of School Action Plus Resource Assist (SAPRA) agreements will increase.	Milestone: ALN Hubs are in Place. Measure: Number of statements and SAPRA agreements.
Invest in ICT, enabling schools to maximise the impact of technology to create immersive and inclusive classrooms which support the learning needs of students across the whole curriculum.	December 2016.	A rolling programme of investment for ICT enabled classrooms is in place across all Monmouthshire schools.	Milestone: Funding is secured and a project plan for roll-out completed.

How will we know the difference it has made	2013/14 (12/13 Academic Year)	2014/15 (13/14 Academic Year)	2015/16 Target (14/15 Academic Year)
Percentage of pupil attendance in primary schools	94.4%	95.8%	95.8%
Percentage of pupil attendance in secondary schools	93.5%	94.6%	94.5%
The percentage of pupils achieving the Foundation Phase indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 91.9% ii) 74.6%	i) 92.2% ii) 82.6%	i) 94.3% ii) 94%
The percentage of pupils achieving the Key Stage 2 Core Subject Indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 91.2% ii) 75.8%	i) 92.2% ii) 70%	i) 92.8% ii) 87.5%
The percentage of pupils achieving the Key Stage 3 Core Subject Indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 83.7% ii) 59.6%	i) 86.9% ii) 66.3%	i) 90% ii) 72%
The percentage of all pupils achieving Key Stage 4 Level 2 Threshold including English or Welsh and Maths i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 61.6% ii) 26.7%	i) 71% ii) 25%	i) 75.5% ii) 35%
The percentage of schools performing above the median for: i) Foundation Phase Indicator ii) Key Stage 2 Core Subject Indicator iii) Key Stage 3 Core Subject Indicator iv) Key Stage 4 Level 2 Threshold including English and mathematics	i) 64.5% (20/31) ii) 48.4% (15/31) iii) 50% (2/4) iv) 50% (2/4)	i) 71% (22/31) ii) 41.9% (13/31) iii) 25% (1/4) iv) 75% (3/4)	i) 100% (31/31) ii) 67.7% (21/31) iii) 100% (4/4) iv) 75% (3/4)
The number of children with: i) Statements of Special Educational Need ii) School Action Plus Resource Assist	i) 425 ii) 0	i) 399 ii) 0	Shifting balance from statements to SAPRA
Longer Term Measures	2013/14	2014/15	
Percentage of pupils leaving education, training and worked based learning without a recognised qualification	0.4%	0.1%	
Percentage of pupils who have been looked after leaving education, training and worked based learning without a recognised qualification	0%	0.3%	
Percentage of 16 year olds who are not in education, employment or training	3.8%	2.8%	

What resources will we use?

The budget for the education service in 2014/15 was £46,078,922. The annual cost of educating a child for a year in one of our secondary schools is £6,111 and it costs £517 per pupil per year for school transport. Our 21st Century Schools Programme will be financed through Capital Funding which is a separate budget jointly funded by Welsh Government and the local authority. The full programme will result in investment of £75 million in Monmouthshire schools.

Partners we are working with?

Education Achievement Service, Estyn and the Welsh Government.

Want to find out more?

Take a look at the [annual report](#) of the Chief Officer for Children and Young People on our website. Education performance is regularly reported to Children and Young Peoples Select Committee. Copies of the reports can be viewed on our website <http://www.monmouthshire.gov.uk/meetings/>

Objective 2

MCC Improvement Objective 2: We will safeguard people, whether young or old, while reducing peoples dependence on social care			
Council Priority: Safeguarding vulnerable people		Single Integrated Plan Outcome: Families are supported & Older people are able to live their good life	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
<p>For families to feel supported we need to:</p> <ul style="list-style-type: none"> • Support our families earlier to prevent them becoming more vulnerable. • Better co-ordinate support which can react more quickly. <p>For older people:</p> <ul style="list-style-type: none"> • Enable older people to be fully independent, maintaining good mobility, health and well-being. • Nurture good support networks in the community. • Enable older people to do what matters to them • Focus on preventative health and well-being programmes for older people to live their good life we need to: 		<p>Protecting the vulnerable is one of our four priorities. In the current financial and demographic context if we don't find ways to support people to find better solutions we will end up rationing services and only intervening in crisis situations. The human cost of failing to have the right conversations at the right time includes young people placed in institutional placements away from home and older people experiencing isolation and loneliness in their communities.</p>	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see? (choose one)	How we will Measure success
Develop area based approaches which deliver more support through community networks.	March 2016	People are engaged in and supported by communities and not just dependent on statutory services.	Measure: Number of people needing long term care packages.
Implement the new adult safeguarding system.	March 2016	We have a robust process for managing adult protection issues with more proactive preventative approach to adult protection issues.	Milestone: A comprehensive service review has been carried out and a new team structure has been developed.

What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see? (choose one)	How we will Measure success		
Ensure that senior leaders have good quality information and analysis available to provide assurance that children and young people are being safeguarded.	December 2015	People are safeguarded because we are working more effectively at a whole authority level.	Milestone: We receive confirmation from Estyn that we are effectively safeguarding children		
Deliver the children's services action plan in response to the CSSIW in their latest inspection report including: application of referral thresholds, timely initial assessments, quality of risk assessment and record keeping.	March 2016	We will have put actions in place to address the recommendations made by CSSIW.	Milestone: The majority of actions in the action plan will have been delivered. Measure: Percentage of referral decisions made in one day. Measure: Percentage of child protection reviews completed on time.		
Introduce and embed a new efficient and effective social services care management ICT system.	July 2015	Changing practice is supported by a new ICT system which releases social worker time to focus on client needs.	Milestone: New System in place.		
We will strive to improve our performance in addressing Homelessness.	March 2016	Homelessness prevention is comparable with the best performing authorities in Wales.	Measure: Percentage of potentially homeless households prevented from becoming homeless.		
How will we know the difference it has made			2013/14	2014/15	2015/16 Target
Number of older people receiving traditional long-term community based packages of social care			1168	1116	[TBC]
Percentage of reviews of children on the child protection register that were carried out on time			90.5%	96.9%	100%
Percentage of referral decisions to children's services made within one day			99.0%	98.7%	100%
Percentage of adult protection referrals where the risk is managed			81.2%	100	100%
Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months			24.2%	47%	55%
Longer Term Measures			2013/14	2014/15	
Percentage of people using social services who report that they are happy with the service they receive			96	92	
Cost avoidance associated with delivering integrated adult social care and community			£27,000	£211,978	

coordination		
What resources will we use?		
The budget to support vulnerable people was £38,278,127 in 2014/15. It costs us around £43,926 to look after a child in the care system and £8,766 to support an older person in their own home for a year.		
Partners we are working with?		
Gwent Police, Aneurin Bevan University Health Board, GAVO, other local authorities in Gwent, Welsh Government		
Want to find out more?		
Take a look at the annual report of the Chief Officer for Social Services and this short animation that describes some of our work.		

Objective 3

MCC Improvement Objective 3: We want to enable our county to thrive			
Council Priority: Supporting business & job creation		Single Integrated Plan Outcome: Business and enterprise & protect and enhance the environment	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
<p>To enable business and enterprise to prosper in Monmouthshire, we need:</p> <ul style="list-style-type: none"> • Better paid local employment opportunities • To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises. • Retain more of the spend of visitors, citizens and businesses within Monmouthshire. <p>To enhance and protect our environment we need to:</p> <ul style="list-style-type: none"> • Produce less waste and recycle more. 		<p>This objective aligns closely with the single integrated plan for Monmouthshire. For our county to thrive we need to continue to work with our residents, invest in communities and base our delivery on 'what matters' to people in their communities. Shaping our approach like this will help us to meet needs and expectations of our residents and join up our services to make more efficient use of increasingly limited resources.</p> <p>The objective brings together three inter-related elements of our approach; supporting and encouraging enterprise and job creation, whole place area delivery and minimising the impact on the environment.</p>	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Complete a review of community governance and develop a Whole Place Plan for Lower Wye.	September 2016	A more dynamic model reflecting local needs and new ways of working more closely to the community. A plan with a long term vision and clear and connected priorities for local action.	Milestone: Community Governance review completed. Milestone: Whole Place plan completed and approved by cabinet.
Continued delivery and development, working with partners, of the Monmouthshire Business and Enterprise business support package including; support, signposting, training, events and development of a web portal to assist pre start and existing business in Monmouthshire.	Ongoing	Monmouthshire Business and Enterprise support results in increased business and employment opportunities in Monmouthshire.	Measure: The number of new business start-ups supported. Measure: The number of jobs created following assistance.

