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Wednesday, 13 July 2016

Notice of meeting / Hysbysiad o gyfarfod:

Strong Communities Select Committee

Thursday, 21st July, 2016 at 10.00 am,

Please note that a pre meeting will be held 30 minutes before the start of the meeting for members of the committee.

AGENDA

Item No	Item	Pages
PART A – SCRUTINY AND CRIME DISORDER MATTERS		
No matters to discuss		
PART B – STRONG COMMUNITIES SELECT COMMITTEE		
1.	Apologies for absence	
2.	Declarations of Interest	
3.	Public Protection 2015/16 Performance Report Focus on Environmental Health	1 - 14
4.	2015/16 Performance Report: Improvement Objectives and Outcome Agreement Year-end Performance Reporting together with Outcome Agreements and Improvement Plan.	15 - 42
5.	People Services Scrutiny of the Annual Report for People Services	43 - 92
6.	Strong Communities Select Forward Work Planner	93 - 94
7.	Cabinet and Council Forward Work Planner	95 - 108
8.	Date and time of next meeting	

Thursday 15th September at 10am

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

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

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Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

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

Our Values

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

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

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

Pobl yn hyderus, galluog ac yn cymryd rhan

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

Ein sir yn ffynnu

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

Ein blaenoriaethau

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

Ein gwerthoedd

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

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SUBJECT:	PUBLIC PROTECTION 2015/16 PERFORMANCE REPORT
MEETING:	Strong Communities Select Committee
DATE:	21st July 2016
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To undertake scrutiny of service delivery and performance across Public Protection in 2015/16. The Public Protection division comprises of Environmental Health, Trading Standards and Licensing.

2. RECOMMENDATIONS:

- 2.1 To consider and comment on the contents of the attached report – Appendix A - entitled 'Public Protection Performance report for the year 2015/16.

3. KEY ISSUES:

- 3.1 Cabinet approved a report in March 2014 recommending budget reductions to Public Protection services for 2014/15 and the coming years. The reduction amounted to £140,000, representing a 7.2% staff decrease. The impact of this reduction was scrutinised by this Committee in November 2014, prior to a report going to Cabinet on 7th January 2015. At this time, Cabinet requested regular six month reports to Strong Communities committee to monitor performance and assess any negative impacts. The intention was to review progress and take any action deemed necessary.
- 3.2 The last performance report was submitted to this Committee on 14th September 2015.
- 3.3 The attached report summarises performance over the last financial year, 2015/16, and highlights the following -
- The four service teams, for the vast majority of the services they deliver, meet the Authority's legal obligations in relation to Public Protection services.
 - There has been some decline in closing complaints within Public Health, for example concerning noise and other statutory nuisance cases.
 - Six monthly reports will continue to be made to this Committee to assess the impact of budget reductions on Public Protection performance.
 - Recent audits, by Wales Audit Office and Food Standards Agency Wales, indicate current performance is satisfactory within Environmental Health, but the service would

struggle to take on any new statutory duties that protect the public and the environment.

4. REASONS:

- 4.1 The Cabinet decision log from 7th January 2015 states:- 'Noting the continually changing legislative landscape in the future, it was decided Strong Communities Select Committee would receive six monthly performance reports on Public Protection services'.

5. RESOURCE IMPLICATIONS:

None as a consequence of this report.

6. WELL-BEING OF FUTURE GENERATIONS IMPLICATIONS:

Assessments were previously completed for the Cabinet report 7th January, 2015. This report only serves to update the position in relation to performance, and therefore does not require a further assessment.

7. CONSULTEES:

SLT
Cabinet Members
Chairs of Select committees

8. BACKGROUND PAPERS:

Report to Cabinet, 7th January 2015, entitled 'Review of Service Delivery in Public Protection Department'.

9. AUTHOR:

David H Jones, Head of Public Protection

10. CONTACT DETAILS:

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REPORT TO STRONG COMMUNITIES SELECT COMMITTEE,

21st July 2016

PUBLIC PROTECTION PERFORMANCE REPORT

2015/16

1. Introduction

1.1 In January 2015 Cabinet requested that Strong Communities Select Committee receive six monthly performance reports on Public Protection services. Members expressed interest in reviewing performance across this Division noting budget reductions implemented since April 2014.

