

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

Dydd Mercher, 20 Ebrill 2016

## Hysbysiad o gyfarfod

### Pwyllgor Craffu Cymunedau Cryf

Dydd Iau, 28ain Ebrill, 2016 at 10.00 am  
Neuadd Y Sir, Y Rhadyr, Brynbuga, NP15 1GA

#### AGENDA

**BYDD CYFARFOD CYN I AELODAU'R PWYLLGOR 30 COFNODION CYN I'R  
CYCHWYN Y CYFARFOD**

Eitem ddim	Eitem	Tudalennau
1.	Ymddiheuriadau am absenoldeb	
2.	Datganiadau o Fuddiant	
3.	I gadarnhau y cofnodion I ddilyn:	
3.1.	Cyfarfod arbennig ar gyfer cyllideb ar y cyd.	1 - 10
3.2.	Pwyllgor craffu Cymunedau cryf dyddiedig 25ain Chwefror 2016.	11 - 16
3.3.	Cyfarfod arbennig – Pwyllgor Craffu Cymunedau Cryf dyddiedig 17eg Mawrth.	17 - 24
4.	Craffu Partneriaethau: Ystyried yr Ymarferiad Mapio Partneriaeth a'r ystod gwasanaethau a ddarperir gan bartneriaid sy'n derbyn cyllid grant (I ddilyn).	
5.	Craffu ar yr Amcanion Gwella wrth ddatblygu'r Cynllun Gwella ar gyfer 2016-2017.	25 - 72
6.	Blaenraglen Waith Craffu.	73 - 74
7.	Blaengynllunydd y Cabinet.	75 - 84
8.	Cadarnhau dyddiad ac amser y cyfarfod nesaf Mehffin 30, 2016 am 10.00am.	

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**Paul Matthews**

**Prif Weithredwr**

## CYNGOR SIR FYNWY

### MAE CYFANSODDIAD Y PWYLLGOR FEL SY'N DILYN:

Cynghorwyr Sir:

S. Howarth  
V. Smith  
D. Dovey  
A. Easson  
S. Jones  
P. Jordan  
A. Webb  
S. White  
K. Williams

### Gwybodaeth Gyhoeddus

#### **Mynediad i gopiâu papur o agendâu ac adroddiadau**

Gellir darparu copi o'r agenda hwn ac adroddiadau perthnasol i aelodau'r cyhoedd sy'n mynychu cyfarfod drwy ofyn am gopi gan Gwasanaethau Democrataidd ar 01633 644219. Dylid nodi fod yn rhaid i ni dderbyn 24 awr o hysbysiad cyn y cyfarfod er mwyn darparu copi caled o'r agenda hwn i chi.

#### **Edrych ar y cyfarfod ar-lein**

Gellir gweld y cyfarfod ar-lein yn fyw neu'n dilyn y cyfarfod drwy fynd i [www.monmouthshire.gov.uk](http://www.monmouthshire.gov.uk) neu drwy ymweld â'n tudalen Youtube drwy chwilio am MonmouthshireCC. Drwy fynd i mewn i'r ystafell gyfarfod, fel aelod o'r cyhoedd neu i gymryd rhan yn y cyfarfod, rydych yn caniatáu i gael eich ffilmio ac i ddefnydd posibl y delweddau a'r recordiadau sain hynny gan y Cyngor.

#### **Y Gymraeg**

Mae'r Cyngor yn croesawu cyfraniadau gan aelodau'r cyhoedd drwy gyfrwng y Gymraeg neu'r Saesneg. Gofynnwn gyda dyledus barch i chi roi 5 diwrnod o hysbysiad cyn y cyfarfod os dymunwch siarad yn Gymraeg fel y gallwn ddarparu ar gyfer eich anghenion.

# 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.

# Public Document Pack Agenda Item 3a

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Joint Select Committee held  
at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Wednesday, 16th  
December, 2015 at 10.00 am**

**PRESENT:** County Councillors: D. Dovey, D. Evans, P. Farley, S. Howarth, P. Jones, S. Jones, M. Powell, V. Smith, K. Williams, A. Wintle, P.A.D. Hobson, G. Burrows, P. Clarke, P.A. Fox, R.J.W. Greenland, E. Hacket Pain, S.B. Jones, P. Murphy, J. Prosser and B. Strong

### **OFFICERS IN ATTENDANCE:**

Hazel Ilett	Scrutiny Manager
Kellie Beirne	Chief Officer, Enterprise
Cath Fallon	Head of Economy and Enterprise
Tracey Harry	Head of Democracy and Regulatory Services
Roger Hoggins	Head of Operations
Sarah McGuinness	Chief Officer, Children & Young People
Will McLean	Head of Policy & Engagement
Joy Robson	Head of Finance/Section 151 Officer
Robert Tranter	Head of Legal Services & Temporary Monitoring Officer
Nikki Wellington	Finance Manager
Nicola Perry	Democratic Services Officer
Deb Hill-Howells	Head of Community Led Delivery
Rob O'Dwyer	Head of Property Services and Facilities Management
Ian Saunders	Head of Tourism, Leisure and Culture
Sharon Randall-Smith	Head of Achievement and Attainment

### **APOLOGIES:**

Councillors A. Easson, D. Edwards, R. Edwards, R. Harris, M. Hickman, D Husdon, C Robertshaw (Parent Governor Representative), A. Webb and S. White

#### **1. Election of Chair**

We elected County Councillor S.G. M. Howarth as Chairman.

#### **2. Declarations of interest**

We received declarations of interest from the following Members:

County Councillor P. Farley declared a personal, non-prejudicial interest as a Chepstow Town Councillor.

County Councillor P. Jones declared a personal, non-prejudicial interest as a member of the Raglan Village Hall Association.

County Councillor D. Dovey declared a personal, non-prejudicial interest.

County Councillor D. Dovey declared a personal, non-prejudicial interest.

Any further declarations would be made under the relevant item.

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#### **3. Final Scrutiny of the Budget Mandates for 2016-2017**

The Chairman welcomed Members and Officers to the Joint Special Meeting of the 4 Select Committees, convened to engage with Scrutiny Members on the final budget mandates that would be presented to Cabinet on 6<sup>th</sup> January 2016.

We were advised by the Chairman that individual Select Committees had previously scrutinised budget mandates relevant to their remit and that the purpose of the meeting today was:

- To update Members on the budget position and the updated settlement.
- To provide an overview of budget mandated that had been revised since the initial scrutiny.

We were advised that the Committee would be scrutinising, in particular, the following mandates:

B5, B11, B12, B14, B15, B20 and B21.

The Chairman invited the Leader to introduce the Cabinet's budget and to outline their priorities for delivering services in the difficult financial climate.

The Leader expressed thanks to Officers for work done to date, and Members who had met with members of the public during consultations, particularly noting County Councillor V. Smith who had attended every function.

To provide context we were informed that the Authority had consulted on a budget with a £6.7 million gap, and there were difficult mandates in place to aim to cover that gap. It was expected that there would be a gap of £1.7 – £3 million with additional pressures being identified.

We heard that the expected settlement from Welsh Government would be a 1.4% cut, but there were thought that there may be a 3.1% cut. It was agreed that conversations were needed regarding the discrimination against rural authorities.

Members were advised to take time to read the Continuance Agreement, which outlines how we see us going forward to 2017.

The Chairman invited the Cabinet Member for Resources to update Members on the budget process undertaken this year to engage with the public in producing the budget mandates.

Members received a presentation from both the Cabinet Member and the Head of Finance, to outline the steps taken.

Members were taken through the revised mandates, and were invited to ask questions following each mandate. We were advised that Cabinet Members were present to answer questions on policy and the proposed budget, while officers were present to answer any detailed questions on the mandates.

***Mandate B5 Community Asset Transfer - The savings have increased as income generation targets as we plan to enter into a competitive process to identify suitable partners that may wish to work with us***

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*to optimise use of our prime assets for community large scale events and other income generation activities.*

Concerns were raised that more work had been carried out regarding Melville Theatre rather than Chepstow Drill Hall. We were advised that the Drill Hall would not be neglected. The Cabinet Member expressed that he was keen to ensure that officers would take deep interest to facilitate the transfer. Officers confirmed that a formal process had not been embarked upon regarding either building. Members would look forward to formal consultations.

A Member raised a question regarding the Melville Theatre and referred to a point made by the Leader that facilities would not be closing. Assurance was requested from the Cabinet Member that the course of action being taken in this area would lead to that effect. The Cabinet Member explained that due to the change in the financial situation we were struggling with discretionary services, but we were taking the hard option of avoiding cutting and closing, and exhausting every available option to find the right fit for Monmouthshire.

There remained a concern that the discussion could create a misleading impression and the Drill Hall was not liable to be closed. It was felt that the nature of the activities there, and the commitment around it, could make it an ideal candidate. The Cabinet Member expressed that the Drill Hall was in a class of its own which had created a community asset with community involvement, and should be used as an example of a community asset.

Clarification was sought that the mandate was to increase the income expectation in terms of the revisions made, and delaying the savings until the 2017/2018 period. The Chief Officer for Enterprise explained that there was no delay but were looking to up the number of delivery for 2016/2017. The title of the mandate had been changed to reflect asset optimisation.

It was questioned if we were creating a kind of 'reference bible' to provide a list of processes for organisations. In response we heard that there the following were in place:

- Community Asset Transfer Policy, included within the Asset Management Plan.
- A formal application process which detailed the hurdles that people may need to go through.
- A GAVO appointed officer who oversees and helps community groups take the journey through the Community Asset Transfer Policy.

It was suggested that we could create FAQs to assist these processes.

The Chairman advised that Members were content with the mandate and expressed good wishes to Officers and Communities for the future.

***Mandate B11 Leadership Team Structure Review - An increase in original budget savings by further aligning organisational efficiency and maintaining focus on preserving frontline delivery.***

Members had received a presentation from Public Health the day previously and one of the topics discussed was the health of the workplace. The point was raised that the unintended consequence of the restructure could be added pressures to staff. In response the Leader explained that we are an efficient Council which already had the lowest proportion of staff ratio to 10,000 population. The Leader was extremely mindful to the pressures in the organisation. There was a need to accelerate work around collaboration to alleviate the pressures.

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The Cabinet Member for Resources added that the issue was being monitored closely on the Health and Safety Working Group.

The Chief Officer for Enterprise noted that in terms of stress in the workplace some of the rationale behind making the amendments was with staff wellbeing and pressures in mind, and it was important to make modifications.

Members questioned where the original £225,000 savings in the mandate had been derived from, and requested further information on the reorganisation.

The Leader confirmed that as elected members we held trust in Chief Officers to make judgements around staffing management, noting that Members could set policy and direction.

The Committee resolved to accept the mandate, noting that further information would have been appreciated. A written explanation from the Chief Executive would be appreciated also.

***Mandate B20 Phase 3 of Additional Learning Needs Review - Savings for 2016 will be in line with statutory consultation timescales. The savings have been realigned in line with updated timescales. In addition there are further savings identified to meet the MTFP and these include updating pricing policy for external providers and a delegated funding formula review based on current residential provision.***

Where necessary, Members declared a personal, non-prejudicial interest.

Members noted that the mandate referred only to Mounton House in the context of funding but it reads as though we are actually running it down with a view to closing. Further information on the future of Mounton House was requested, as it was felt we should be improving the facility.

The Cabinet Member for Education explained that the review would be undertaken whether or not the budget takes place. Phase 1 had been completed and we were now looking at Deri View and other such facilities in the County in phase 2. How we could utilise Mounton House to its full potential would be undertaken in phase 3. There was an element of ALN which was decreasing but increasing in other ways. Fundamental work had started but as the work progressed Members would receive further information. It was explained that the needs of children at Deri View had changed over the last 10 years. Our philosophy as an Authority is to provide mainstream support, and most young people with mild to moderate needs were catered to in mainstream, which explained why the facility at Deri View was under-utilised.

It was thought that the mandate documentation could be misleading and could appear to be more conclusive.

The Chief Officer for Children and Young People confirmed that the mandate was a response to a decline in residential numbers, and a decline in demand from other authorities.

Members expressed that the need for the phase 3 review was urgent and requested a timeline. The Cabinet Member explained that where changes were being taken into consideration, there was statutory adherence to protocol, and it was being looked into as quickly as possible.



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A Member noted that the engagement survey results stated that 58% were against the mandate and a twitter poll survey said 70% were against the mandate. The Member questioned the Cabinet Member and the Chief Officer what the reaction to these results had been. In response the Chief Officer explained that the as a reaction to the results the consultation time had been lengthened regarding Deri View, and we were committed to absorbing all responses received. The Cabinet Member confirmed that consultation was a protocol and meetings had been held with staff, governors and parents on 12 occasions and it had been made clear that all views were vital to the process. All the information was essential to making a decision regarding the proposals.

The Leader commented that the questions in the surveys had not been detailed enough, and maybe not that helpful. It had been interesting to hear views of parents, and we were mindful of the assets we have. It was important to be prudent of the resources we have and was hoped that Phase 3 review would be all inclusive.

It was noted that Mounton House was not bottom of the list for review but Phase 3 would be considering ALN provision across the County. The Leader continued to explain that if Mounton House had been an excellent facility in the past and if continued to deliver the type of provision need going forward, that would be part of the assessment. The Leader stated that there was no intention that this was to be considered a way to run down Mounton House.