What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
<p>Promote the rollout and exploitation of high speed broadband across the County for both businesses and communities, including promotion of the Superconnected Cities voucher scheme to businesses and launch of a dedicated website for information on broadband and mobile infrastructure opportunities.</p>	<p>March 2016</p>	<p>The infrastructure and platform is provided to ensure that communities and businesses are digitally enabled.</p>	<p>Milestone: Establish a baseline of business premises that have high-speed broadband.</p> <p>Measure: Total number of premises with access to high-speed broadband.</p> <p>Measure: The number of businesses that submitted an Expression of Interest to the Superconnected Cities Voucher Scheme'.</p>
<p>Complete the Monmouthshire recycling service review.</p>	<p>December 2015</p>	<p>A long term recycling strategy for Monmouthshire.</p>	<p>Measure: Percentage of waste that is recycled</p> <p>Measure: Percentage of waste that is sent to landfill.</p>
<p>Continue the implementation of the pollinator policy which involves reducing the number of cuts to grassed areas and verges, where safe to do so, and planting of annual wildflower displays.</p>	<p>Ongoing</p>	<p>The creation of pollinator friendly habitats in the County.</p>	<p>Measure: Area of grass verges planted with pollinator friendly plants</p> <p>Measure: Area of land with reduced cuts per year to support vegetation growth.</p>
<p>Create employment opportunities for young people leaving the looked after system.</p>	<p>March 2016</p>	<p>More young people who have previously been in the care system end up in education, employment or training.</p>	<p>Measure: Percentage of young people who were formerly in care who are in employment or training at the age of nineteen.</p>

How will we know the difference it has made	2013/14	2014/15	2015/16 Target
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners	103	90	70
Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners	124	129	200
Percentage of municipal waste collected that is sent to landfill	34%	19%	17.5%
Percentage of municipal waste that is prepared for reuse or recycled	63%	66%	Maintain 2014/15 rate
Total number of premises with access to high-speed broadband ²	tbc	25,500	35,500
The number of businesses that submitted an Expression of Interest to the Superconnected Cities Voucher Scheme ¹	Scheme not available	49	50
The area of grass verges planted with pollinator friendly plants	0	28,104m ²	29,500m ²
The area of land with reduced cuts per year to support vegetation growth	0	87,109m ²	130,000m ²
Longer Term Measures	2013/14	2014/15	
Average wage levels in the county (gross weekly pay by workplace) ³	£427	£466	
Number of active enterprises per 10,000 population aged 16-64 ⁴	660	679	
Unemployed persons as a percentage of those Economically Active ⁵	5.1%	4.8%	
Percentage of working residents who work within Monmouthshire ⁶	58.6%	55.8%	
What resources will we use?			
The budget for Enterprise was £1,780,928 in 2014/15. The annual revenue budget for the operations area is £17,861,000 It costs around £140 per household to collect waste, we have to pay tax for each tonne of waste that is sent to landfill rather than being recycled.			
Partners we are working with?			
Community and Town Councils, local citizens, local community groups, businesses along with national and international organisations and our key partners such as Aneurin Bevan University Health Board, Gwent Police and Housing Associations			
Want to find out more?			
For more information take a look at the Whole place area on our website. You can also view our Business Growth and Enterprise Strategy , information about Waste & Recycling in Monmouthshire and latest updates on the pollinator policy			

Objective 4

MCC Improvement Objective 4: Maintaining locally accessible services			
Council Priority: Maintaining locally accessible services		Single Integrated Plan Outcome: People have good access and mobility and People protect and enhance the environment	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
For people to have good access and mobility, we need: <ul style="list-style-type: none"> To ensure rural communities have good access to services To enhance our environment, we need: <ul style="list-style-type: none"> To enable people to enjoy more of Monmouthshire. To realise the potential to partner-up with neighbouring destinations. Better use of natural assets for outdoor pursuits and activities 		The political administration's Continuance Agreement makes it clear that while there are tough choices to be made in the next two years the council will seek to ensure all valued services survive whether they are best placed to be provided by the council or other organisations.	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Establish five community hubs which bring together libraries and one-stop-shops;	Caldicot, Chepstow, Monmouth and Usk September 2015 Abergavenny September 2016	A single venue maintained in each town for accessible face to face contact services with the Council.	Milestone: Operating Hub models in Caldicot, Chepstow, Monmouth and Usk Milestone: Operating Hub model in Abergavenny. Measure: The number of library materials issued
Complete a review of Monmouthshire County Council's core cultural services and attractions	July 2015	Maximise the potential of our cultural assets.	Milestone: The review is completed and the outcome options of the review presented to members

What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success		
Continue to operate 4 leisure centres by maximising their commercial potential.	Ongoing	Maintain four leisure centres in Monmouthshire, in Abergavenny, Caldicot, Chepstow and Monmouth while reducing spend.	Measure: Number of visits to sport and leisure centres.		
Identify Rural Development Plan (RDP) programmes for the next funding period 2014-2020.	July 2015 onwards	RDP funding that can be used to help our county thrive is attracted into rural areas.	Milestone: Local action group agree the projects that will be funded.		
Establish a coherent and consistent volunteer framework for the authority.	December 2015	The authority supports and coordinates volunteers to maximise their impact.	Milestone: Volunteer strategy developed. Milestone: Outcomes framework developed to measure the impact of volunteering on communities.		
How will we know the difference it has made		2013/14	2014/15	2015/16 Target	
Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity		8099	Completed annually	To be set when 14/15 data is finalised	
Number of library materials issued, during the year, per 1,000 population		5828	5553		
Longer Term Measures		2013/14	2014/15		
Percentage of children who are physically active (hooked on sport for life)		42%	Completed biannually		
Total number of tourists per year ⁷		2,052,500	Completed annually		
Total income generated from tourism per year ⁸		£165.08million	Completed annually		
What resources will we use?					
The budgets for local services were £19,625,695 in 2014/15. It costs around £331,000 per year to run a library and £442,704 to run a leisure centre.					
Partners we are working with?					
Welsh Government, Newport City Council, The European Agricultural Fund for Rural Development, Housing Associations, Gwent Association of Voluntary Organisations (GAVO)					
Want to find out more?					
You can view information on the Implementation of Community Hubs and keep up to date on the latest with the Rural Development Plan online. For information on leisure promotions and offers visit www.monmouthshire.gov.uk/leisure					

Objective 5

MCC Improvement Objective 5: We want to be an efficient, effective and sustainable organisation.			
Council Priority: Being an efficient organisation helps us to maximise the impact on the council's priorities		Single Integrated Plan Outcome: This Objective helps us maximise our impact on delivering the vision of sustainable resilient communities	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
This objective is about our efficiency and effectiveness as an organisation. By doing the basics well we can maximise the amount of money that we can spend on front-line services.		The scale and magnitude of the challenges now upon Local Government are unprecedented and these future challenges are mounting. Alongside severe financial constraint as reflected in our Medium Term Financial Plan, we face changes in customer needs and expectations, together with challenges as a result of new technologies and regulatory and policy changes. We must continue to develop and implement processes and ways of working that will help us meet these challenges to maximise our chances of success and remain relevant to the citizens we serve.	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Embed a consistent performance appraisal approach (check-in, check-out) for staff and relate this to our workforce development programme.	March 2016	All staff have regular appraisals and their personal objectives are focused on delivering the things that matter most to the people of Monmouthshire.	Measure: Percentage of staff that require a performance appraisal who have completed an appraisal.
Put in place an updated three year medium term financial plan.	December 2015	A balanced financial plan for the next three years guiding key areas to reduce cost and generate income.	Measure: Delivery of the budget within a parameter of +/- 0.5%.
Deliver the approved budget savings for 2015/16.	March 2016	the authority continues to deliver services within budget despite an increasingly difficult financial settlement.	Measure: Percentage of savings in the budget being delivered