1.2 The Public Protection division comprises four distinct teams,

- (i) Environmental Health, Commercial
- (ii) Environmental Health, Public Health
- (iii) Licensing
- (iv) Trading Standards & Animal Health

1.3 The last Public Protection performance report was provided to Strong Communities Select Committee on 14th September 2015. Particular focus was given to Licensing and Trading Standards/Animal Health, so this time the work of Environmental Health will be reviewed, (though the full data is provided)

2. Resources

2.1 Staff resource

(i) Environmental Health – Commercial:-

- 6 Environmental Health Officers, 5.6 Full Time Equivalents (FTE's)
- 3 Commercial Services Officers, 2.1 FTE's
- 1 System Support Officer, 1 FTE

(ii) Environmental Health – Public Health:-

- 5 Environmental Health Officers, 5 FTE's
- 2 Enforcement Officers, 1.6 FTE's

(iii) Licensing:-

- 5 Licensing Officers, 4.5 FTE's

(iv) Trading Standards & Animal Health:-

- 3 Trading Standards Officers, 3 FTE's
- 1 Fair Trading Officer, 1 FTE
- 1 Intelligence & Advice Officer, 0.8 FTE's
- 2 Animal Health Officers, 1.5 FTE's

(v) Support team:-

- 6 Support Officers, 4.7 FTE's – dropped to 5 (4.1 FTE's) from 1.9.15

Above staff resource adds up to a total of 35 staff, 30.8 Full Time Equivalents.

2.2. Financial resource

The actual budget spend in 2015/16, noting the Support Team costs are split across the professional disciplines, was as follows:-

	Budget	Actual	Outturn
Environmental Health – general public health	415,640	377,115	- 38,525
Environmental Health - commercial	437,584	421,926	- 15,658
Management & Generic Costs (eg software)	115,667	117,290	1,623
Trading Standards & Animal Health	326,636	45,385	- 6,354
Licensing	44,799	45,385	586
Total	1,340,326	1,281,998	-58,328

The actual total spend of £1,281,998 was £58,328 under budget last year, a variance of 4.4%.

3. Performance

3.1 Internal performance monitoring – the four teams within Public Protection each complete an annual Service Improvement Plan (SIP). These outline annual targets, specific projects etc and progress is reviewed regularly both by the teams themselves and Departmental Management Team.

3.2 External reporting – regular returns are made to the Food Standards Agency, Health & Safety Executive, Chartered Institute of Environmental Health, Drinking Water Inspectorate, Welsh Government and other organisations.

3.3 2015/16 performance, (and comparison to previous years)

The right hand column summarises team performance over the 2015/16 year. The middle column covers 2014/15, the first year when the cost reductions were introduced. The left column outlines the 2013/14, the year prior to implementing the savings.

The following table summarises performance data from the four service teams.

Figure One

<u>Service</u>	<u>2013/14 performance</u>	<u>2014/15 performance</u>	<u>2015/16 performance</u>
i. Environmental Health (Commercial)			
Food safety inspections (programmed)	601 (471 & 129 ceased trading/no 2 nd visit required)=99.8% (1 inspection not done due to obstruction)	394(348 & 46 ceased trading)=100%	489 (100% of those programmed)
Inspection within 28 days of scheduled date	95%	88%	95%
Broadly compliant food businesses (high risk)	85.6%	88.5%	89.0%
Broadly compliant food businesses - All	91.2%	93.8%	94.0%
Service Requests food safety	439 348 within 3 working days=79.2%	503 400 within 3 working days=79.5%	569
Communicable Diseases Cases dealt with	209	194	183
ii. Environmental Health (General public health)			
Housing (service requests (SR))	167 Total 147 within 3 working days=88%	153 Total 128 within 3 working days=83.7%	167 Total 135 within 3 working days = 80.8%
Noise	388 Total 314 within 3 working days=80.9%	341 Total 297 within 3 working days=87.1%	305 Total 277 within 3 working days = 90.8%

	240 closed within 3 months=61.9%	221 closed within 3 months= 64.8%	130 closed within 3 months = 42.6%
Statutory nuisance ex noise	195 Total 174 within 3 working days=89.2%	198 Total 180 within 3 working days=90.9%	148 Total 131 within 3 working days = 88.5%
	137 closed within 3 months=70.3%	140 closed within 3 months=70.7%	75 closed within 3 months = 50.7%
Environmental Protection (fouling, littering, fly tipping etc.)	360 Total 314 within 3 working days=87.2%	345 Total 314 within 3 working days=91%	255 Total 233 within 3 working days = 91.4%
	306 closed within 3 months=85%	222 closed within 3 months=64.3%	174 closed within 3 months = 68.2%
Pest Control	34 Total 28 within 3 working days=82.6%	95 Total 84 within 3 working days=88.4%	Total 104 85 within 3 working days = 81.7%
iii. Licensing			
Applications dealt with by Licensing	1640 (which includes 402 Temporary Event Notices requiring a 24 hour turnaround)	1374 (which includes 382 Temporary Event Notices requiring a 24 hour turnaround.	1945 (this increased figure also includes all monetary transactions).
Inspections carried out	774 inspections carried out (353 of which were risk rated premises for alcohol, entertainment and late night refreshment houses)	624 inspections carried out (274 of which were risk rated premises for alcohol, entertainment and late night refreshment houses)	774
Service Requests carried out	Not recorded	931 service requests were carried out (847 (91%)) with a 3 day turnaround for first response).	741 service requests Within 3 working days 92%
iv. Trading Standards and Animal Health			
Trading Standards Visits	322	192	317