The Chairman noted that should the numbers not attend the facility it was difficult to sustain the facility, and therefore did not make good reading for the future.

The Cabinet Member explained that Deri View had 7 children in a 24 place unit, due to the unit not being fit for purpose. It was important to look at whether the provision was fit for purpose and with the review we would be able to say we were providing the best education for all children across the County.

Following a request for clarification, the Finance Manager explained that the original proposal for Deri View had been £200,000, because of the extended consultation it had now been reduced to £50,000.

Members agreed to accept the mandate but noted there were concerns over the future at Mounton House.

**Mandate B23 Discretionary Fees and Income - *This mandate has now been incorporated into the fees and charges report that will be presented to Cabinet in January with other budget proposals.***

The Head of Finance explained that the idea of the mandate had been to increase discretionary fees and charges by 10%. More time was needed to analyse the potential impact might be, and to look more closely at benchmarking with other local authorities. The mandate was currently on hold and an additional £25,000 had been found which would be incorporated into the fees and charges report.

The Cabinet Member for Resources added that when the original mandate had come out there had been a schedule of charges which had recorded the 2.5% to increase prices by. An additional column had highlighted what the additional income would be if there was an increase of 10%. It was never the intention to increase all prices by 10%.

Members agreed to accept the mandate.

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Following a short break we were advised that the following mandates would be discussed:

B12, B14, B15 and B21.

#### **Mandate B12 Second Phase Review of Subsidies to 3<sup>rd</sup> Sector - *Continuing to work with 3rd sectors affected groups to understand any potential impact.***

The Head of Policy and Engagement highlighted concerns raised by the Access for All group, informing Members that there were increasing tensions regarding the aspirations to work with the 3<sup>rd</sup> Sector. Officers had spoken to all the affected groups and appreciated that the receipt of less money would never be received positively. However, all groups had valued early conversations and that we were looking to reduce rather than stop funding.

We heard that the list of groups and amount of funding was included on the mandate.

Members questioned if this was now a closed list, and suggested that there may be other groups which should be included. In response we were informed that the list was now closed but any suggestions of other organisations could be addressed with partners in the future.

The Leader informed Members that he had recently addressed the GAVO AGM and had explained the situation Monmouthshire was in, as had the Police and Health Services. There had been an acceptance of the situation and when asked no questions came from the floor regarding the proposals. Confidence had been taken that all were in a similar place.

A Member felt there were concerns for future years and highlighted the importance of remaining sustainable.

A Member raised concerns that the mandate seemed slightly imbalanced, particularly noting the CAB. The Cabinet Member explained that there had been an agreement that had lasted 3 years where funding reduced by 10% each year. CAB fully recognised that MCC had given as much as possible and were happy to embrace other sources of funding.

The Chairman summed up that the Committee accepted the mandate but noted that the grants would be welcomed by other organisations. It was hoped that these sectors could bridge the gap through other sources of funding.

#### **Mandate B14 Grounds Funding Review – *Continue to work with community groups to ensure services are delivered.***

The Head of Operations explained that the mandate was made up of several parts: planting of wildflowers, using voluntary green fingers more extensively, and verge maintenance.

The mandate would work with Mandate B21 to work with Town and Community Councils.

It was noted that at Strong Communities Select Committee there had been concerns surrounding the second cut being withdrawn on the R routes regarding foliage falling on roads and cyclists having to

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move into the centre of the roads. It was noted that wildflowers would be brought back to Select Committee as would the voluntary green fingers.

Members agreed to accept the mandate.

#### **Mandate B15 Highways Maintenance Review – *On target for full year savings in line with mandate proposal.***

Feedback from Select and consultations had been brought forward as the mandate in line with the Continuance Agreement.

Members questioned if where there were resources in place to address urgent situations. The Head of Operations advised that part of the exercise would be to look at all available resources, in terms of revenue and capital. Officers would work with Members to create priorities, and how money would be spent in the future. There may be a case of doing extensive patching work rather than full resurfacing work that had been done in the past.

A Member raised concerns regarding the provision for land slippage. The Head of Operations explained that previously the Capital Budget had been reprioritised in those circumstances. It may be a case of coming back to Members to discuss additional funding in those types of emergencies. In terms of physical resources there would always be enough people to make the road safe, ie closing the road. The level of flexibility would be reduced with the reduced budget but would be managed by officers.

There were concerns from Members if we were reducing too much and whether it was wise to be doing so at this time.

A Member raised concerns regarding the reduction of employees with the amount of people who may claim damage to cars due to pot holes. The Leaders explained that officers had to align with the Continuance Agreement, and therefore prioritise be keeping most used roads at the same standard as they are currently. It was not a case that less used roads would be closed, but that most used roads would be prioritised. It was recognised that there was less money and would therefore be a drop in standards.

A Member expressed that she felt unable to support the reduction in infrastructure, as it was considered a false economy and savings should be found elsewhere. It was felt that there should be a review of the service.

It was noted that the issue of climate change should be brought by WLGA to Central Government.

The Chairman summarised that not all Members agreed with the mandate but the mandate would go forward and future discussions would be welcomed.

#### **Mandate B21 Town and Community Councils – *Continue to consult with Town and Community Councils***

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The Head of Operations explained that officers had been working with Town and Community Councils individually to discuss the initiative. Schedules of services at risk had been provided.

Where appropriate, "dual hatted" members declared personal, non-prejudicial interests as members of their respective town or community councils".

A Member, wished to express that the ongoing dialogue was welcomed and the efforts of officers were appreciated.

The Leader wished to thank Town Councils and Community Councils who had committed and entered into dialogue. It was felt that a cluster of discussions needed to be encouraged and a maturation of debate needed to manifest.

A Member suggested that it would be helpful if it was explained what services would be unable to continue, if Town and Community Councils were not to provide the help required. It was confirmed that the information was available.

A Member expressed that he was unable to support due to the complexity of the issue. It was questioned where the Town and Community Councils would otherwise get the funding, suggesting there would be an increase in Council Tax. The Leader highlighted that the Town and Community Councils were accountable for some services and they needed to make decisions themselves as to whether services would continue.

A Member expressed that clusters were a good way to move forward, and it had worked well in the Severnside area.

It was noted that the mandate had also been in place last year but had not been achieved. The Cabinet Member felt confident that it could be achieved this year with the uptake of Town and Community Councils.

The Leader expressed that the expectation was a saving of £400,000, and the reality was that where this was not made service areas would be trimmed. The collaborative approach in communities was considered the best way to devolve responsibility and provide opportunity. It was important as an Authority to help facilitate the mature discussions needed.

We heard from the Head of Operations that both Town and Community Councils were contributing to or taking on services. There was an awareness of the issue, and Raglan had been very pro-active in moving this forward.

It was noted that Chepstow had made strides forward in taking responsibility for services. It was felt that it would be helpful if an indication whether efforts made were in line with what MCC were expecting.

Members expressed there was a need for better communication.

In summary, the Chairman noted that overall the mandate would be accepted, but Members were looking for continuity with Town and Community Councils where all were on a level playing field.

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**The meeting ended at 1.05 pm**

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# Public Document Pack Agenda Item 3b

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 25th February, 2016 at 2.00 pm

**PRESENT:** County Councillor S. Howarth (Chairman)  
County Councillor V. Smith (Vice Chairman)

County Councillors: D. Dovey, A. Easson, S. Jones, A. Webb and S. White

Also in attendance County Councillor P. Murphy (Cabinet Member).  
Mr. H. Cullen-Jones – Bridges Community Centre  
Mr. M. Walton - Bridges Community Centre

### **OFFICERS IN ATTENDANCE:**

Hazel Ilett	Scrutiny Manager
Debra Hill-Howells	Head of Community Led Delivery
Ben Winstanley	Estates Manager
Richard Williams	Democratic Services Officer

### **APOLOGIES:**

County Councillor K. Williams and Mr. R. Hoggins.

### **1. Declarations of Interest**

County Councillor S. White declared a personal, non-prejudicial interest regarding agenda item 4 – Community Asset Transfer request for Drybridge House, Monmouth as she is a trustee of Drybridge House.

### **2. Minutes of the previous meeting**

The minutes of the Strong Communities Select Committee meeting held on 28<sup>th</sup> January 2016 were confirmed and signed by the Chairman. In doing so, it was noted that the Committee had discussed other methods of recycling and that officers would investigate alternative options with a view to bringing such options to a future meeting of the Select Committee. The Chair stated that he would raise these issues at the next Cabinet meeting.

### **3. Community Asset Transfer Request for Drybridge House, Monmouth**

#### Context:

To consider a request from Bridges Community Centre to undertake a Community Asset Transfer of Drybridge House on the basis of a 99 year lease.

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#### Key Issues:

Bridges Community Centre occupies Drybridge House on the basis of a 25 year lease granted on 7th March 2000. A rental fee of £1 per annum is payable with no provision for review. As a condition of the lease, Bridges undertook a number of refurbishment works funded by Heritage Lottery.

In March 2011, Cabinet agreed to grant a 25 year lease to Bridges Community Centre to enable them to install photovoltaic panels. The new lease would be granted in accordance with the Council's Concessionary Rental Policy which requires the occupier to pay a minimum 5% of the rental value of the property. To date, the new lease has not been entered into. However, the photovoltaic panels have been installed.

In December 2015, a Community Asset Transfer application was made by Bridges Community Centre on the basis of a 99 year leasehold interest. This request was declined on the basis that it did not meet the eligibility criteria as outlined in the Council's Community Asset Transfer Policy. This was on the basis that the asset is considered to hold significant development value in the event that the building ceased to be used as a community centre and that a 25 year lease had already been agreed and was available for Bridges Community Centre to enter into.

Within their application, Bridges Community Centre has identified that its proposal for a 99 year lease is predicated on its desire to apply for Big Lottery's Community Asset Transfer Funding, albeit that this funding pot is currently closed. Other funding streams require a minimum of 25 years unexpired at the point of any grant award. As advised, a 25 year lease has already been made available to Bridges Community Centre, but to date has not been taken forward by the Trustees.

#### Bridges Community Centre's Case to the Strong Communities Select Committee:

- Bridges Community Centre has been in occupation of Drybridge House since 2000 on a 25 year lease from Monmouthshire County Council. It has contributed in excess of £2,000,000 in conserving the house and continues to spend about £50,000 year on year to maintain it. This does not include the vital contribution made by volunteers.
- Monmouthshire County Council has laid down the Asset Transfer procedure, in line with Welsh Government Policy, which is currently being implemented in respect of a number of buildings in Monmouthshire. Bridges Community Centre saw this as an important opportunity to secure its future at Drybridge House.
- Bridges Community Centre submitted its application for a leasehold asset transfer on 16<sup>th</sup> November 2015 with a detailed business plan demonstrating its viability.
- Bridges Community Centre has been told by Council officers that the request would not be granted due to the perceived value to the Council of the building as an asset. However, Bridges Community Centre has never been given a clear indication of what its value might be.



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- Conditions for major grant applications now require at least a 20 year term after completion of a particular project. A longer lease would remove the need to revisit the lease every two or three years for an extension.
- There is a sense of urgency about this request due to the opportunity for Bridges Community Centre to apply for the final tranche of the Big Lottery Fund Community Asset Transfer programme which will open in May 2016 with an application deadline of September 2016. This could potentially bring up to £1,000,000 of new money into Monmouthshire.
- An agreement in principle that Monmouthshire County Council would be prepared to grant Bridges Community Centre a 99 year lease, or if this is not feasible, a 50 year lease, would enable Bridges Community Centre to proceed with this application.

Bridges Community Centre asked the following questions:

- What is the financial value of Drybridge House to Monmouthshire County Council?
- Why would a long leasehold transfer reduce the value of Bridges Community Centre as an asset to the Council?
- Why would Monmouthshire County Council want to reject the opportunity of applying for major external funding which would highlight the strength of the partnership between statutory and voluntary sectors and be recognised as a beacon of good practice?
- Does Monmouthshire County Council have plans for the alternative use or sale of Drybridge house?

#### Member Scrutiny:

- Monmouthshire County Council was committed to supporting Bridges Community Centre.
- The Concessionary Lettings Policy 2003 removed the peppercorn rent. The three year rent review is to reflect any changes for the tenant. Tenants are expected to be able to fund at least 5% of the rent.
- Bridges Community Centre considers that in order to apply for grant funding, security of tenure was required.
- Bridges Community Centre is working hard to generate new sources of income with new potential income streams being investigated.
- Bridges Community Centre was working with Monmouthshire County Council's Social Services Department.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 25th February, 2016 at 2.00 pm

- Voluntary support was important.
- Concern was expressed regarding the amount of work needed to be undertaken to the building and whether there was grant funding available to address this issue.
- It was noted that important services were provided from Drybridge House and the building had been well maintained.
- The valuation of Drybridge House was estimated to be in excess of £500,000.
- In response to a Select Committee Member's question, it was noted that Drybridge House was located on a floodplain but was protected by flood defences.
- A new 25 year lease has been available from 2011 for Bridges Community Centre to sign, but has not taken up the offer. A 50 year lease would not be in accordance with the County Council's rental policy.
- In order to support Bridges Community Centre's request, the current County Council policy would have to be changed.
- Some Select Committee Members considered that Bridges Community Centre's request was an exceptional case and that perhaps a caveat could be looked at so that this matter might be considered at Full Council. However, any other community group that applies for Community Asset Transfer (CAT) funding by September 2016 could be in the same position as Bridges Community Centre if a caveat was put in place via Full Council.