What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success		
Evaluate the effectiveness of the authority's ICT infrastructure and networks, and the associated ICT equipment and access provided to staff.	December 2015	Ensures that ICT investment is aligned to established needs of services .	Milestone: Production of an Annual Business Plan for Shared Resource Services (SRS) Milestone: An effective suite of measures in place to track performance of ICT services		
Improve the speed of decision for Housing benefit applicants.	March 2016	Housing benefit is paid promptly to those who need it.	Measure: Percentage of housing benefit decisions made within 14 days		
Continue to rationalise the council's property portfolio.	March 2016	Maximise the benefits of the property and land owned by the council.	Measure: Percentage of capital receipts delivered in line with forecasts. Milestone: Complete two Community Asset Transfers		
How will we know the difference it has made	2013/14	2014/15	2015/16 Target		
Revenue outturn expenditure against budget and percentage over/underspend	£1.227 million 0.8% underspend	£1.021m 0.7% overspend	+/- 0.5%.		
Percentage of budget savings delivered	86%	93%	100%		
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	11.9	9.93	10		
The percentage of capital receipts received in line with forecasts	101.08% ⁹ of the £2,401,000 forecast	51.9% ¹⁰ of the £21,165,000 forecast	100%		
Percentage of staff that require a performance appraisal who have completed an appraisal	N/A ¹¹	76%	100%		
Percentage of new housing benefit claims decided within 14 days	94%	98%	100%		
Other indicators of our work	2013/14	2014/15			
Percentage of people who agree the local authority provides high quality services. ¹²	63%	Produced annually			
Percentage of national performance indicators that are improving or at maximum ¹³	70%	80%			
Percentage of national performance indicators that are in the top quartile	32%	53%			

What resources will we use?

The amount of the council's budget spent on support services such as ICT, HR and Accountancy is £11,541,909

Partners we are working with?

We are involved in over 100 collaborative projects and partnerships. Details can be found [here](#)

Want to find out more?

Visit our website www.monmouthshire.gov.uk or follow us on twitter @monmouthshireCC for the latest news. Our draft people and organisational development [strategy](#) is available on our website, where you can also view our Asset Management [plan](#) and latest [budget proposals](#)

Medium Term Financial Plan

Over the next four years of progressive cuts, the County is faced with having to make savings of £21 million out of a budget of currently around £150 million. As a council we will have to do less and we will have to manage expectations for improvement in some areas.

Within our Medium Term Financial Plan we have set out the key areas of our work that we will need to deliver to reduce cost and generate income.

When we agreed our budget for financial year 2015/16 we set out the actions that need to be taken to achieve a balanced budget and those that we have already sanctioned that start to close the gap in future years. In headline terms these include:

- We are investing an additional £900,000 in children's social services.
- We will strive to hold the level of funding for schools over the next three years but cannot finance increases for pay and price inflation;
- We will build two new secondary schools and complete the new Raglan Primary School. We are committed to providing two further new secondary schools for Abergavenny and Chepstow once funding is secured.

However:

- We will be reducing spend on highway maintenance;
- We will continue to reduce spend on the waste collection services, but in so doing will continue our expectation of even higher recycling rates;
- In the medium term dedicated tourist information centres will cease, unless financially supported from other bodies.
- We will look hard at what we spend transporting children to schools so we can focus investment in core teaching and learning;

The partnership continuance agreement recognises maintaining a breadth of service delivery will be challenging with progressive reductions in funding. While clear priority areas have been established, as a council we will have to manage expectations for improvement in some areas and maintain service standards. The indicators below show the performance we can expect in some of these areas:

Maintaining standards	2013-14	2014-15	2015/16 Target
Percentage of programmed high risk food premises inspection completed	100%	TBC	100%
Average number of days to repair street lamp failures	4.6 days	3.0 days	3.5 days
Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.38%	99.5%	99.0%
Percentage of reported fly tipping incidents cleared within 5 days	95.98%	97.78%	95%
Percentage of A roads that are in overall poor condition	3.0%	Not yet available	Maintain 14/15 level
Percentage of B roads that are in overall poor condition	5.3%	Not yet available	Maintain 14/15 level

Regulation and Inspection

Close working with our regulators and inspectors to quality assure our activities is vital to ensuring improvement. We use their assessments to help us focus the things we need to improve across the council.

Our regulators Wales Audit Office (WAO) produced their latest [Annual Improvement Report](#) in summer 2014. This comments on how we delivered services in 2013/14 and on how the council plans to improve. During early 2015 the WAO also conducted a Corporate Assessment, a large-scale inspection that all councils in Wales experience once every four years. The findings of this report will be published during summer 2015 and will be available for download from the [WAO website](#).

Inspection reports about education and social services are produced by specialist regulators, [Estyn](#) and the [Care and Social Services Inspectorate](#). Their latest reports are available online.

In February 2015 CSSIW published an inspection report on Children's Services which can be downloaded from the above link. It made ten recommendations.

The authority is currently receiving regular monitoring visits from Estyn. The most recent of these was in March 2015 looking at performance management arrangements. The outcomes of these visits are not published by the regulator they are however placed on the council's website when they are reported at meetings.

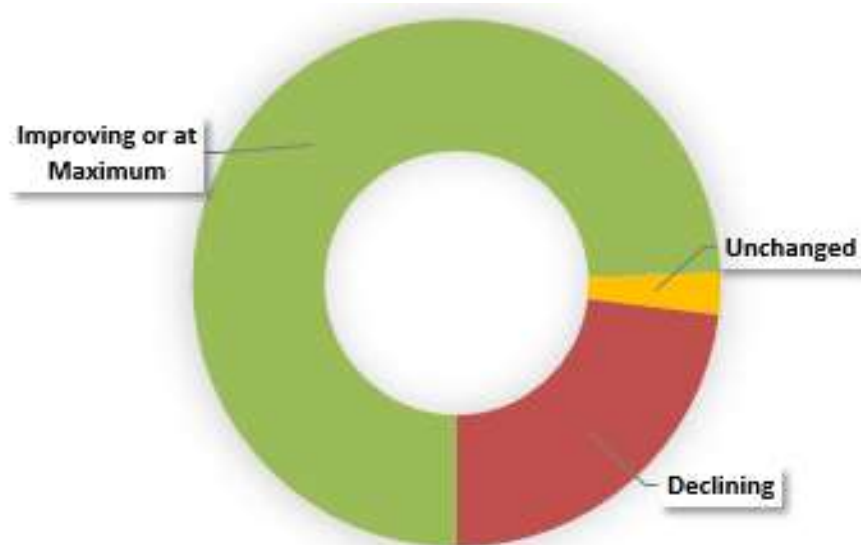
Our Performance

We measure the results of our work against the things we have described our Improvement Objectives. As local priorities these can't always be compared easily with other areas – and sometimes the things we are trying to achieve like people living a good life or enhancing the environment are not always easy to measure. To make sure that people can understand how well their council is doing in comparison to other local authorities in Wales we have a national performance measurement framework.