#### Committee's Recommendation:

That the Policy be revisited to include an opportunity for groups to apply for Big Lottery Funding and that Officers and the Cabinet Member explore this matter and bring to Cabinet and Full Council at the earliest opportunity.

#### **4.Revenue and Capital Monitoring 2015/16 Month 9 Outturn Forecast Statement**

We resolved to defer consideration of this item as there was no officer representation available to present the report and answer Members' questions.

#### **5.Select Committee Work Programme**

We received the Strong Communities Select Committee Work Programme. In doing so, the following points were noted:

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Strong Communities Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 25th February, 2016 at 2.00 pm**

- A special meeting of the Strong Communities Select Committee would be held on 17<sup>th</sup> March 2016 at 10.00am (A pre-meeting for Select Committee Members would commence at 9.30am). The agenda items for this meeting will be:
  - Month 9 Budget Monitoring.
  - A County that Serves.
  - Strategic and Equality Plan Monitoring Report.

We resolved to receive the report and noted its content.

### **6. Select Committee Action List**

We noted the Strong Communities Select Committee action list.

### **7. Cabinet and Council forward planner**

We resolved to receive and note the Cabinet and Council Forward Planner.

### **8. Next meeting**

We resolved that the following Strong Communities Select Committee meetings be held on the following dates:

- Special meeting – 17<sup>th</sup> March 2016 at 10.00am.
- Ordinary meeting - 28<sup>th</sup> April 2016 at 10.00am.

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# Public Document Pack Agenda Item 3c

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held  
at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 17th March, 2016 at 10.00 am

**PRESENT:** County Councillor S. Howarth (Chairman)  
County Councillor V. Smith (Vice Chairman)

County Councillors: D. Dovey and A. Easson

### **OFFICERS IN ATTENDANCE:**

Alan Burkitt	Policy Officer Equalities and Welsh Language
Mark Howcroft	Assistant Head of Finance
Lisa Knight-Davies	Senior Innovation Officer
Owen Wilce	Programme Lead - A County That Serves
Roger Hoggins	Head of Operations
Sian Hayward	Digital and Technology Manager
Emma Jackson	Information Management Officer
Sally Thomas	Interim HR Manager
Kathryn Williams	Learning and Events Coordinator
Hazel Ilett	Scrutiny Manager
Paula Harris	Democratic Services Officer

#### **1. Apologies for absence**

Apologies for absence were received from County Councillors S. Jones, A. Webb and S. White.

#### **2. Declarations of Interest**

None received.

#### **3. People Strategy and a County that Serves**

##### Context:

The purpose of the report is to present a progress report for the People and Organisational Development Strategy for Member scrutiny and to seek approval for the next steps for the concluding year of the current strategy.

##### Key Issues:

Modern day local government is moving at pace, and our people and organisation need to keep up with the changes in order for the Council to support sustainable communities and economies. The People and Organisational Development Strategy was agreed through the Council's committee approval process and is rapidly changing to meet the ever emerging needs, in essence demand is driving design.

This being the ultimate year of implementation, the business plan has evolved and has been refined through learning and experience, as well as sharing working practices with other organisations to ensure the strategy is robust, sustainable and fit for purpose.

## MONMOUTHSHIRE COUNTY COUNCIL

### **Minutes of the meeting of Strong Communities Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 17th March, 2016 at 10.00 am**

Whilst we have achieved significant outcomes in the last twelve months, through our collation of evidence we are now in a position to present a new way of working across the whole of People Services. We have created an offer to meet the needs of those people both on and off our payroll and organisation, permitting us to future proof our approach.

#### Member Scrutiny:

Concerns were raised that the strategy was senior leader led and a member of the committee commented that a random selection of staff should have been invited to come along to the Strong Communities Select Committee meeting to see Members in action scrutinising issues.

Although Officers appreciated that Members may feel that staff feel disconnected, we were reassured that staff have various ways of keeping aware; live streaming, social media, web chat, videos and information on the Hub.

The Chair asked if this would be repeatedly annually and we were told that it would, with each directorate driving it forward for their own staff.

#### Committee's Conclusion:

##### Chair's Summary:

The committee were supportive of the strategy and the actions in place to support staff through, training, development opportunities and HR support and welcomed the cohesive approach to supporting employees. Members raised several concerns in terms of sickness absence and staff morale and the Chair advised that there is a working group currently reviewing sickness absence and that the group has been requested to report their findings to the committee in due course. Members welcomed the activities that have been undertaken, such as holding staff conferences and agreed that holding conferences within each directorate may enable a deeper understanding of issues. Members also felt that surveys would enable staff to provide views in an anonymous format, which may assist in highlighting areas of concern. The Committee agreed that the work should continue, with further progress updates brought as appropriate.

#### **4. Volunteering Strategy**

##### Context:

To introduce the Draft Volunteering Strategy 2016-19

##### Key Issues:

Monmouthshire ACTS is the draft version of our Volunteering Strategy, we feel it's a strong starting point, leading a different way of thinking about how 'we' – our staff teams and communities can support and enable volunteering and social action in Monmouthshire.

## MONMOUTHSHIRE COUNTY COUNCIL

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Our belief is that through the Volunteering Strategy and associated Delivery Plan we can 'professionalise' and improve our 'volunteering offer' which focusses on our four stage model of support for volunteers.

- Plan – Looking at how, where, when, and why we involve volunteers.
- Recruit – Providing clear, consistent guidance to ensure safe and supportive recruitment of volunteers.
- Manage – Providing volunteers with all of the tools, information, support and recognition they require.
- Develop – Challenging volunteers to learn new or build existing skills, motivating and enabling impact. Understanding Monmouthshire's rich social capital and local activism we feel our approach will contribute to our core purpose as an organisation – to deliver sustainable and resilient communities – working together with our communities towards shared outcomes that matter to our county.

This strategy aims to bring together departments and projects involving volunteers from across the council, also the third sector and community together with a shared vision. It is worth noting that we already have 'pockets of brilliance' across Monmouthshire, with some volunteering activities and programmes achieving great outcomes already. Whilst other volunteering programmes are emerging, it is imperative to share best practice and learning to provide a clear consistent offer to our volunteers in Monmouthshire. This is where the Volunteering Network plays a vital role engaging and supporting our Volunteer coordinators.

Our people both staff and volunteers must be enabled with the right tools to operate at their best in what is a permanent state of transition and this is not an easy 'measurable' task. The aim is for this strategy to make a key contribution to embedding good volunteering standards and practices across the county, raising the level of support for volunteers is key. 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.

Monmouthshire ACTS gives the story of our ambitious evolution – formed as a direct result of the People and Organisational Development Strategy – it describes our journey through the various necessary stages of growth and development. Lessons learned from mapping, consultation and rapid prototyping gives us the confidence and evidence base to scale our volunteering model up across the county.

Monmouthshire ACTS outlines measures that will allow us to capture information and importantly measure impact. They are not all quantitative methods, we have found success qualitative methods which can convey emotion for example through recent video interviews. The positive impact was publicised and as such more volunteers have expressed an interest in engaging with us.

The strategy is importantly built upon a number of key themes and priorities. These describe the ethos of our work. The five key principles we promote are: -

**Support** - Excellent support, management and training for volunteers is essential for wellbeing and retention.

**Choice** - Volunteering is a free choice made by an individual to offer their time and support, there is no contractual agreement but the volunteer does have rights and responsibilities.

**Equality** - Volunteering should be open to all, welcoming and supporting diversity to promote equality.

**Recognition** – Volunteers offer their time without financial gain to contribute to personal, organisational, economic or community benefit but should receive appropriate and timely recognition.

**Participation** - Volunteering is a way in which individuals can participate and shape the activities of their community.

## MONMOUTHSHIRE COUNTY COUNCIL

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The strategy is intentionally draft at this stage. Approval and release of the draft strategy will result in a programme of communication and engagement being undertaken with staff and communities over coming weeks such as to seek feedback and ideas on all aspects of the strategy. A final strategy will be brought back to Cabinet for approval before the end of the calendar year.

#### Member Scrutiny:

Members felt that the report could have been condensed and felt strongly that volunteers should be imbedded, not exploited, with a member giving the example of volunteer drivers not being reimbursed their expenses in the past.

The need for adequate basic training and ongoing support was deemed essential.

Members sought reassurance that all volunteers are scrutinised and stressed that safeguarding is paramount. We were advised of the safe recruitment policy & toolkit which makes it clear to all volunteers what is required from them from a safeguarding point of view.

#### Committee's Conclusion:

##### Chair's Summary:

Members welcomed the strategy and Volunteer Toolkit that has been developed to support volunteers in playing an important role in service delivery in the county. The Committee acknowledged that significant work had been undertaken by the Volunteer Lead to provide a model that has been based on lessons learnt by others and commended the approach that has been adopted. The committee were satisfied that there are appropriate safeguarding measures in place to ensure all volunteers are vetted and were reassured that the volunteer strand of working has been included within the Council's Corporate Safeguarding Group.

Members highlighted the need to measure the 'added value' of volunteering through several different perspectives:

- The monetary value that volunteering offers
- The impact of volunteering in terms of projects that have been furthered by volunteers which may not have happened otherwise
- The emotional/social value for volunteers, for example, the impact that volunteering has had on their health, happiness and well-being

The committee asked that the Volunteering Lead consider how the added value of volunteering could be usefully measured in these different formats. Members requested future updates from the officer as appropriate, acknowledging that the committee will be inviting Gwent Association of Voluntary organisations (GAVO) to a future meeting to discuss partnership working and that volunteering may be discussed as part of that agenda.



## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Strong Communities Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 17th March, 2016 at 10.00 am**

### **5. Month 9 Budget Monitoring**

#### Context

The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of reporting period 3 which represents month 9 financial information for the 2015/16 financial year.

#### Key Issues

That Members consider the position concerning the third period of revenue monitoring in 2015/16 (£162,000 overspend), and seek assurance that Chief Officers will continue to work on delivering the £1.6 million Recovery Plan reported to December 2015 Cabinet.

That Senior officers follow the requirement of the Protection of Employment Policy which requires that all redundancy and pension costs must be reported to and agreed by Cabinet before final approval.

Members consider the position concerning period 3 (Month 9) Capital Monitoring 2015/16 of an estimated £23.8million spend against a net budget of £23.9million, after proposed slippage of £37.7 million, notes the improvement in a need for slippage reported by managers (after excluding 21c schools), and the reservation that this necessitates managers incurring £12.5million expense during the last quarter, when collectively they only spent £11.3 million in preceding periods this year.

Requests the addition of two wholly funded section 106 funded capital schemes to the capital programme, which managers' report will be fully utilised by the end of March 2016:

- A capital budget of £40,000 to allow for the construction of a Puffin crossing in the vicinity of the development at Saw Mill house funded from S106 contributions from the development at Saw Mill house, Little Mill.
- A capital budget of £6,800 to continue the implementation of the Monmouth Links Connect 2 walking and cycling network funded from Section 106 contributions received from the development at the Almshouses, St James' square Monmouth

#### Member Scrutiny:

Members asked for clarification on redundancy costs in school and were advised that the average redundancy cost is £15 – 20, 000.

A Member asked for a full breakdown on the money going to the Borough Theatre (**ACTION M.H.**).

A Member asked about advertising on highways and we were told by the Head of Operations that when the scheme was first brought to planning, concerns were raised about the locations suggested. Another meeting was taking place shortly to discuss more suitable sites.

It was stressed by a member that it was of the utmost importance that members were kept aware of what is happening in all directorates to ensure members see the whole picture.

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Strong Communities Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 17th March, 2016 at 10.00 am**

### Committee's Conclusion:

Members reviewed the financial situation at month 9 for projects and programmes within their remit, expressing concern for the budgetary position for the highways division. The committee expressed concern for the Home to School Transport budget and acknowledged that given that the Additional Learning Needs transport savings have proven unachievable, it is unlikely that the service is going to be able to operate within its existing budget. Members were concerned that the service has requested further funding via the MTFP in 2016-17 and agreed there is a need to review the Home to School Transport Policy and consider the appropriate funding for this service.

### **6. Strategic Equality Plan Monitoring Report**

#### Context

The Equality Act 2010 was introduced in April 2011. Within the Specific duties is the requirement to publish an annual report on the progress made by the Council in its compliance with its Strategic Equality Plan, equality objectives and action Plan. The Act's principles and processes ensure that the Council remains true to its corporate values of Openness, Fairness, Flexibility and Teamwork.

#### Key Issues

One of the specific duties in the Equality Act 2010 requires Public Bodies to publish an Annual Report detailing the progress on achievement of the actions outlined in the plan covering the period 1st April 2014 to 31st March 2015.

#### Member Scrutiny:

A Member asked why people questioned were reluctant to answer the question of religion or marital status. In answer we were told that in terms of getting to fill in the forms, a push was required from the Chief Executive's office. The results are anonymous and help us form a picture of our organisation. Unless people reveal their issues, we cannot help them.

It was asked who are the 6 employees we don't pay and were advised this would be graduate volunteers.

It was commented that working with people services may improve completion rates in future.

### Committee's Conclusion:

The Chair thanked the Officer for the comprehensive update and looked forward to being regularly updated.

**The meeting ended at 1.20 pm**

**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the meeting of Strong Communities Select Committee held  
at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 17th March, 2016 at 10.00 am**

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<b>SUBJECT:</b> Draft Improvement Plan 2016-17
<b>MEETING:</b> Strong Communities Select Committee
<b>DATE:</b> 28 <sup>h</sup> April 2016
<b>DIVISIONS/WARDS AFFECTED:</b> All

**1. PURPOSE:**

- 1.1 To provide members with the opportunity to scrutinise the Improvement Objectives contained in the Improvement Plan 2016-17 ahead of a decision by Council on 12<sup>th</sup> May.

**2. RECOMMENDATIONS:**

- 2.1 That members scrutinise the five Improvement Objectives proposed in the Improvement Plan and the extent to which the actions are likely to achieve the objectives and improve outcomes for communities.

**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 actions that will deliver the Council's priorities of education, support for vulnerable people, supporting business and job creation and maintaining locally accessible services.
- 3.3 The Improvement Plan 2015-17 was published in May 2015 and contained five objectives closely aligned to delivering the Council's priorities. The improvement objectives for 2016/17 are a continuation of five objectives set in May 2015;
- We will improve at all key stages of education.
  - We will safeguard people, whether young or old, while reducing people's 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
- 3.4 The information for scrutiny today focusses on the detail of the Improvement Objectives for 2016/17, which will be contained within the full Improvement Plan. The objectives have been reviewed and updated to continue relevant activity that was already committed in the objective and include any new actions that have been identified. The Improvement Objectives are currently subject to a public consultation which will run until until 22<sup>nd</sup> April 2016 and feedback from the consultation will be incorporated into the objectives, as relevant, prior to being put forward for approval by Council on May 12<sup>th</sup> 2016.
- 3.5 This is a draft plan for scrutiny and at this stage some parts of the plan are not fully completed and targets not finalised, these will be completed ahead of the decision by council, but this will still provide members with sufficient information to scrutinise the plan. The latest performance data for 2015-16 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 at this stage these measures have not yet been subject to audit and therefore may change prior to publication.

- 3.6 Some changes have been made to the format plan to reflect latest legislation, respond to feedback from the Wales Audit Office as well as our own learning. These are:
- Explaining the structure of the objective so everyone understands why certain information is included.
  - Continuing to ensure clearer links between actions and measures with associated targets for improvement.
  - Embedding the Well-Being of Future Generations Act requirements in our planning, including considering how our activity contributes to Welsh Government 7 wellbeing goals
- 3.7 During 2016-2017 Monmouthshire County Council will undertake two substantial assessments of need and wellbeing within the County as a consequence of the Wellbeing of Future Generations Act and the Social Services and Wellbeing Act. The information that is gained during this work will provide a much deeper evidence base to inform the publication of the council's well-being objectives by 31st March 2017 (a requirement under the Wellbeing of Future Generations Act). At the point of developing the wellbeing objectives a fundamental rethink of improvement objectives will be undertaken in line with the principles of the Act.
- 3.8 Part two of the plan, focusing on what we achieved in 2014-15 will be presented to Council in October when full audited information becomes available for publication. Prior to that select committees will be presented with reports showing progress against the objectives set for 2015-16.

#### **4. REASONS:**

- 4.1 To set out clearly some of the main actions 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 This plan draws together key activities that will already have been agreed by members or which will be brought forward for decisions in the year ahead, each will come with separate resource requirements. Production of the plan itself has no resource implications.

#### **6. CONSULTEES:**

Senior Leadership Team

Wider views on the priority areas of activity have been identified through the programme of Monmouthshire Engages events held over recent years that have helped inform the development of the plan. While the feedback from the public consultation will be incorporated into the objectives, as relevant, prior to being put forward for approval by Council on May 12th.

**7. AUTHORS:**

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# Building Sustainable and Resilient Communities

Improvement Plan 2016 -17  
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monmouthshire  
sir fynwy

# Version Control

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<b>Title</b>	Improvement Plan 2016 – 17
<b>Purpose</b>	<p>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 and shows how the council is delivering the 7 aspects of improvement.</p> <p>This plan is an update of the Improvement Plan 2015-17 published in May 2015. A full evaluation of performance against that plan will be published in October 2016.</p>
<b>Owner</b>	Monmouthshire County Council
<b>Approved by</b>	
<b>Date</b>	20 April 2016
<b>Version Number</b>	1.0
<b>Status</b>	Draft
<b>Review Frequency</b>	Annual
<b>Next review date</b>	April 2017
<b>Consultation</b>	Ongoing via MCC website

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# Welsh Language and Alternative Formats

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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](mailto: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](mailto:improvement@monmouthshire.gov.uk)

 [www.monmouthshire.gov.uk/improvement](http://www.monmouthshire.gov.uk/improvement)

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

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 @MonmouthshireCC

# Foreword

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To be inserted prior to publication

# Introduction

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Over the coming years the shape of public services in Wales is likely to change significantly. We begin our plan with two new and very significant pieces of Welsh legislation. These are aimed at improving well-being by making public bodies think more about the long-term, work better with people and communities, look to prevent problems before they arise and take a more joined-up approach.

The two pieces of legislation are the Well-being of Future Generations (Wales) Act and the Well-being and The Social Services and Well-being (Wales) Act. We welcome their introduction and these are things that we have been focused on for the past few years. Reducing budgets, increasing demand and higher public expectations mean that we cannot keep delivering public services using the same approach. It is vital that we look to the future and identify new ways of doing things. What hasn't changed our desire to continue to improve services and outcomes for the people and communities of Monmouthshire. This Improvement Plan describes that ambition we have for local services.

The Future Generations Act will change the way in which we plan, encouraging public bodies to look ahead in ten and even 25 year time frames. Before we can do that we need to better understand some of the information about Monmouthshire, its people and environment. Consequently this plan focused on the next year which will take us up to the next council elections in May 2017. During that time we will gather more information and talk to residents, businesses and partners about what well-being means to them and some of the things we should be doing to ensuring we build sustainable and resilient communities for future as well as current generations.

Our four priorities remain. They are: education; protecting the most vulnerable in society; supporting enterprise and job creation and maintaining locally accessible services.

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 changes. This will always be shaped by public engagement, informed service design and learning from the best in public service delivery in the UK and beyond. It is the social capital, the ideas and community here in Monmouthshire that provides us the find a different path to excellent services and improved well-being

# The Vision for Monmouthshire

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## Building Sustainable and Resilient Communities

The vision for our county is described in the Single Integrated Plan for Monmouthshire. The plan is in its final year of implementation. It was developed by the Local Service Board – the group which brings together the leaders of key organisations in Monmouthshire. In April 2016 this group became the Public Service Board or PSB and will begin work on a new plan that will be published in 2018.

Public services are focused on improving social, economic, environmental and cultural wellbeing, in accordance with the sustainable development principle. We have identified three specific themes that will be the focus of our work together:

**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.

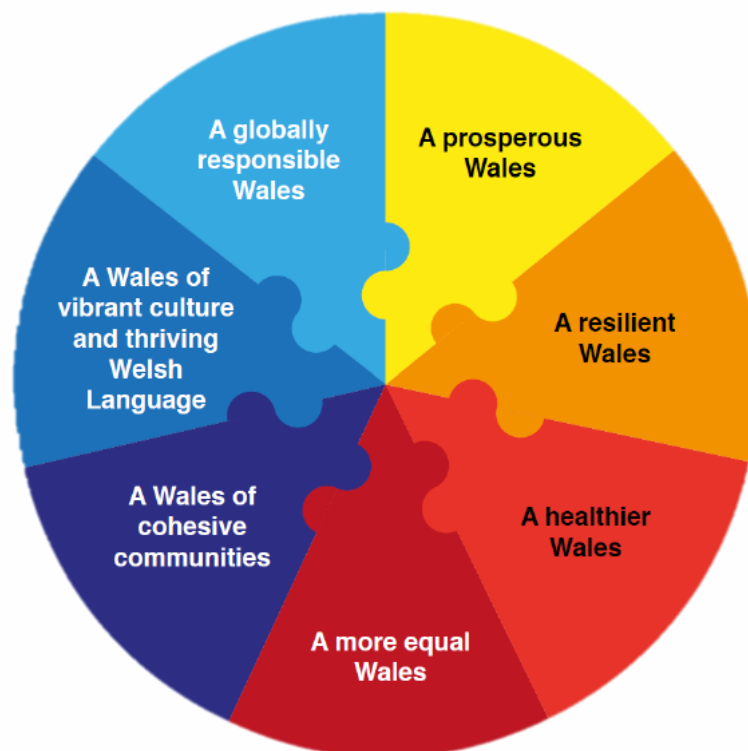
## The Well-Being of Future Generations Act

The Well-being of Future Generations Act requires us to improve social, economic, environmental and cultural wellbeing, in accordance with the sustainable development principle. This should ensure that present needs are met without compromising future generations in meeting their own needs.

In planning our services we must consider, but also 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

The Act defines seven well-being goals to which public bodies should maximise their contribution by setting and publishing well-being objectives and in taking all reasonable steps to meet those objectives. They are shown in the diagram below.



Monmouthshire County Council's well-being objectives will be published in March 2017. In the meantime we will continue to produce Improvement Objectives in line with the Local Government (Wales) Measure 2009 and show how these align to the national goals. Over the course of this year we will be working as part of the Public Service Board to carry out a well-being assessment to analyse the state of well-being in each of our communities. We will be talking to residents throughout this period to make sure we get this right. This



information will be used to review the council's current improvement objectives in preparation for the publication of the council's well-being objectives.

All the decisions made by the council and its cabinet will be assessed using a Future Generations Evaluation which ensures equality and sustainable development considerations are considered fully when we take decisions.

The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals. The four statutory members of the PSB are the Local Authority, Local Health Board, Fire and Rescue Authority and Natural Resources Wales, although other organisations are also invited. Public Service Boards have a planning responsibility to prepare and publish an assessment of local well-being, produce a local well-being plan and report annually on its progress.

## Social Services and Well-being Act and Safeguarding

The Act came into force in April 2016 and will transform the way care and support is delivered making it a responsibility on more than just the social services department. It is about promoting people's independence to give them a stronger voice and more control and support people of all ages as part of families and communities so they are less dependent on institutional services. The Act will:

- Engage with and empower citizens
- Promote independence and well-being
- Give people who receive support and their carers control over their lives and the support they receive to maximise independence.

We will be working to closely align our approach to this legislation with the Future Generations Act described above as they are strongly related and have a number of common features such as to carry out assessments and a strong emphasis on prevention and integrated approaches.

In Monmouthshire responsibility for well-being and safeguarding is everyone's business. Services have a clear responsibility for ensuring the safeguarding and wellbeing of adults, children and young people.

## Equality and Welsh Language

The council has a long standing commitment to equality and diversity. Our second Strategic Equality Plan was published in April and sets the council's objectives to ensure we deliver better outcomes for people with protected characteristics such as race, gender, disability or age. This is clearly aligned with the well-being goals set by Welsh Government and as well as being a legal responsibility under The Equality Act 2010 – but above all else it is important to us as it is the right thing to do.

During 2016-2017 Monmouthshire County Council will undertake two substantial assessments of need and wellbeing based on a wide range of data and extensive

consultation. We expect to use this information to look again at our Strategic Equality Plan and anticipate updating it again in 2017.

In January 2014 the Welsh Government announced proposals for the first set of Welsh language standards that would be applicable to councils, national parks and the Welsh Government itself. The authority recognises that the Welsh language is central to the goals introduced as part of the Well-being of Future Generations Act to ensure we are still able to maximise our contribution to a Wales of vibrant culture and thriving Welsh language.

The first of the new standards came into effect on 30 March 2016. These place a legal duty on councils to make it easier for people to use services through the medium of Welsh. They include making it clear that organisations welcome correspondence with the public in Welsh and also making the meeting agendas and minutes available bilingually.

In March 2016 we offered households the opportunity to state a language preference for their dealings with us. We now maintain a record to ensure that we write and speak with people in the language of their choice. If you have yet to state a preference you can do so by e-mailing [cymraeg@monmouthshire.gov.uk](mailto:cymraeg@monmouthshire.gov.uk) or telephoning 01633 644680.