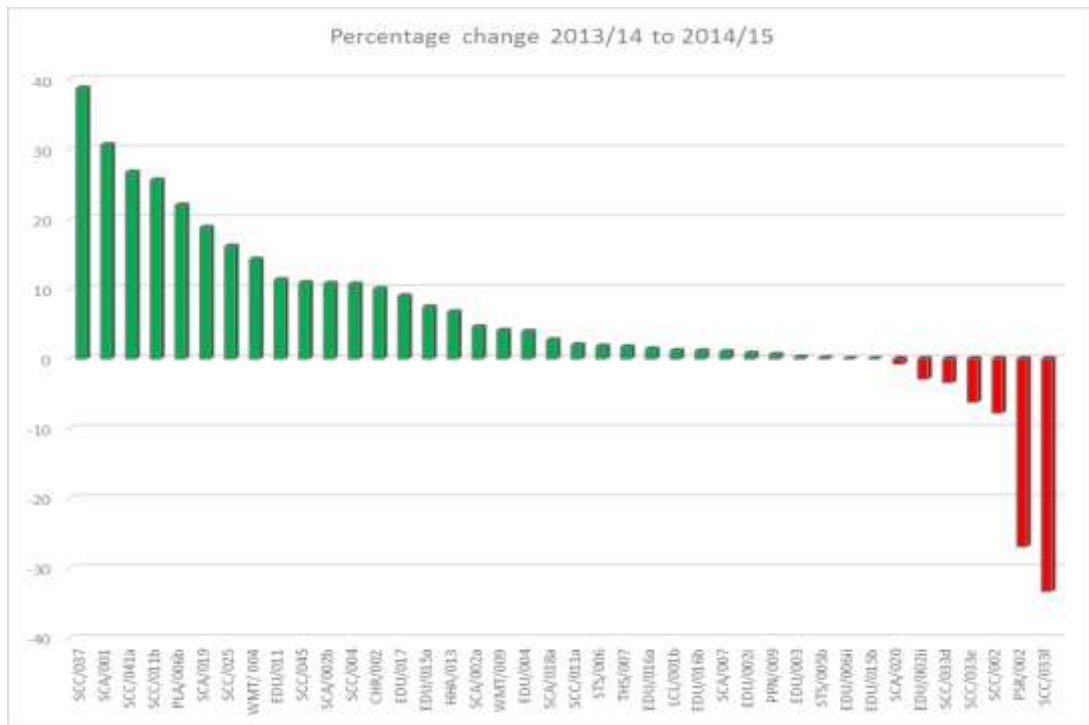
All local authorities in Wales are required to measure their performance using a nationally agreed set of measures. These are examined by our auditors to make sure we are publishing accurate data.

It is not always easy to compare performance across very different communities. Even in a small nation like Wales places vary greatly in terms of social, economic and environmental conditions whereas some of our local priorities, such as economic prosperity and job creation are not featured in the national framework.

Our finalised performance data will be published in the second part of this plan in October, once comparable data is made available to us. In the meantime our own analysis of performance on key indicators in the national framework in 2014/15 compared to 2013/14 showed that 80% of available and comparable measures improved:



A breakdown of which indicators were improving and which were declining is shown in the following chart. The detail sitting behind the charts including a description of the indicators is contained in appendix 1 of this report. Due to the timing of this publication much of this data, with the exception of education performance, is provisional and has yet to be verified by our auditors.

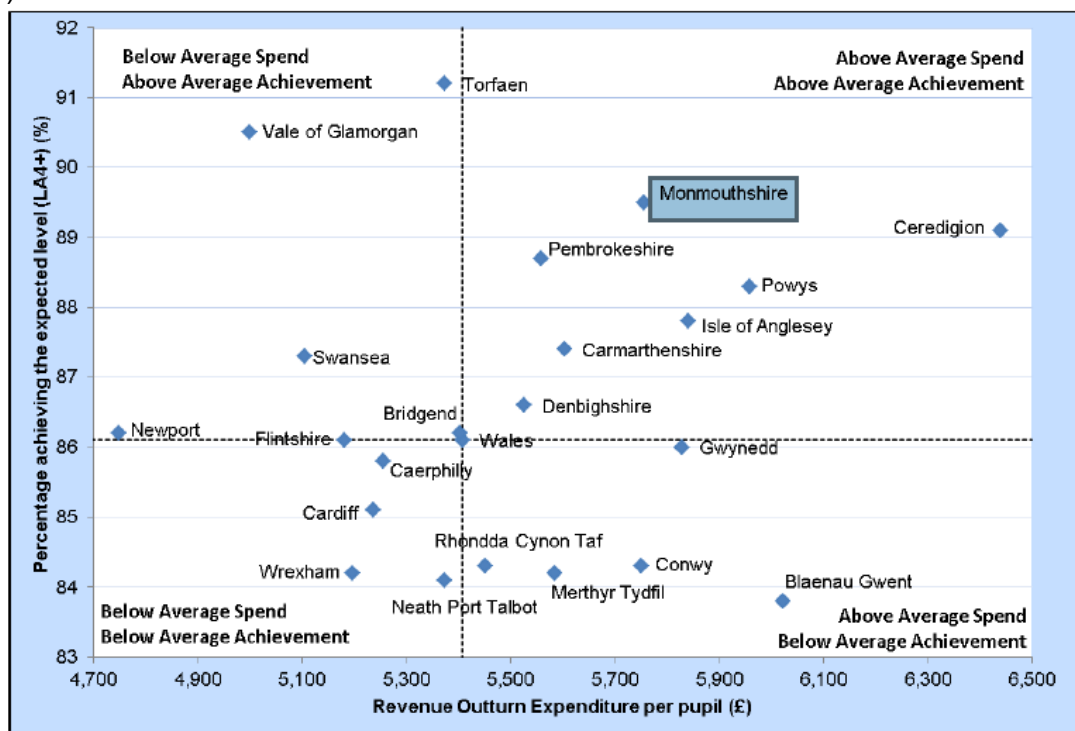


Value for Money

In 2014/15 Monmouthshire received the lowest level of funding per head of population of any local authority in Wales. Welsh Government has produced and published four charts that show local authority performance in the context of expenditure for selected services.

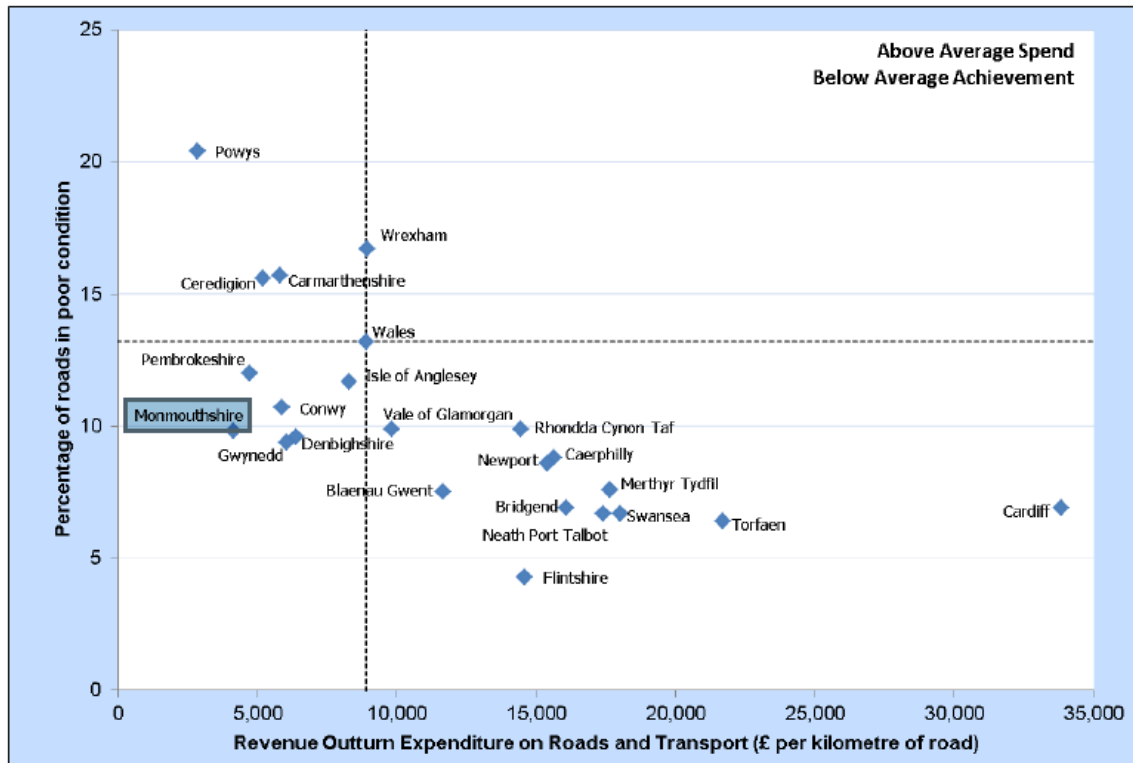
Education

Revenue Outturn Expenditure per pupil, 2013/14 and Percentage Achieving Expected Level (L4+) 2013¹⁴.