# The Values that Guide us

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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

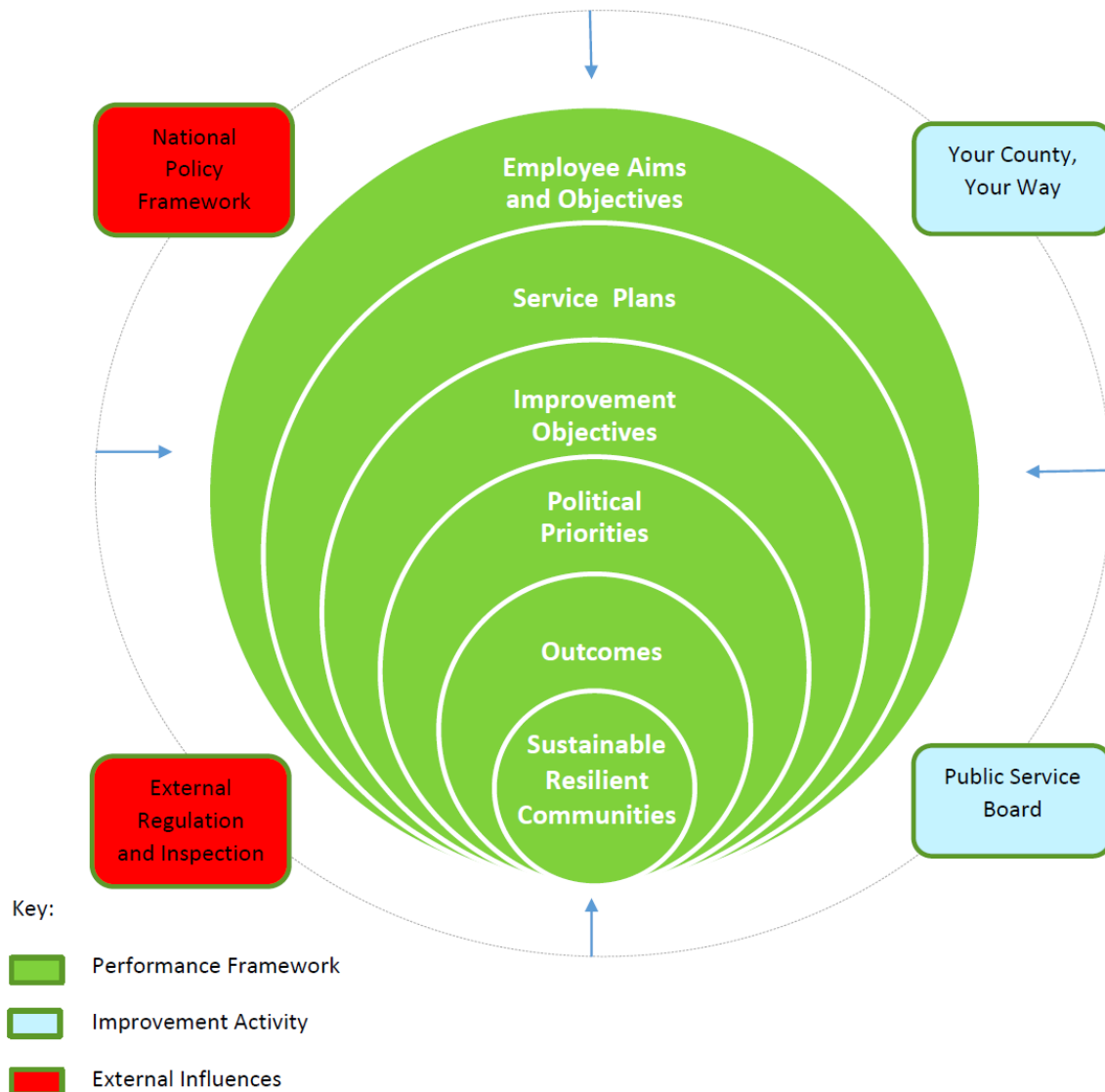
These values are embedded through our [your county, your way](#) programme, which is recognised at a UK level and sets out how we seek to transform our delivery. This is about:

- 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
- An organisational design which is networked in nature and exhibits high levels of trust in our people.

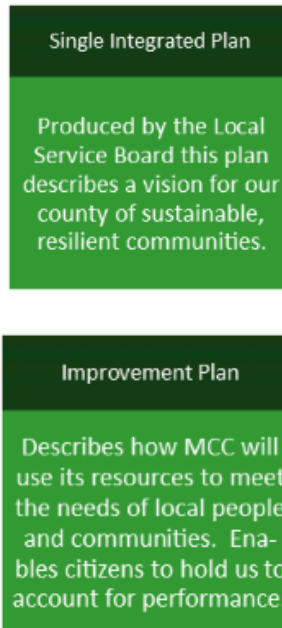
# Our Improvement Framework

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 the unifying purpose for the diverse range of services that we are responsible for. The council's political administration has set out a Continuation 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 an integrated series of strategic approaches that mobilise our assets to improve services. 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.	Maintains focus on core services such as waste collection, highways maintenance and public transport.

These documents underpin Monmouthshire's 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 Strategy are fundamental to delivering on Improvement Objective 5 to ensure an efficient, effective and sustainable organisation.

# Our Priorities

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Monmouthshire Council is run by a partnership administration of two political parties. In March 2015 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 Democrat 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. These are:

- Education - While at a headline level our key stage results are amongst the best in Wales we recognise that we can make further improvements and will strive to raise standards across all key stages of education for all pupils.
- Safeguarding vulnerable people - Support for vulnerable people 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 NHS. We are constantly looking to deliver more support through community networks so that we meet the challenge of demographic changes in a sustainable way.
- 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.
- 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.

# 2016 - 17 Improvement Objectives

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It is important that we spend our effort and resources doing things that reflect 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.

Over the past few years we have held Monmouthshire Engages events and roadshows. These events have helped 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. Last year the council adopted a new improvement objective to reflect this, *maintaining locally accessible services*.

These objectives are an update of the Improvement Objectives contained in the Improvement Plan 2015-17, published in May 2015. They have been reviewed and updated to continue relevant activity that was already committed and include any new actions that have been identified. The Improvement Objectives are subject to a consultation. At the time of producing this draft report the consultation is live on the council's website and will run until 22 April.

Over the next few pages you can read more 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. We have included an explanation of the template used for each objective so everyone understands why the information is included.

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 comparable data at <http://mylocalcouncil.info/>. You can also see more of our measures in the final section of this report. At time of publication 2015/16 data is currently being collated.

## How we will assess our effectiveness

The performance against the actions and performance indicators set under each improvement objective is evaluated six monthly and reported to the Senior Leadership Team and the Council's four select committees.

We 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	Table 1: 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 weaknesses – 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



## Improvement Objective template explained

<b>MCC Improvement Objective:</b>		This sets the aim or goal of what we want to achieve over the medium term. The actions set out below will contribute to this.	<b>Cabinet Member</b>	This identifies the cabinet member(s) responsible for the actions in the objective.	
<b>Council Priority: Single Integrated Plan Outcome:</b>		This sets out the Council priority and also the Single Integrated Plan priority that the objective will support			
<b>What the Single Integrated Plan identifies that we will contribute to:</b>		This gives more detail on the contribution that the objective makes to the Single Integrated Plan			
<b>Why have we chosen this?</b>		This describes the reason why we have chosen to focus our time and resource on this objective.			
<b>Well-being goal contributed to:</b>		This explains how the improvement objective will contribute to the achievement of the National well-being goals.			
<b>What will we do?</b>	<b>Timescale/ milestone</b>	<b>What difference do we expect it to make?</b>	<b>How we will measure success</b>		
This sets the action we will take that will contribute to delivering the improvement objective	This sets the timescale we will deliver the action in. Sometimes actions will go on longer than the year of the improvement plan	This describes the impact we expect the action to make in contributing to the delivery of the Improvement Objective.	This information will be used to help evaluate the impact the action has made. This will link to quantitative and qualitative evidence including relevant performance indicators. These are shown under the "How will we know the difference it has made?" section		
<b>How will we know the difference it has made</b>			<b>2014/15</b>	<b>2015/16</b>	<b>2016/17 Target</b>
The performance indicators in this section focus on the output or number of things we have done, the quality and effectiveness of things we have done and the performance compared to previous years. Targets are set for the current year to set the improvements we are aiming for. These indicators sometime relate to, more than one of our actions and are more focused on quantifying progress towards the improvement objective as a whole					
<b>National well-being indicators associated with the objective</b>					
These indicators have an important role in helping to measure the longer term progress made towards achieving the objectives. These indicators will often not measure the performance of an individual action or even, in some cases, the council as an individual public body but provide useful					

evidence in understanding the longer term progress that is being made which is in line with the principles of the Future Generations Act that focus on longer term planning. Therefore as an individual organisation we have not set targets for these indicators. These are aligned to the indicators used as part of the Future Generations Act used to measure the progress towards achieving the well-being goals as a whole.

**What resources will we use?**

This provides an indication of the amount we spend on delivering services in the areas that contribute most to the objective

**Partners we are working with?**

We cannot make all the improvements on our own. This section sets out partners we are working with to deliver the actions set out above.

**Want to find out more?**

The improvement objective focuses on our priority areas for action, this section provides links to further information about activity related to the objective to provide further context to our work.

## Objective 1

<b>MCC Improvement Objective:</b>	<b>We will improve at all key stages of education</b>	<b>Cabinet Member</b>	Cllr Liz Hacket Pain
<b>Council Priority:</b> <b>Single Integrated Plan Outcome:</b>	Education We will improve at all key stages of education		
<b>What the Single Integrated Plan identifies that we will contribute to:</b>	We will provide practical and flexible learning by: <ul style="list-style-type: none"> <li>• Redesigning our schools and making them fit for purpose</li> <li>• Offering a more flexible education system that meets the needs of pupils, their families and employers</li> <li>• Improving access to education for vulnerable groups</li> <li>• Addressing key factors to underachievement</li> </ul>		
<b>Why have we chosen this?</b>	Education is one of the four priorities for the council. We are working to improve performance at all key stages. While at a headline level our key stage results are amongst the best in Wales we still need to raise standards across all key stages of education for all pupils.		
<b>Well-being goal contributed to:</b>	<b>A prosperous Wales</b> – Developing a skilled and well educated population <b>A more equal Wales</b> – A society that enables people to fulfil their full potential.		
<b>What will we do?</b>	<b>Timescale/ milestone</b>	<b>What difference do we expect it to make?</b>	<b>How we will measure success</b>
Continue to raise standards across all key stages of education for all pupils, particularly in relation to literacy, numeracy and closing the gap in key stage performance between pupils receiving free school meals and those who do not.	Jun 2017	That we will have consolidated our position as a top performer in Wales at all key stages of education.	Measure: Percentage of schools in the top free school meal benchmark quartile across all key stages  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.  Measure: Key Stage 4 level 2 inclusive
Ensure the inclusion of Additional Learning Needs within mainstream education settings at the point of need and wherever possible	March 2017	The number of Statements issued will continue to fall and the number of School Action Plus Resource Assist (SAPRA) agreements will increase.	Measure: The number of pupils with ALN educated in mainstream education settings within the county

			Measure: The number of pupils with ALN educated in specialist provision within the county
			Measure: The number of pupils with ALN educated in specialist provision out of county
Invest in ICT so that schools can maximise the impact of technology	Dec 2016	A rolling programme of investment for ICT enabled classrooms is in place across Monmouthshire schools	Milestone: Implement phase 1 of the ICT in schools to upgrading equipment and infrastructure as well as implement SIMS in the classroom.
Build and refurbish our school estate as prioritised so they are fit for learning and teaching.	Mar 2017	Develop new school sites so that we can implement a progressive and immersive curriculum and support learners in a choice of education media	Milestone: New secondary schools in Caldicot and Monmouth
<b>How will we know the difference it has made</b>		<b>2014/15 (13/14 Academic)</b>	<b>2015/16 (14/15 Academic)</b>
			<b>2016/17 Target (15/16 Academic)</b>
The percentage of pupils achieving the Foundation Phase indicator:			
i) Pupils not eligible for free school meals		i) 92.2%	i) 92.9%
ii) Pupils receiving free school meals		ii) 82.6%	ii) 82.9%
The percentage of pupils achieving the Key Stage 2 Core Subject Indicator:			
i) Pupils not eligible for free school meals		i) 92.2%	i) 93.8%
ii) Pupils receiving free school meals		ii) 70%	ii) 81.9%
The percentage of pupils achieving the Key Stage 3 Core Subject Indicator:			
i) Pupils not eligible for free school meals		i) 86.9%	i) 93.6%
ii) Pupils receiving free school meals		ii) 66.3%	ii) 62.3%
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		i) 70.6%	i) 70.7%
ii) Pupils receiving free school meals		ii) 25%	ii) 39.4%
The number of children with:			
i) Statements of Special Educational Need		i) 399	i) 353
		ii) 0	ii) 47

ii) School Action Plus Resource Assist (SAPRA)			
<b>National well-being indicators associated with the objective</b>			
<ul style="list-style-type: none"> <li>Percentage of pupils who have achieved the “Level 2 threshold” including English or Welsh first language and Mathematics, including the gap between those who are eligible or are not eligible for free school meals. (To be replaced from 2017 by the average capped points score of pupils).</li> <li>Percentage of adults with qualifications at the different levels of the National Qualifications Framework.</li> </ul>			
<b>What resources will we use?</b>			
<p>The budget for the Children &amp; young People service is £50.5 million. The annual cost of educating a child for a year in one of our secondary schools is £5,825 and it costs £517 per pupil per year for school transport. Our Future 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.</p>			
<b>Partners we are working with?</b>			
<p>Education Achievement Service (EAS) and The Welsh Government.</p>			
<b>Want to find out more?</b>			
<p>Take a look at the latest <a href="#">annual report</a> 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 <a href="http://www.monmouthshire.gov.uk/meetings/">http://www.monmouthshire.gov.uk/meetings/</a></p>			