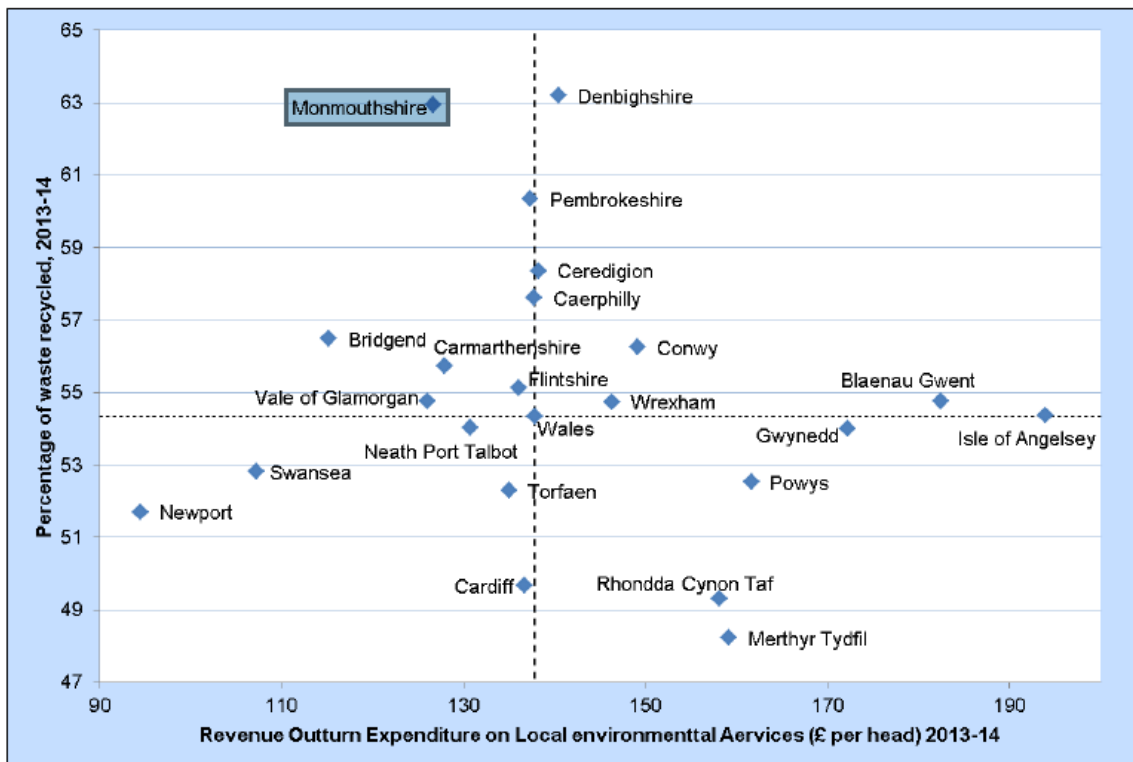
Roads and Transport

Revenue Outturn Expenditure, Roads and Transport per Kilometre of road and percentage of roads in poor condition 2013-14. ¹⁵



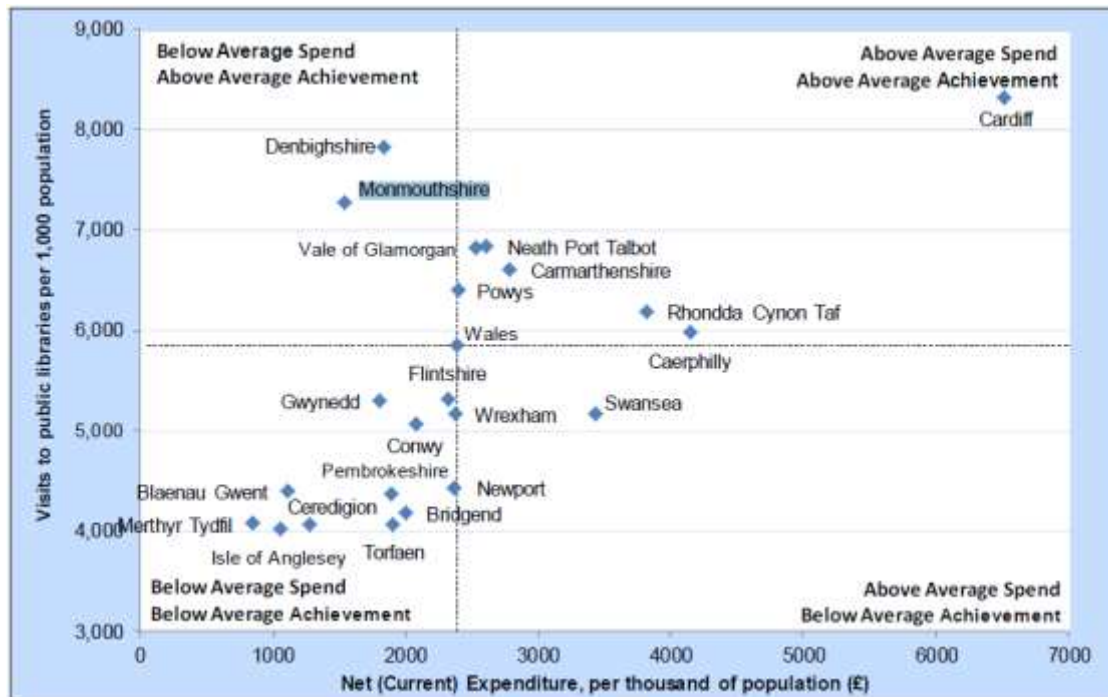
Waste and Recycling

Revenue Outturn Expenditure on Local Environmental Services (a) per head and Percentage of Waste Recycled, 2013-14



Libraries, Culture, Sport and Recreation

Revenue Outturn Expenditure per head on Libraries, Culture, Heritage, Sport and Recreation and Visits to Public Libraries per 1,000 head of population, 2013-14



The national performance measurement framework only allows us to compare with other councils in Wales rather than with the whole UK.

To allow a wider comparison of performance based on the outcomes we are striving for we have selected a number of nationally published measures to show how Monmouthshire compares with the rest of Wales and, as far as possible, with the UK. We will publish this information in our stage 2 Improvement Plan in October.

Appendix 1: National Performance Measures

The council is responsible for a range of services that are not necessarily priorities for improvement in the year ahead. However we recognize that all of these services are important. We monitor how well we are performing throughout the year as we strive to maintain standards and where resources allow, deliver improvement.

This section contains measures which are comparable with other authorities but do not necessarily feature in our improvement objectives. Data for 2014/15, where included is provisional and has not yet been subject to audit. It has been included here to help readers understand our improvement priorities in the context of the most recently available set of data. A full and comprehensive performance report of all nationally comparable measures will be published in October.

Ref		2013/14	2014/15 (latest)	Trend
EDU/002i	The percentage of all pupils in local authority schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification	0.4	0.1	Improved
EDU/002ii	The percentage of pupils in local authority care, and in local schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification.	0	2.9	Declined
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	89.3	89.5	Improved
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	80.3	84.2	Improved
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0	0	unchanged
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	472.6	526	Improved
EDU/015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	57.1	64.5	Improved
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	100	100	At Maximum
EDU/016a	Percentage of pupil attendance in primary schools	94.4	95.8	Improved
EDU/016b	Percentage of pupil attendance in secondary schools	93.5	94.6	Improved
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	57.3	66.3	Improved
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	24.2	47	Improved

Ref		2013/14	2014/15 (latest)	Trend
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7270	7354	Improved
LCS/002	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	8099	not yet available	Not yet produced
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	91.8	Improved
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	186	234	Declined
PSR/004	The percentage of private sector homes that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	4.66	not yet available	Not yet produced
PLA/006b	The percentage of additional affordable housing units provided during the year that were affordable	31	53	Improved
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.83	1.27	Improved
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	81.2	100	Improved
SCA/002a	The rate of older people supported in the community per 1,000 population aged 65 or over at 31 March;	56.56	53.98	Improved
SCA/002b	The rate of older people whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	11.33	10.11	Improved
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	82.1	83.1	Improved
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	97.3	100	Improved
SCA/020	The percentage of adult clients who are supported in the community during the year.	86.34	85.6	Declined
SCC/002	The percentage of children looked after who have experienced one or more changes of school while being looked after	11.0	18.75	Declined
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	10.7	0%	Improved
SCC/011a	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	95.7	97.8	Improved
SCC/011b	The percentage of initial assessments that were completed where there is evidence that the child has been seen alone by the Social worker	33.21	57.3	Improved
SCC/025	The percentage of statutory visits to looked after children that took place in accordance with regulations	66.3	82.8	Improved
SCC/033d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	92.3	88.9	Declined
SCC/033e	The percentage of young people formerly looked after who are known to be in suitable, non-emergency accommodation at the age of 19	91.7	85.5	Declined
SCC/033f	The percentage of young people formerly looked after who are known to be engaged in education, training or employment at the age of 19	58.3	25	Declined

Ref		2013/14	2014/15 (latest)	Trend
SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	222	308	Improved
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	73.3	96.1	Improved
SCC/045	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	86.1	97	Improved
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.4	99.5	Improved
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.78	Improved
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	77.5	79.2	Improved
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.8 (A-3,B-5.3, C-14.2)	not yet available	Not yet produced
WMT/ 004	The percentage of municipal waste collected by local authorities sent to landfill	34.23	20	Improved
WMT/009	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled that are composted or treated biologically in another way	62.94	66	Improved
CHR/002	Average sickness days per employee (FTE)	11	9.9	Improved
local	Percentage of new housing benefit claims decided within 14 days	94	98	Improved

Glossary

We try to avoid the use of jargon. However we recognise that we sometimes use these when they are commonly used in the media or are likely to be understood by informed readers. Some of those that crop up in this plan are listed below:

CSSIW	Care and Social Services Inspectorate Wales
Estyn	Inspectorate for Education and Training in Wales who inspect quality and standards in education and training in Wales.
LSB	Local Service Board. This is a group of the main service providers in Monmouthshire
SIP	Single Integrated Plan to meet the needs of the people of Monmouthshire
WAO	Wales Audit Office

Please let us know what you think of this plan and whether it is clearly written by e-mailing us improvement@monmouthshire.gov.uk or writing to Will Mclean, Head Partnerships and Performance, Monmouthshire County Council, County Hall, Usk, NP15 1GA

Feedback

We're always interested to know what you think about our services and the priorities for improvement that we've written about in this plan. You can complete this form and return it to us via e-mail or post. However we're interested in all views however you wish to supply them. Details of how to get in touch are at the bottom of the page.

1. Do you agree that the five areas we have identified are the right things for us to focus on?


	Yes	No	Don't know	Comments
We will provide an improved education provision for Monmouthshire.				
We will work to help people live their own lives by building flexible and responsive services.				
We will enable our county to thrive.				
.Maintaining locally accessible services				
We want to be an efficient, effective and sustainable organisation				

2. Is there anything else that you think should be an improvement objective in the future?
Please tell us here.

3. We're interested to know what you thought of our plan. Please let us know:

	Yes	No	Comments
Was it easy to understand?			
Was the content informative?			

 improvement@monmouthshire.gov.uk

 Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

 @MonmouthshireCC

References

- ¹ The Equality and Human Rights Commission provides more information on each of the [nine protected characteristics](#)
- ² Data provided by BT
- ³ ONS, Annual Survey of hours and earnings. Median earnings in pounds for employees who work in Monmouthshire. This based on place of employment not place of residence; therefore this is likely to include a mix of people who live outside as well as inside Monmouthshire. NOMIS Official labour market statistics - www.nomisweb.co.uk
- ⁴ Stats Wales, [Active Business Enterprises](#) per 10,000 population by area and year. Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.
- ⁵ NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk> , All people - Economically active - Unemployed (Model Based) for Monmouthshire
- ⁶ Stats Wales, [Detailed commuting patterns](#) in Wales by Welsh local authority
- ⁷ Based on annual calendar year data produced by STEAM
- ⁸ Based on annual calendar year data produced by STEAM.
- ⁹ At Month 10 2013/14
- ¹⁰ At Month 9 2014/15
- ¹¹ A new employee performance framework, was introduced in April 2014, therefore previous measurement before April 2014 is not comparable with the new framework.
- ¹² Welsh Government [National Survey for Wales](#) Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.
- ¹³ National performance indicators from the National Strategic Indicators and Public accountability measures set. Only indicators that can be directly compared to the previous year and were published in the year by the council are included.
- ¹⁴ Welsh Government 2013, Local Authority Service Performance 2011/12
<http://wales.gov.uk/topics/improving-services/publication-events/publications/lasperf1112/?lang=en>
- ¹⁵ Welsh Government (2014), Local Authority Service Performance 2011/13
<http://wales.gov.uk/topics/improving-services/publication-events/publications/lasperf1112/?lang=en>



REPORT

SUBJECT:	COUNCIL RESPONSE TO WHITE PAPER 'POWER TO LOCAL PEOPLE'
MEETING:	FULL COUNCIL
DATE:	23RD APRIL 2015

1. PURPOSE:

To seek Council approval to the submission of the attached council response, subject to any further amendments, to the Welsh Government White Paper "Power to Local People".

2. RECOMMENDATIONS:

- Council receive and consider the attached submission and delegate responsibility to the Chief Executive to submit and if necessary amend the submission following debate by Council on 23rd April in order for the response to be submitted to WG by the consultation deadline of 28th April 2015.

3. KEY ISSUES:

All council members were invited, by the Chief Executive, to attend a seminar to consider the WG White Paper, "Power to Local People":

- Members agreed to provide a whole council response only on areas of the White Paper where there was cross party/cross political group consensus.
- The attached document provides a summary of the outcome from the debate, as agreed, by the members who attended the seminar. Members also have the opportunity to submit an individual response to the document if they so choose.

4. REASONS:

Members agreed to submit a whole council response to areas of the White Paper "Power to Local People" where there was cross party/cross political group consensus. The attached document outlines the consensus opinion.

5. RESOURCE IMPLICATIONS:

No resource implications associated with this report.

6. BACKGROUND PAPERS:

N/A

7. AUTHOR:

Tracey Harry – Head of Democracy and Regulatory Services

8. CONTACT DETAILS:

Email: traceyharry@monmouthshire.gov.uk

Telephone: 01633644602

Power to Local People – Response by Monmouthshire County Council

Thank you for providing an opportunity to comment on your White Paper ‘Power to Local People’. The document has stimulated significant debate within the Council. A view has been taken that we will provide a whole Council response only on areas of the white paper where there is a cross party / cross political group consensus. Where there are differences of opinion then we will leave it to individuals to respond as they see fit. What follows therefore are views that carry the support of the significant majority of Councillors making up Monmouthshire County Council.

We have chosen not to respond to your specific questions. We have determined the areas in the White Paper that we believe justify comment. For your ease of reference we have included reference to paragraph and page numbering as per the White Paper.

General Comments

Monmouthshire County Council believes in Local Government. We are advocates of the principle of subsidiarity believing firmly that decisions about peoples lives should be made as close to them as possible. We do not believe that Wales Government should look to involve themselves in areas where they lack competence. We encourage Wales Government to focus their time and attention exclusively on matters of national interest.