## Objective 2

<b>MCC Improvement Objective:</b>	<b>We will safeguard people, whether young or old, while reducing peoples dependence on social care</b>	<b>Cabinet Member</b>	Cllr Geoff Burrows
<b>Council Priority: Single Integrated Plan Outcome:</b>	Safeguarding vulnerable people Families are supported & older people are able to live their good life		
<b>What the Single Integrated Plan identifies that we will contribute to:</b>	For families to feel supported we need to: <ul style="list-style-type: none"> <li>• Support our families earlier to prevent them becoming more vulnerable and better co-ordinate support which can react more quickly.</li> </ul> For older people we need to: <ul style="list-style-type: none"> <li>• Nurture good support networks in the community and enable older people to do what matters to them</li> <li>• Focus on preventative health and well-being programmes for older people to live their good life</li> </ul>		
<b>Why have we chosen this?</b>	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		
<b>Well-being goal contributed to:</b>	<b>A healthier Wales</b> – A society in which people's physical and mental well-being is maximised <b>A Wales of cohesive communities</b> – Attractive, viable, safe and well-connected communities <b>A more equal Wales</b> - A society that enables people to fulfil their potential no matter what their background or circumstances		
<b>What will we do?</b>	<b>Timescale/ milestone</b>	<b>What difference do we expect it to make?</b>	<b>How we will Measure success</b>
Redesign traditional social care services, including in-line with the new Social Services and Well-being (Wales) Act.	March 2017	People of all ages will be supported as part of families and communities so they are less dependent on institutional services.	Milestone: We will have commissioned a new approach to care at home Milestone: We will have re-provided the council's residential care for older people with dementia through an innovative partnership arrangement Milestone: Mardy Park will have been remodelling as an integrated community hub

<p>Develop place based approaches to sustaining and developing social capital which promote individual and community well-being and develop a targeted, evidence based model of early intervention and prevention in children's services.</p>	<p>March 2017</p>	<p>Less people's needs will escalate to the point where the need commissioned services</p> <p>Families can access appropriate support at the earliest opportunity</p>	<p>Milestone: New approach to early intervention, prevention and well-being are in place.</p> <p>Measure: Number of adults requiring traditional long term social care</p>	
<p>Our whole authority safeguarding group will continue to provide leadership of safeguarding and ensure all parts of the council address the priority actions within the latest internal audit report.</p>	<p>March 2017</p>	<p>Children and vulnerable adults will be safeguarded and everyone understands their role in this</p>	<p>Milestone: Safeguarding is a key strand of the council's service plans and contractual arrangements with other providers who care for children and adults</p> <p>Milestone: An audit report which demonstrates positive progress</p>	
<p>Deliver practice improvements in Children's Services, stabilise and recruit a permanent workforce and develop a commissioning approach for looked after children</p>	<p>March 2018</p>	<p>A balanced budget will be achieved while people get the support they need</p>	<p>Measure: A balanced budget in children's services</p> <p>Measure: A reduction in the use of agency staff</p> <p>Measure: Improved performance against new measures in the national performance framework.</p>	
<p>We will review access points for our services to ensure people can access the information and advice they need to make decisions about their own lives</p>	<p>Dec 2016</p>	<p>People have access to timely and quality information, advice and assistance.</p>	<p>Milestone: Clear approach to Information, Advice and Assistance presented to select and Cabinet</p> <p>Measure: The percentage of people who received advice and assistance and who have not needed to contact the service again</p>	
<p><b>How will we know the difference it has made</b></p>		<p><b>2014/15</b></p>	<p><b>2015/16</b></p>	<p><b>2016/17 Target</b></p>
<p>Number of older people receiving traditional long-term community based packages of social care</p>		<p>1116</p>	<p>tbc</p>	<p>To be set following year-end validation</p>
<p>Percentage of adults receiving social care who are satisfied with the service</p>		<p>93%</p>	<p>tbc</p>	<p>90%</p>

Percentage of reviews of children on the child protection register that were carried out on time	95.5%	93.0%	100%
Percentage of referral decisions to children's services made within one day	99.6%	98%	99.2%
<b>National well-being indicators associated with the objective</b>			
<ul style="list-style-type: none"> <li>Percentage of people who are lonely.</li> </ul>			
<b>What resources will we use?</b>			
The budget for Social Care & Health is £40 million. It costs us around £42,243 to look after a child in the care system and £8,702 to support an older person in their own home for a year.			
<b>Partners we are working with?</b>			
Gwent Police, Aneurin Bevan University Health Board, Gwent Association of Voluntary Organisations, other local authorities in Gwent, Welsh Government			
<b>Want to find out more?</b>			
Take a look at the <a href="#">annual report</a> of the Chief Officer for Social Services and this <a href="#">short animation</a> that describes some of our work.			



## Objective 3

<b>MCC Improvement Objective:</b>	<b>We want to enable our county to thrive</b>	<b>Cabinet Member</b>	Cllr Bob Greenland and Cllr Phil Murphy
<b>Council Priority:</b> <b>Single Integrated Plan Outcome:</b>	Supporting business & job creation Business and enterprise		
<b>What the Single Integrated Plan identifies that we will contribute to:</b>	To enable business and enterprise to prosper in Monmouthshire, we need: <ul style="list-style-type: none"> <li>• Better paid local employment opportunities</li> <li>• To retain more of the spend of visitors, citizens and businesses within Monmouthshire.</li> </ul> For people in Monmouthshire to have affordable and appropriate housing		
<b>Why have we chosen this?</b>	This objective aligns closely with the single integrated plan for Monmouthshire. To create better employment prospects we need to develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities. 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.		
<b>Well-being goal contributed to:</b>	<p><b>A prosperous Wales</b> – Focussing on using resources efficiently, developing skills and an economy which generates wealth and provides employment.</p> <p><b>A Wales of vibrant culture and thriving Welsh language</b> - A society that promotes and protects culture, heritage and the Welsh language.</p> <p><b>A resilient Wales</b> - A natural environment supporting social, economic and ecological resilience.</p>		
<b>What will we do?</b>	<b>Timescale/ milestone</b>	<b>What difference do we expect it to make?</b>	<b>How we will measure success</b>
Maximise the potential for Monmouthshire to contribute to and benefit from the creation of the Cardiff Capital Region (CCR) City Deal.	March 2017	Improved economic prosperity of Monmouthshire	Milestone: Council decision on signing up to the city deal
Implement Community Infrastructure Levy (CIL) and continued implementation of the Local Development Plan framework	CIL adoption - Winter 2016 (Subject to examination).	Effective policies and proposals contributing to the local economy, sustainable communities, housing market and environment	Milestone: Community Infrastructure Levy examination, adoption and implementation commenced.
Deliver environmental improvements in Caldicot and Abergavenny town centre.	Abergavenny – September 2016 (Loan Funding) Caldicot - Ongoing	Improved environment in Caldicot and Abergavenny town centre that will help contribute to economic prosperity.	Measure: Amount of loan scheme funding allocated in Abergavenny Town Centre <sup>1</sup>

			Measure: Vacancy Rate Abergavenny town Centre Measure: Vacancy Rate Caldicot town centre	
Maximise the potential from hosting the National Eisteddfod in Monmouthshire	August 2016	A successful event promoting culture, the Welsh language, Monmouthshire as a tourism destination and bring economic benefits to the County.	Measure: Total income generated from tourism in Monmouthshire per year	
Continued delivery and development, working with partners, of the Monmouthshire Business and Enterprise business support package including; support, signposting, training and events.	On going	Monmouthshire Business and Enterprise support results in increased business and employment opportunities in Monmouthshire.	Measure: The number of new business start-ups supported.	
<b>How will we know the difference it has made</b>		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17 Target</b>
Total income generated from tourism per year <sup>2</sup>		£173.15	Not yet available	+1-2%
Amount of loan funding allocated under the Abergavenny Town Centre Loan Scheme		N/A	£0	£1.25 Million
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners		122	59	To be set
Vacancy rate of primary frontage units in Abergavenny town centre <sup>3</sup>		5.1% (14 Units)	5.8% (16 Units)	To be set
Vacancy rate of primary frontage units in Caldicot town centre <sup>4</sup>		9.2% (6 units)	7.6% (5 units)	To be set
<b>National well-being indicators associated with the objective</b>				
<ul style="list-style-type: none"> <li>• Gross Disposable Household Income per head</li> <li>• Gross Value Added (GVA) per hour worked</li> <li>• Percentage of people in employment</li> <li>• Percentage of businesses which are innovation-active.</li> </ul>				
<b>What resources will we use?</b>				
A £1.25m loan scheme to help bring back to life underutilised and redundant sites and buildings in Abergavenny town centre has been established funded under the Welsh Government's 'Vibrant and Viable Places' initiative. The Council has allocated £278,000 for hosting the Eisteddfod, with Monmouthshire Communities funding raising target of £300,000.				
<b>Partners we are working with?</b>				

Community and Town Councils, local citizens, local community groups, CCR partner local authorities, UK government, Welsh Government, National Eisteddfod and businesses along with national and international organisations.

**Want to find out more?**

Our [Business Growth and Enterprise Strategy](#) provides further information about our ambition to support business growth and build capacity for enterprise in Monmouthshire, while information is also available on the Monmouthshire Business and Enterprise portal <http://monmouthshire.biz/> . You can learn more about the Local Development Plan on our [website](#) . Keep up to date with latest Eisteddfod news at <http://www.monmouthshire.gov.uk/eisteddfod>

## Objective 4

<b>MCC Improvement Objective:</b>	<b>Maintaining locally accessible services</b>	<b>Cabinet Member</b>	Cllr Bob Greenland, Cllr Phyl Hobson and Cllr Bryan Jones.
<b>Council Priority:</b> <b>Single Integrated Plan Outcome:</b>	Maintaining locally accessible services People have good access and mobility and People protect and enhance the environment		
<b>What the Single Integrated Plan identifies that we will contribute to:</b>	For people to have good access and mobility, we need: <ul style="list-style-type: none"> <li>• To ensure rural communities have good access to services</li> </ul> To enhance our environment, we need: <ul style="list-style-type: none"> <li>• To enable people to enjoy more of Monmouthshire</li> <li>• To produce less waste and recycle more</li> </ul>		
<b>Why have we chosen this?</b>	Maintaining local access to services is crucially important to us, we will work hard to be effective in delivery of our services. The political administration's Continuance Agreement 2015-17 makes it clear that while there are tough choices to be made in the next couple of 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.		
<b>Well-being goal contributed to:</b>	<b>A Wales of cohesive communities</b> - Attractive, viable, safe and well-connected communities. <b>A prosperous Wales</b> – Focussing on using resources efficiently, developing skills and an economy which generates wealth and provides employment. <b>A resilient Wales</b> - A natural environment supporting social, economic and ecological resilience		
<b>What will we do?</b>	<b>Timescale/ milestone</b>	<b>What difference do we expect it to make?</b>	<b>How we will measure success</b>
Ensure that tourism, leisure, culture services and the Youth Service can continue to prosper by being delivered in a different way.	October 2016 -  Draft Business Plan requiring Political approval	Maintaining locally accessible services with a clear vision and purpose aligned to community need.  Clear focus and business plans to ensure new model has greater freedoms and flexibilities.	Milestone: Option appraisal completed  Milestone: Business plans considered via council process
Undertake a 6 month pilot on separating glass at kerbside.	March 2017	A waste service that is future proofed in terms of public acceptability, financial	Milestone: Pilot review completed and results of the review reported Measure: Recycling rate

		affordability, environmental performance and legal compliance.	Measure: Landfill rate Measure: Waste to energy rate
Continue to identify projects as part of the Vale of Usk Rural Development Plan (RDP) for the 2014-2020 funding period.	On-going	Improved quality of life and prosperity of rural areas through the delivery of locally inspired and delivered projects.	Milestone: Local Action Group agree the projects that will be funded. Measure: Funding allocated and Outcomes achieved.
Establish a community hub in Abergavenny which bring together library and one-stop-shop services	March 2017	A single venue in Abergavenny for accessible face to face contact services with the Council	Milestone: Completed consultation, achieved funding and statutory consents (planning & listed building). Commenced on site work.
<b>How will we know the difference it has made</b>		<b>2014/15</b>	<b>2015/16</b>
		<b>2016/17 Target</b>	
Percentage of municipal waste collected that is sent to landfill		18.1%	13.7%
Percentage of municipal waste that is prepared for reuse or recycled		63.2%	62.3%
The percentage of local authority municipal waste used to recover heat and power		16.9%	24%
<b>National well-being indicators associated with the objective</b>			
<ul style="list-style-type: none"> <li>• Amount of waste generated that is not recycled, per person.</li> <li>• Percentage of people satisfied with their ability to get to/ access the facilities and services they need.</li> <li>• Percentage of people participating in sporting activities three or more times a week.</li> </ul>			
<b>What resources will we use?</b>			
It costs around £143 per household to collect waste, we have to pay tax for each tonne of waste that is sent to landfill rather than being recycled. It costs on average £351,503 to run a leisure centre per year. The Vale of Usk Rural Development Plan (RDP) has been awarded £2.79M from the European Union and the Welsh Government for the 2014-2020 funding period covering the rural wards of Monmouthshire and Newport.			
<b>Partners we are working with?</b>			
Welsh Government, Newport City Council, The European Agricultural Fund for Rural Development, local citizens, local community groups and businesses.			
<b>Want to find out more?</b>			
View more Information about <a href="#">Waste &amp; Recycling in Monmouthshire</a> . You can also keep up to date on the latest with the Vale of Usk Rural Development Programme 2014-2020 <a href="#">online</a> .			