Monmouthshire County Council (in whatever form the future brings) will always be passionate about the County of Monmouthshire. This is our place and we will serve it with pride. Where appropriate and necessary we will do all that we can to advance national agendas legitimately set by Wales Government. We will resist any sense of agency relationship. We do not consider ourselves to be subservient to Wales Government – we know our role and we expect to be trusted to deliver it.

Monmouthshire County Council welcomes the idea of ‘activist Councils’ – public bodies that seek to engage and deliver with and for local communities. We are comfortable with the idea of sharing ‘power’ with citizens in the belief that doing so makes it more likely that people will engage with the work of public services because it is relevant to them, their family and their community.

Monmouthshire County Council recognises and supports signals in the White Paper that seek to move us more towards a more participatory democracy. This seems the right path to follow. However, we should not lose sight of the fact that local Councillors are elected by their peers to take decisions on their behalf. This link between Councillor, Ward and Elector has to remain strong. The role of Councillor needs to be viewed by Wales Government as a ‘respected’ role.

Specific Comment

2.7 Local Authority Areas (P. 19).

We accept that this Paper is not concerned with new geographies and boundaries. We expect to be involved in that debate later in the year.

2.8. Status of new Authorities (P. 20).

We agree that all municipal areas should carry the naming convention ‘County Council’. We think this standardisation is helpful and the choice of whether the civic head is determined ‘Mayor’ or ‘Chairperson’ should be left to individual Council’s to decide.

2.9 Public Service Staff Commission (P. 20).

We agree that there is a need to establish a Commission and that the areas of work identified are broadly those that would benefit from its work.

2.10 Legal Competence of Local Government (P. 21). A power of general competence

We welcome the idea of establishing a power of general competence for Council’s of the future. The power to act in the interests of communities and citizens unless the law expressly prohibits is appropriate.

2.11 Other Powers (P. 22).

We are proponents of the principle of subsidiarity and believe that decisions should be taken at the closest point to those affected where there is competence to make the decision. As such we welcome:

- (i) the power to ensure consistent and effective provision of Community Councils;
- (ii) the power to encourage neighbourhood participation;

(iii) active consideration of responsibility for Public Health passing to Council's.

2.12 Local Authority Constitutions (P. 22).

We support the idea of simplifying Council Constitutions insofar as they can reasonably be simplified. We do not believe that a model constitution should be imposed on every Council. A Council should be free to set its own constitution so that it is reflective of the style of governance that local elected members choose to take forward.

2.13 Review of the Body of Local Government Legislation (P. 23).

We are sympathetic to a fundamental review of the legislative platform on which Local Government is currently based. We consider it, in some areas, to be muddled and dated. We do not underestimate the complexity of this task and would want a better appreciation of the costs involved before determining whether to take this work forward.

3.2 The Local Government Elections (P. 25).

We believe that all candidates should be required to declare membership of a political party even if not standing for that party at an election. In our view this basic transparency is a necessary feature of a democratic system.

In our view, it is appropriate to move Council elections to a five year cycle, hence avoiding clashes with Assembly and UK elections.

We are **NOT** in favour of moving to a system of phasing of elections with some councillors elected one year and others another. We do not see how this will help in creating a stable platform for local governance. Equally we do not see this being a move that will have any popularity with the electorate.

3.3. The Role and Responsibilities of the Leader (P. 26).

We do not see the benefit of requiring Councillors who wish to be the Leader having to publish a written manifesto before the election of Leader takes place. The principle of the largest group having the ability to select the Leader of the Council is established and does not need to change.

We agree that the Council Leader should be required to publish an annual progress statement on how the Administration is doing in meeting its stated priorities.

We agree that a Leader be required to set objectives for each cabinet member and hold them to account. This is an approach that we already take.

We agree that the Leader (possibly with the support of some expertise drawn from outside the Council) should set objectives for the Chief Executive, hold them to account against these objectives and that the Chief Executive should be required to report to council each year.

We agree that the leader should have a prominent role in promoting diversity in all areas of their work, to include but not limited too selecting their cabinet.

That the leader should have a prominent role in promoting diversity in all aspects of the Council's work and in matters relating to all members. Leaders of the future Councils will undoubtedly need to receive appropriate guidance, support and training in exercising this function effectively.

3.4 The Role and responsibilities of Cabinet Members (P. 27).

The formation of Cabinet should be a matter for the Council Constitution. There are already sufficient safeguards on the size of Cabinets through restrictions on the number of senior salaries that a Council can pay. This is not a matter that requires further input from Wales Government.

We agree that there should be a development programme in place for all Councillors. It is likely that Academi will be a competent deliver but not necessarily the only deliverer. In the matter of induction and training of Leaders and Cabinet Members, and succession planning we agree that it is important we invest in our political leadership. We concur that there should be a development programme for new and existing Council Leaders and for Councillors with the potential to become Cabinet Members and or perform other important leadership roles. However, it seems appropriate that this type of continuing professional development opportunity is open to all members wishing to enhance their potential to be effective Councillors, leaders and community advocates.

3.5 The role and Responsibilities of Elected Members (p. 29).

All Elected Members should expect to perform the role of being a community advocate and the majority do now. It is reasonable to require Members to attend training and to conform to a legal requirement to produce an Annual Report.

3.6 Diversity among Elected Members (P. 31).

We agree that there should be a duty on the Leader, Group Leaders and the Chief Executive to ensure diversity is respected and actively promoted. In all cases due regard and diligence to the conditions and arrangements that will support diversity should be actively pursued.

Powers already exist to enable Councils to co-opt a more diverse group of people on to Scrutiny and other committees, nothing further is required.

Whilst we wouldn't argue against councils being required to establish a Youth Council, we believe this to be insufficient. Councils should have deeper more meaningful approaches in place to engage with young people as active citizens.

3.7 Remuneration of Elected Members (P. 33).

The White Paper is light in this area. Our only comment is that we would wish to see the continuation of the role of the Independent Remuneration Panel. Councillors should not have a role in setting their own salary / pay. Remuneration and pension provision for elected members ought to be seen in the light of enabling and encouraging members diverse in age, gender and experience. (The white paper notes circumstances where remuneration produces different conditions depending on one's circumstances) This is quite different from a situation where one is largely retired.

3.8 Release of Elected Members from Employment (P. 34).

An absolute requirement for public services to be required to release employees to undertake council duties is extreme. It is easy to foresee difficulties that this may cause. A requirement to apply 'reasonable endeavours' would seem more appropriate.

3.9 Number of Elected Members (p. 34).

We believe that overall, the number of Councillors needs to reduce. We would want to be involved in this discussion to ensure that issues of rurality etc are appropriately considered when determining ward boundaries and constituent / councillor ratios.

3.10 Term Limits for Elected Members (p. 34).

Whilst we understand some of the thinking behind this idea, we consider it totally undemocratic to deny an individual the opportunity to put themselves forward for election and to deny the electorate the right to express their own view on suitability of candidate. There are Councillors in Wales (admittedly not many) in their early twenties. Do they become superfluous at the age of 46 Years? This is an ill considered proposal.

Term limits is not the primary issue. The issue is one of contestable seats, and more people having the capacity, capability and will to stand as a candidate. More effort needs to be placed in engaging and preparing people of diverse experience to see the role as one which is for them. All levels of government and political parties ought do much more to promote access. The electorate requires choice for a process to be perceived as democratic.

3.11 Recall of Elected Members (p. 35).

We are supportive of a recall mechanism following sanctions imposed by Standards Committee or Independent Adjudication Panel or failure to perform effectively. Clearly there need to be accepted rules and protocols but with these in place we have no concern. If Councillors are performing their roles, they should not be fearful of this proposal.

3.12 Electoral Qualification (P. 35).

We do not believe that council employees should stand for election in the authority that they work for (resigning only if they are elected). Such an approach runs the risk of creating unnecessarily strained relationships between Councillors and officers.

We believe that councillors should be disbarred from being an Assembly Member at the same time.

On balance we do not think that County Councillors should be members of Community Councils. The differing roles are sometimes difficult to marry with, on occasion, members potentially acting more like delegates from a Community Council than as representatives of an electorate.

3.14 Term Limits for Chief Executives in Local Authorities (P. 38).

We do not believe that the job of a Chief Executive should be for life. There needs to be an opportunity for Council to decide if it needs / wants a change. The question should at least be asked by Council every 5-7 years. Clearly, if there are performance issues then very much sooner. Guidance from the Public Services Staff Commission may be helpful but the enactment must be a Council decision.

3.15 The Cost of Senior Management in Local Government (P. 39).

We think it would be helpful if there was more consistency on Chief Officer salary levels. Regardless of the size of Council the jobs are very similar – indeed a case can be made that it is much harder to perform a role well in a small Council than a larger one given that the scope of a role tends to be broader. Scope is more of a professional challenge than scale. Differences in very similar roles across Councils are not defensible.

3.16 Senior Appointments to New Authorities (P. 40).

We **DO NOT** agree to the establishment of a Public Sector Appointments Commission to either make or advise on any senior appointment. These are matters for Council and Council only.

4.1 Activist Council (P. 43).

It is our view that future Councils will have to become more ‘activist’. Public finances dictate that communities / citizens will have to be helped to step forward to take a greater involvement in their localities if services are to continue. We have observed, in some areas, conversations about ‘capacity building’ for over a decade now but still we see limited progress. This begs the question about appropriateness of policy and value for money. This is a complex agenda.

Community based delivery can be extremely effective, often in spite of rather than as a result of government policy. Policy can have the effect of stifling rather than stimulating local activism. The key issue is the creating of the right conditions for participative democracy. This is more difficult because it cannot be legislated and that is why public sector finds it challenging and often creates a raft of unworkable policy dictates. It also creates an alternative community leadership mechanism, challenge and potentially future Councillors. Where effective community based delivery exists, there is a lack of sharing and learning. There is also an absolute lack of reflection and learning from “what does not work” and an acceptance that not everything “will work”.

4.5 Member-led Community Governance (P. 49).

We are content to see guidance being developed at a national level on a framework for the establishment of community governance systems as long as that is where it stops. A national attempt to frame a local implementation of community governance, in our view, will fail. Councils need to do this work and find a ‘fit’ for their areas.

Legislation to establish ‘Area Boards’ which will include community bodies, the third sector, community councils seems a very heavy, old fashioned approach. Legislation will not create energy, skills and enthusiasm which is what this agenda needs. By all means set the tone, but then leave it to others better placed than national government to develop.

4.8 and 4.9 Local Authority Review of Community Councils (P. 52).

We agree that a fundamental review of Community Councils should be conducted and led by Local Authorities as soon as is practicable. Further we agree that all Community Councils should be required to prove their competence.

4.10 Community Councillors serving on more than one Community Council (P. 54).

We believe that a Community Councillor should only serve on one Community Council.

5.2 New Models for Future Delivery (P. 56).

We are absolutely supportive of enabling community bodies to become involved in local services and take responsibility for community assets. In keeping with earlier comments about competency tests for Community Councils, we believe that community bodies also need to satisfy competency criteria. The depth of criteria should be related too and proportionate with the activity that the body seeks to discharge on behalf of the Council / community. The Council will want to assure itself that the community body has clear objectives and that outcomes are delivered. Councils will need to be very clear that they do not divest accountability for public money through involving others in service delivery.

There is a lack of sharable knowledge of approaches and conditions that are most likely to work.

This ‘enabling’ approach is consistent with our view on subsidiarity.

5.3 Community Participation (P. 57).

As per our comments on 5.2 above.

Council will need to be satisfied that Community Bodies making requests saying how they could improve a service are competent to discharge the function that they seek and that there is no detrimental impact to the Council in terms of wider economies of scale in continuing to deliver the function for others.

5.4 Property Transfer to the Community (P. 57).

We are supportive of Community Bodies being able to initiate a request to 'transfer a property' from the Councils ownership. The judgement on whether to do this must remain for the Council to determine on a case by case basis. Councils of the future will have clear asset management strategies. They will sometimes need to raise money through asset disposal to enable strategic investments in things such as new schools. They should not be fettered by an expectation to transfer to a community body on request.

5.5 Community Ownership (P. 58).

We are not clear on the merit of giving Community Bodies first refusal on purchase of private property that comes up for disposal (or is abandoned or neglected). If they have the money to acquire the property from the owner at an agreed price then fair enough but we have to remember that property owners have rights as well.

We recognise the wider question of public/community value locally and for the wider taxpayer. This would need to be considered alongside and with the same care as market value.

6.3 The Local Government (Wales) Measure 2009 (P. 63).

We agree that Part one of this Measure should be repealed as soon as possible. It is not fit for purpose.

Placing specific improvement duties on the Chief Executive is an interesting idea. We are neutral on it for now because we would need to see more detail on what is expected. We would expect Chief Executives to be challenged but we have to be secure that expectations are reasonable in all circumstances. Councils of the future will want to exercise a duty of care for all of its officers (including the Chief Executive).

6.4 Managing Improvement (P. 64).

We support the proposal to strengthen Audit Committees and rename them 'Corporate Governance and Audit Committees'. The Audit Committee in Monmouthshire already discharges this role. The Audit Committee here is chaired by a very competent independent person already. However there is no reason to believe that a high performing 'Corporate Governance and Audit Committee' has to be chaired by an independent person. This should be a matter left to the Council to determine.

We support the principle of the Chief Executive undertaking an annual self-assessment of the Authority's corporate governance and service performance. This practice is already in place in Monmouthshire. We would not want to see a prescriptive 'how to do it' model – this is a matter for Councils to determine.

We support the idea of a peer review model being in place. We would suggest that this takes place on a three year cycle rather than every two years. We would expect to see a substantial reduction in the cost of external auditors / regulators / inspectors arising from this.

7.2 Corporate Planning (P. 69).

It is reasonable to expect all Local Authorities to produce a Corporate Plan linked to the local Well-being plan.

7.3 Comparing services through objective real-time data (P. 71).

It is reasonable to expect councils to publish consistent comparative performance data. We object to the penal language of 'penalties for failure to comply'. We have no interest in perpetuating a principal – agent relationship. Councils of the future need to be viewed as trusted and have local autonomy to enact priorities as they see them.

7.5 Digital Councils (P. 72).

We agree that digital technology has a part to play in improving service delivery. We will be hesitant about any 'national' software platforms being imposed. They seldom work, usually are expensive and do not respond to changing circumstances. The direction of travel should be away from propriety brands and towards open developer led solutions.

7.6 Complaints (P. 73).

We agree that Local Authorities should have an effective online complaints procedure.

8.5 Giving Communities a Voice in Scrutiny (P. 81).

We support Scrutiny being as accessible to citizens and communities as is reasonably practicable.

8.6 Scrutiny of Regional Collaborative Working (P. 82).

The principle that where services are jointly commissioned they should only be subject to scrutiny by Joint Overview and Scrutiny Committee makes some sense. However, Councils should not be limited in making different arrangements. We cannot foresee every potential eventuality so we should not close down options for scrutiny that may be specifically appropriate to a circumstance and / or to a time.

8.9 Strengthening Links between External Review Bodies (P. 83).

We welcome a requirement for WAO, Estyn and CSSIW to produce a single 'whole system' assessment of each local authority. We believe a three year cycle is adequate. We want to see significant cost reduction in this area.

8.9 The Review of Audit, Inspection and Regulation (P. 84).

We agree that Audit, inspection and regulation should focus on outcomes rather than processes. We believe that A,I and R are not always sufficiently in touch with what it is like to work in a modern Council. We find some of the work to be low value, repetitive and it absorbs too much officer time. We believe that any A,I and R practitioner (particularly those involved in performance audit) should be limited to a five year period of practice before having to return to mainstream work for a minimum period of two years. This mechanism will improve relevance and legitimacy.

3.4