## Objective 5

<b>MCC Improvement Objective:</b>	We want to be an efficient, effective and sustainable organisation	<b>Cabinet Member</b>	Cllr Peter Fox and Cllr Phil Murphy
<b>Council Priority:</b>	Being an efficient organisation helps us to maximise the impact on the council's priorities		
<b>Single Integrated Plan Outcome:</b>	This objective helps us maximise our impact on delivering the vision of sustainable resilient communities		
<b>What the Single Integrated Plan identifies that we will contribute to:</b>	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.		
<b>Why have we chosen this?</b>	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.		
<b>Well-being goal contributed to:</b>	This objective helps us maximise our impact and contribution to the seven well-being goals		
<b>What will we do?</b>	<b>Timescale/ milestone</b>	<b>What difference do we expect it to make?</b>	<b>How we will measure success</b>
Deliver council services within the budget set for 2016/17.	Ongoing	Council services are delivered within resources allocated, in line with the council's priorities and to deliver the council's outcomes.	Measure: Delivery of the budget within a parameter of +/- 0.5%. Measure: Percentage of savings in the budget being delivered
Produce a Population Assessment and Well-being Assessment in line with the Well-being of Future generations Act and Social Services and Well-being Act	March 2017	We will better understand the state of social, economic, environmental and cultural well-being in our county to plan future work	Milestone: Population Assessment and Well-being assessment complete.
Take action in response to reports from our regulators.	March 2017	To ensure that the council makes arrangements to secure continuous improvement in the exercise of its functions.	Measure: Percentage of staff completing a performance appraisal Measure: Number of working days lost due to sickness absence Measure: Percentage of national performance indicators that are in the top quartile

			Measure: Percentage of national performance indicators that are improving		
How will we know the difference it has made			2014/15	2015/16	2016/17 Target
Percentage revenue outturn expenditure against budget (over/underspend)			327 (0.2% overspend)	937 (0.7% overspend – month 9)	+/- 0.5%.
Percentage of budget savings delivered			93%	88%	100%
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence			9.8	10.79 (Q3 forecast)	To be set
Percentage of staff that require a performance appraisal who have completed an appraisal			84%	Annual	100%
Percentage of national performance indicators that are in the top quartile			44%	Annual	To be set
Percentage of national performance indicators that are improving or at maximum <sup>5</sup>			84%	Annual	To be set
<b>National well-being indicators associated with the objective</b>					
<ul style="list-style-type: none"> <li>Percentage of people satisfied with local area as a place to live.</li> <li>Percentage who feel able to influence decisions affecting their local area.</li> </ul>					
<b>What resources will we use?</b>					
We will spend nearly £144 million delivering services to the County, Council tax makes up 35.7% (£51.3 million) of the council's net expenditure. Our budget is currently allocated aligned to our priorities.					
<b>Partners we are working with?</b>					
We are involved in over 100 collaborative projects and partnerships. Details can be found <a href="#">here</a>					
<b>Want to find out more?</b>					
Visit our website <a href="http://www.monmouthshire.gov.uk">www.monmouthshire.gov.uk</a> or follow us on twitter @monmouthshireCC for the latest news. Our response to the Wales Audit Office Annual Improvement Report 2014-15, incorporating the Corporate Assessment is available on our <a href="#">website</a> . You can also find out more information about our <a href="#">engagement</a> .					



# Medium Term Financial Plan

Monmouthshire County Council continues to face significant challenges to its budget, with reduced funding from Welsh Government and increasing demand squeezing resources. As a council we will have to do less and we will have to manage expectations for improvement in some areas.

We have continued to plan our budget as part of our Medium Term Financial Plan model, the most recent effect of the roll forward of the model at February 2016, incorporating revised assumptions and pressures, highlights a gap of £14 million over the period of the plan from 2017/18 for the next 4 years. This is after several years of reducing budgets (over £22 million in last 5 years) resulting in achieving further savings becoming increasingly more challenging.

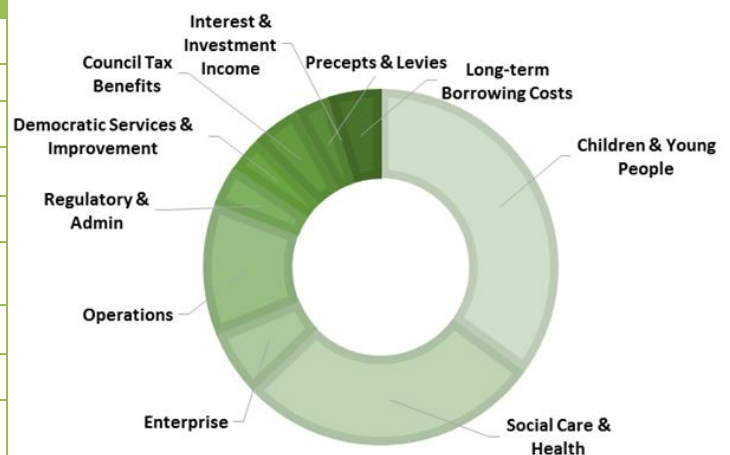
Monmouthshire's Council Tax is increasing by 3.95% to protect services. Next year we will spend net nearly £144 million delivering services to the County, and this plan sets out some key improvements we will look to make in our priority areas. We have consistently received feedback from you, our communities, that local services are hugely important to you. To reflect this feedback we have placed 'protecting local services' at the heart of our administration and it now forms one of our core priorities alongside;

- Education;
- Supporting Vulnerable People; and
- Supporting businesses and creating job opportunities.
- Maintaining locally accessible services.

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 2016/17 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.

This is how our budget is currently allocated which is aligned to our priorities:

Directorate	£ Million	%
Children & Young People	50.5	35
Social Care & Health	40	27.8
Enterprise	8.6	6
Operations	17.3	12
Regulatory & Admin	5.3	3.7
Democratic Services & Improvement	4.6	3.2
Council Tax Benefits	6.3	4.3
Precepts & Levies	4.7	3.2
Interest & Investment Income	-0.1	0
Long-term Borrowing Costs	6.8	4.8





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:

<b>Maintaining standards</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015/16 Actual</b>	<b>2016/17 Minimum Standard</b>
Percentage of programmed high risk food premises inspection completed	100%	100%	Annual	To be set
Average number of days to repair street lamp failures	4.6 days	4.1 days	3.2 days	To be set
Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.38%	99.43%	99.1%	To be set
Percentage of reported fly tipping incidents cleared within 5 days	95.98%	97.78%	98.7%	To be set
Percentage of A roads that are in overall poor condition	3.0%	2.6%	Annual	To be set
Percentage of B roads that are in overall poor condition	5.3%	5.3%	Annual	To be set

# Regulation and Inspection

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Close working with 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.

Each year, the Wales Audit Office reports on how well councils are planning improvement in delivering their services. This is published as part of an Annual Improvement Report (AIR). Since 2013 a rolling programme of corporate assessments of authorities in Wales, based on a four-year cycle has been in place. Monmouthshire received its first Corporate Assessment in March 2015 and the findings of this inspection have been incorporated into the latest Annual Improvement Report which was published in November 2015, and is available on the [Wales Audit Office website](#).

The report found, that it is uncertain whether Monmouthshire will comply with the requirements of the Local Government Measure during 2015-16. A significant factor resulting that uncertain conclusion was the Council's education services for children and young people being in special measures at that time. The service has since been removed from special measures following an inspection by Estyn.

The report also concluded *"The Council demonstrates ambition in its vision, enthusiasm to deliver and commitment to working collaboratively, but this needs to be supported by a clearly joined-up strategic approach and effective delivery mechanisms."*

Included within the report are nine new proposals for improvement. The action the council will take in response to these proposals were set out in a Corporate Assessment action plan reported to cabinet in January 2016. The report is available on the [council website](#). Action to address these nine new proposals will now be embedded in the council's business processes and reporting process alongside the existing proposals to secure the improvements required.

As a result of regulatory work previously conducted by the WAO in the authority over the last few years, the council has a number of further proposals for improvement it is addressing. The progress made against these proposals was last reported to our [Audit Committee](#) in December 2015. WAO also make recommendations that may be relevant to the council in local government national reports. Although these have not been issued directly to the council, like the other proposals, the relevant recommendations from the national reports issued in 2014-15 that were included in the WAO Annual Improvement Report 2014-15, incorporating the Corporate Assessment Report 2015, have been included in this update to understand the progress against them and any further action that is planned to address them.

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 October 2015 CSSIW published their latest performance evaluation of social services, which can be downloaded from this [link](#).

Following the Estyn Monitoring visit in November 2015, Estyn has judged that Monmouthshire County Council's education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four, as detailed below, and concluded that the authority is no longer in need of special measures. The full letter is available [here](#)

Estyn Recommendation	Estyn Judgment November 2015
Recommendation 1: Ensure that safeguarding procedures are robust and underpinned by a clear policy.	The authority has made strong progress in addressing this recommendation.
Recommendation 2: Improve standards of attainment for all groups of pupils, particularly in secondary schools.	The authority has made satisfactory progress in addressing this recommendation.
Recommendation 3: Strengthen the level of challenge to schools and use the full range of powers available to the authority to improve leadership and management in underperforming schools.	The authority has made satisfactory progress in addressing this recommendation.
Recommendation 4: Improve corporate planning to strengthen links between the local authority's priorities and service level targets.	The authority has made strong progress in addressing this recommendation.
Recommendation 5: Improve self-evaluation across all services and make better use of data to plan services strategically and target resources appropriately	The authority has made satisfactory progress in addressing this recommendation.
Recommendation 6: Ensure that performance management is effective and robust and allows elected members and senior officers to identify and address underperformance.	The authority has made satisfactory progress in addressing this recommendation.

## Further information about our performance

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We measure the results of our work against the things we have described as our Improvement Objectives. The council is also responsible for a range of services that are not necessarily priorities for improvement in the year ahead. However we recognise 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.

To make sure that people can understand how well their council is doing in comparison to other local authorities in Wales a national performance measurement framework is in place. 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. Some of our local priorities, such as economic prosperity and job creation are not featured in the national framework.

We monitor our performance against this nationally agreed data set throughout the year, the latest data for each of the indicators is contained in appendix 1. Our finalised performance data will be published in October 2016, once comparable data is made available to us. Due to the timing of this publication much of this data, with the exception of education performance, is provisional but we consider it to be suitably accurate.

For further information about the council's performance and previous Improvement Plans visit [www.monmouthshire.gov.uk/improvement](http://www.monmouthshire.gov.uk/improvement) . Included on this page is a selection of performance measures that are monitored regularly by our Cabinet.

## Appendix 1: National Performance Measures

This section contains measures which are comparable with other authorities but do not necessarily feature in our improvement objectives. It has been included here to help readers understand our improvement priorities in the context of the most recently available set of data. Year-end data for 2015/16 is currently being collated and will be included in the plan for Council decision. A full and comprehensive performance report of all nationally comparable measures will also be published in October.

Ref	Definition	2013/14	2014/15	2015/16 Target
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population	1.83	1.38	2.15
SCA/002a	The rate of older people supported in the community per 1,000 population aged 65 or over	56.56	52.77	52.77
SCA/002b	The rate of older people supported in care homes per 1,000 population aged 65 or over	11.33	11.08	11.08
SCA/007	The percentage of clients whose care plans were reviewed during the year	82.1	84.1	86.4
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs	97.3	99.7	100
SCA/0019	The percentage of adult protection referrals completed where the risk has been managed	81.2	100	100
SCC/002	The percentage of children looked after who have experienced one or more changes of school	11.0	21.4	10
SCC/004	The percentage of children looked after who have had three or more placements during the year	10.7	1.9	6
SCC/011b	The percentage of initial assessments where there is evidence that the child has been seen alone by the Social worker	33.21	57.4	60
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	66.3	84.5	90

Ref	Definition	2013/14	2014/15	2015/16 Target
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	100
SCC/033e	The percentage of young people formerly looked after who are known to be in suitable accommodation at the age of 19	91.7	87.5	100
SCC/033f	The percentage of young people formerly looked after who are in education, training or employment at age19	58.3	25.0	75
SCC/037	The average qualifications point score for 16 year old looked after children	222	308	147
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	73.3	98.0	98
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	93.9	95
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	186	213	180
PSR/004	The percentage of private sector homes that were returned to occupation through direct action by the local authority	4.66	10.27	11
EDU/002i	The percentage of all pupils that leave compulsory education, training or work based learning without a qualification	0.4	0.1	0
EDU/002ii	The percentage of pupils in local authority care, that leave compulsory education, training or work based learning without a qualification.	0	0	0
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, achieving the Core Subject Indicator	89.3	89.5	92.2
EDU/004	The percentage of pupils assessed at the end of Key Stage 3 achieving the Core Subject Indicator	80.3	84.2	88.3
EDU/006ii	The percentage of pupils, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0	0	0

Ref	Definition	2013/14	2014/15	2015/16 Target
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	not set
EDU/015a	The percentage of final statements of special education need issued within 26 weeks incl. exceptions	57.1	64.5	tbc
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excl. exceptions	100	100	100
EDU/016a	Percentage of pupil attendance in primary schools	94.4	95.8	95.8
EDU/016b	Percentage of pupil attendance in secondary schools	93.5	94.6	94.5
EDU/017	The percentage of pupils achieving the Level 2 threshold including a GCSE grade A*-C in English or Welsh and maths	57.3	65.6	70.5
WMT/009	The percentage of municipal waste collected and prepared for reuse and/or recycled that are composted or treated biologically in another way	62.94	63.21	63
WMT/004	The percentage of municipal waste collected by local authorities sent to landfill	34.23	18.06	17.5
STS/005b	The percentage of highways and land inspected of a high or acceptable standard of cleanliness	99.38	99.43	99
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.71	97.5
THS/007	The percentage of adults aged 60 or over who hold a bus pass	77.5	79.2	80
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	9.7	11

Ref	Definition	2013/14	2014/15	2015/16 Target
LCS/002	The number of visits to leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	8099	7893	7600
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7,270	7,434	7450
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	93.9	93
CHR/002	Average sickness days per employee (FTE)	11.0	9.8	9.5
PLA/006b	The percentage of all additional housing units provided during the year that were affordable.	31	53	Not Set
CAM037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	93		



# Glossary

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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.
PSB	Public 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. This will be replaced by a Well-being Plan in 2018 as part of our duty under the Well-being of Future Generations Act
WAO	Wales Audit Office. They are responsible for overseeing how public money is spent and are the council's regulators

Please let us know what you think of this plan and whether it is clearly written by e-mailing us [improvement@monmouthshire.gov.uk](mailto: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 improve at all key stages of education				
We will safeguard people, whether young or old, while reducing peoples dependence on social care				
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](mailto:improvement@monmouthshire.gov.uk)

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

 @MonmouthshireCC

## References

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<sup>1</sup> Monmouthshire County Council have established loan scheme to help bring back to life underutilised and redundant sites and buildings in Abergavenny town centre. This is Funded under the Welsh Government's 'Vibrant and Viable Places' initiative, the scheme will provide interest-free loans to owners to refurbish, convert or develop redundant, vacant and underutilised sites and premises in the town centre.

<sup>2</sup> Based on annual calendar year data produced by STEAM. Due to the range of factors that affect this indicator it is not possible to produce a more specific target.

<sup>3</sup> Monmouthshire Local Development Plan, Retail Background [paper](#) 2015

<sup>4</sup> Monmouthshire Local Development Plan, Retail Background [paper](#) 2015

<sup>5</sup> 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.

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## Monmouthshire's Scrutiny Forward Work Programme 2016

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
17 <sup>th</sup> March 2016 Special Meeting 10am	People Strategy and a County that Serves	To scrutinise the People Strategy together with "A county that Serves".	Lisa Knight Davies and Owen Wilce	Pre-decision Scrutiny
	Month 9 Budget Monitoring	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
	Strategic Equality Plan Monitoring Report	Final monitoring report on progress to date prior to new SEP being implemented.	Alan Burkitt	Performance Monitoring
28 <sup>th</sup> April 2016	Grant Funded Partnerships <b>*All Members invited*</b>	Discussion on the partnership mapping and the progress of grant funded partnerships in line with service Level Agreements (Invite GAVO).	Will Mclean Sharran Lloyd	Performance Monitoring
	Improvement Plan <b>*All Members Invited*</b>	Scrutiny to inform the development of the Improvement objectives prior to Council approval on 12 <sup>th</sup> May 2016.	Richard Jones	Performance Monitoring
16 <sup>th</sup> June 2016	Public Protection	Focus on Environmental Health	Dave Jones	Performance Monitoring
	Future of the Civic Amenity Site Contract	To consider and recommend the way forward for the contract.	Rachel Jowitt	Pre-decision Scrutiny
	Recycling Review and Implementation Plans	To scrutinise progress on the Recycling Review and to consider the implementation plan for the trial.	Rachel Jowitt	Performance Monitoring
	Managing Public Open Space	To scrutinise the rationale for the project, considering the process and timescales, the engagement plan and the link to the medium term financial plan.	Rachel Jowitt	Performance Monitoring
21 <sup>st</sup> July 2016				

## *Monmouthshire's Scrutiny Forward Work Programme 2016*

<b>Strong Communities Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
15 <sup>th</sup> Sep 2016				
10 <sup>th</sup> Nov 2016				
8 <sup>th</sup> Dec 2016				
26 <sup>th</sup> Jan 2016				
2 <sup>nd</sup> March 2016				
6 <sup>th</sup> April 2016				

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### Possible Future Work Programme Items:

- **Refugees and Asylum Seekers**
- **Sustainable Development Policy Revision**
- **Flood Risk Management Plan - Action Plan delivery/progress report Autumn 2016, workshop with transition groups and scrutiny members (Dave Harris)**
- **Alternative Service Delivery Model - Joint Select Meeting approx. mid May 2016.**

## Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

Subject	Purpose	Consultees	Author
<b>2<sup>nd</sup> MARCH 2016 – CABINET</b>			
MEET strategy			Tracey Thomas
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16 meeting 5 held on the 21 <sup>st</sup> January 2016		Dave Jarrett
2015/16 Education & Welsh Church Trust Funds Investment & Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2016/17 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
New Monmouthshire Carers Strategy (Adults)			Deb Saunders
Mounton House Formula Change			Nikki Wellington
Proposed closure of Deri View			Debbie Morgan
Removal of post from CYP			Sharon Randall

Subject	Purpose	Consultees	Author
			Smith
SRS			Sian Hayward
Pay Policy			Sally Thomas
<b>9<sup>th</sup> MARCH 2016 – INDIVIUDAL DECISION</b>			
Flexi retirement request			Ian Bakewell
Allocation Policy			Karen Durant
<b>10<sup>th</sup> MARCH 2016 – COUNCIL</b>			
Final Composite Council Tax Resolution	To set budget and council tax for 2016/17		Joy Robson
Treasury Management Strategy 2016/17	To accept the annual treasury management strategy		Joy Robson
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
Waste Strategy			Carl Touhig/ Roger Hoggins
CIL			Martin Davies
SPG			Martin Davies
Draft Diary			
Pay Policy			Sally Thomas
<b>23<sup>rd</sup> MARCH 2016 – INDIVIUDAL CABINET MEMBER DEICSIONS</b>			
Release of restrictive covenant			Gareth King
Creation of business support officer post	To gain agreement to employ a full-time Business Support Officer within Children's		Gill Cox



Subject	Purpose	Consultees	Author
	Services.		
Tender for Treasury Services			Mark Howcroft/Jon Davies
Conservation area appraisals	To adopt as supplementary planning guidance		Mark Hand
Flexible retirement request			Roger Hoggins
<b>24<sup>th</sup> MARCH 2016 – SPECIAL CABINET</b>			
Risk Assessment			Richard Jones
Proposed closure of Llanfair Kilgeddin CIW VA Primary School (23 <sup>rd</sup> March)			Debbie Morgan
Proposed establishment of an ALN facility and reduction in the capacity at Monmouth Comprehensive School (23 <sup>rd</sup> March 2016)			Debbie Morgan
Removal of CYP post (EXEMPT)			Sharon Randall-Smith
CYP Call-In (Mounton House)			Tracey Harry
<b>13<sup>TH</sup> APRIL 2016 - CABINET</b>			
Digital Strategy	To update members on progress with the digital strategy and to agree the next steps.		Sian Hayward
Community Coordination evaluation of pilot			Matt Gatehouse
Proposed Closure of Deri View Special Needs Resource Base			Debbie Morgan
Mardy Park			Colin Richings
EAS Business Plan			Debbie Harteveld (EAS)
Play Sufficiency Assessment			Matthew Lewis
People and organisational strategy			Lisa Knight Davies

Subject	Purpose	Consultees	Author
Acorn Staffing Restructure			Clair Evans
Recommendations from Select			Hazel Ilett
<b>27<sup>th</sup> APRIL 2016 – INDIVIDUAL DECISION</b>			
SHG Programme			Shirley Wiggam
Moving Boverton House from CYP into the Enterprise Directorate			Ian Saunders
Monmouthshire Flood Risk Management Plan			Dave Harris
Primary Shopping Frontages Supplementary Planning Guidance'			Jane Coppock
<b>4<sup>th</sup> MAY 2016 – CABINET</b>			
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Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 5 held on the 10 <sup>th</sup> March 2016		Dave Jarrett
Capability Policy for school based employees			Sally Thomas
BUDGET MANDATE 2016/17 – PREPAREDNESS ASSESSMENT	To provide Cabinet with an assessment on the preparedness of services to deliver the 2016/17 budget mandates.		Deb Mountfield
Gilwern Setion 106 Funding	reporting back following the deferral of the Gilwern decisions at the February meeting		Mike Moran
Church Road Caldicot S106	new, short report to include some funding into the capital budget for 2016/17		Mike Moran
Monmouth S106 Funding			Mike Moran
Transfer management of			Cath Sheen

Subject	Purpose	Consultees	Author
Raglan VC Primary school former Junior building to the Enterprise Directorate			
Funding to Caldicot Town Team – Caldicot goes pop			Judith Langdon
Funding to Caldicot Town Team – Caldicot Market			Judith Langdon
<b>4<sup>th</sup> MAY 2016 – SPECIAL COUNCIL</b>			
<b>11<sup>TH</sup> MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Transfer member of staff from Policy and Performance to CYP Directorate			Will McLean
SWTRA			Roger Hoggins
Review of the administrative fee (Abergavenny Town Centre Loan Scheme) Councillor Greenland			Stephen Griffiths
<b>12<sup>TH</sup> MAY 2016 – COUNCIL</b>			
Improvement Plan 2016-17			Matt Gatehouse
<b>25<sup>TH</sup> MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>8<sup>th</sup> JUNE 2016 – CABINET</b>			
Contaminated Land report for Cabinet decision			Huw Owen / David Jones
Review of Sundry Debtors policy			Joy Robson
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 1 held on the 12th		Dave Jarrett

Subject	Purpose	Consultees	Author
Revenue & Capital Monitoring 2015/16 Outturn Forecast Statement	May 2016. To provide Members with information on the outturn position of the Authority for the 2015/16 financial year.		Mark Howcroft
<b>6<sup>TH</sup> JULY 2016 – CABINET</b>			
MTFP and Budget Process 2017/18	To highlight the context within the Medium Term Financial Plan (MTFP) will be developed for 2017/18 to 2020/21		Joy Robson
Budget Monitoring report – Period 2	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 2 held on the 23 <sup>rd</sup> June 2016.		Dave Jarrett
<b>22<sup>ND</sup> SEPTEMBER 2016 - COUNCIL</b>			
MCC Audited Accounts 2015/16(formal approval	To present the audited Statement of Accounts for 2015/16 for approval by Council		Joy Robson
ISA 260 report – MCC accounts	To provide external audits report on the Statement of Accounts 2015/16		WAO
<b>5<sup>TH</sup> OCTOBER 2016 – CABINET</b>			
MTFP and Budget proposals for 2017/18	To provide Cabinet with revenue Budget Proposals for 2017/18 for consultation purposes		Joy Robson
Capital Budget Proposals	To outline the proposed capital budget for 2017/18 and indicative capital budgets for the 3 years 2018/19 to 2020/21		Joy Robson

Subject	Purpose	Consultees	Author
<b>2<sup>ND</sup> NOVEMBER 2016 – CABINET</b>			
Welsh Church Fund working group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 3 held on the 22 <sup>nd</sup> September 2016.		Dave Jarrett
Budget Monitoring report – Period 6	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year		Joy Robson/ Mark Howcroft
<b>7<sup>TH</sup> DECEMBER 2016 – CABINET</b>			
Welsh Church Fund working group	The purpose of this report is to make recommendations to Cabinet on the schedule of applications 2016/17, meeting 4 held on 20 <sup>th</sup> October 2016.		Dave Jarrett
Council Tax Base 2017/18 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government together with the collection rate to be applied for 2017/18 and to make other necessary related statutory decisions		Sue Deacy/Ruth Donovan
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2017/18		Joy Robson
Revenue & Capital Budget final proposals after public consultation	To present Revenue and Capital Budget proposals following receipt of final settlement		Joy Robson
<b>14<sup>TH</sup> DECEMBER 2016 – INDIVIDUAL MEMBER DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2017/18 financial year as required by statute		Joy Robson

Subject	Purpose	Consultees	Author
<b>11<sup>TH</sup> JANUARY 2017 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17 meeting 5 held on the 1 <sup>st</sup> December 2016.		Dave Jarrett
<b>18<sup>TH</sup> JANUARY 2017 – INDIVIDUAL MEMBER DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2017/18 as required by statute.		Joy Robson
<b>19<sup>TH</sup> JANUARY 2017 - COUNCIL</b>			
Final Budget Proposals			Joy Robson
Council Tax Reduction Scheme 2017/18			Ruth Donovan
<b>1<sup>ST</sup> FEBRUARY 2017 – CABINET</b>			
Budget Monitoring report – period 9	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
<b>1<sup>ST</sup> MARCH 2017 – CABINET</b>			
2016/17 Education and Welsh Church Trust Funds Investment and Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2017/18 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2016/17 grant		Dave Jarrett

Subject	Purpose	Consultees	Author
	allocation to Local Authority beneficiaries of the Welsh Church Fund		
Welsh Church Fund Working Group	The Purpose of this report is to make recommendations to Cabinet on the Schedule of applications 2016/17, meeting 6 held on the 19 <sup>th</sup> January 2017		Dave Jarrett
<b>9<sup>TH</sup> MARCH 2017 - COUNCIL</b>			
Final Composite Council Tax Resolution	To set budget and Council tax for 2017/18		Joy Robson
Treasury Management Strategy 2017/18	To accept the annual Treasury Management Strategy		Joy Robson
<b>5<sup>TH</sup> APRIL 2017 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 7 held on the 9 <sup>th</sup> March 2017.		Dave Jarrett
<b>3<sup>RD</sup> MAY 2017 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 8 held on the 30 <sup>th</sup> March 2017.		Dave Jarrett

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