Trading Standards Complaints/Advice	659	669	540
Animal Health Visits	472	290	311
Citizens Advice Consumer Service	432 Referrals 1198 Notifications	419 Referrals 1158 Notifications	410 Referrals 1069 Notifications
Animal Health Visits	472	290	311
Animal Health Complaints/Advice	351	251	186
Inspections at our: High Risk premises, Upper Medium premises.	87% (7/8) High Risk 42% (8/19) Upper Medium	92% (13/14) High Risk 46% (12/16) Upper Medium	95% (57/60) Inspection programme intel led
Feed Law Enforcement: In particular, deliver: a) 186 High Risk Feed Inspections; b) 96 Medium Risk inspections	No programme in place	62% High Risk	103% of new externally funded feed programme. 156 Inspections
Programmed animal health inspections	100%.	100%	100% (14 High) 40% Overall Programme
New Business Visits	32% TS 87% AH	26% TS 10% AH	76% TS 90% AH
Animal Welfare Complaints	Not Reported.	92.5% within target response time	96% within target response time
Vulnerable Scam Reports	Not reported	Not reported	35 visits to 119 individuals
Other			
Freedom of Information Requests (PP Total)	60	77	85
Events requiring advice via Safety Advisory Group	Not reported	110	94

4. Analysis and notable activity in 2015/16

4.1 Environmental Health - Commercial

As per figure 1, 489 food safety inspections were carried out over the year. All premises scheduled for inspection during the year were completed, as per the hazard rating system. There is a steady improvement regarding 'broad compliance', in part due to the introduction of the 'Food Hygiene Rating Scheme' (FHRS). In 15/16, 75% of food businesses were rated 4 or 5 (highest scores).

1169 service requests were responded to by the team, 569 of which were food related. The others would include responding to event notifications, temporary event notices etc.

44 'ACCESS' visits were conducted. These are cost-recovered visits, arranged to help new and existing food businesses with compliance issues. It promotes a better relationship with the enforcing authority and helps businesses improve their FHRS.

88 people were trained by our Officers through food hygiene courses, generating £14,000 in income.

The Commercial team has several Primary Authority Partnerships, (PAP's). These are set up to work in partnership with businesses who operate throughout the UK, eg Marriotts, by advising on such matters as their food safety and health and safety policies and procedures. This work is rechargeable and generates £5,000 of income.

183 cases of communicable disease, eg Campylobacter and Salmonella, were investigated within the target time.

2 prosecutions were taken. Wigmore's Bakery in Monmouth were fined £2000 (+ £1000 costs) for 5 breaches of food safety regulations. More recently the Kings Head Hotel in Usk was prosecuted after a routine visit in January 2016 found unacceptable conditions. Fines and costs amounted to £4,000 and the business closed voluntarily while improvements were carried out.

Our food safety, food standards and animal feedstuff services were re-audited by the Food Standards Agency in August 2015. Further to their initial audit in 2013, the FSA concluded 17 of the original recommendations were fully completed, with the remaining 11 recorded as being progressed satisfactorily. The overall conclusion was positive, a reflection of all the good work done by the Commercial team.

Their view is the service is coping within the resources available.

4.2 Environmental Health - Public Health

(a) Housing

In 15/16 the team continued to progress inspections of living accommodation above takeaway type commercial premises which provide some of the poorest conditions affecting some of the most vulnerable persons in our community. The scheme (since its commencement in 2013) has resulted in over 43 full inspections with 72 Class 1

hazards (most serious) identified and 38 Class 2 hazards. Remedial works completed to date have protected 60 adults and 17 children living in the dwellings.

In view of its success in targeting inspections to high priority need the scheme has been expanded to include living accommodation above cafes / restaurants which is to be progressed in 16/17. Through this scheme and by responding to tenants complaints the team is working hard to identify the poorest living conditions in rented property. During 15/16, a total of 62 Class 1 and 204 high Class 2 hazards were identified in 104 inspections. The hazards most frequently found relate to damp/mould growth, excess cold and fire safety as highlighted in Figures 2a and 2b below. Category 1 hazards concern higher level risk assessment scores whereby the Council has a duty to act. Category 2 hazards are lower level risk assessment scores where we have the power to act.

The team endeavour to get these issues addressed through effective engagement with the landlords (35 informal improvement notices) but on occasions the situations merit stronger enforcement action (4 Prohibition Orders and 4 Improvement Notices served).

Figure 2a

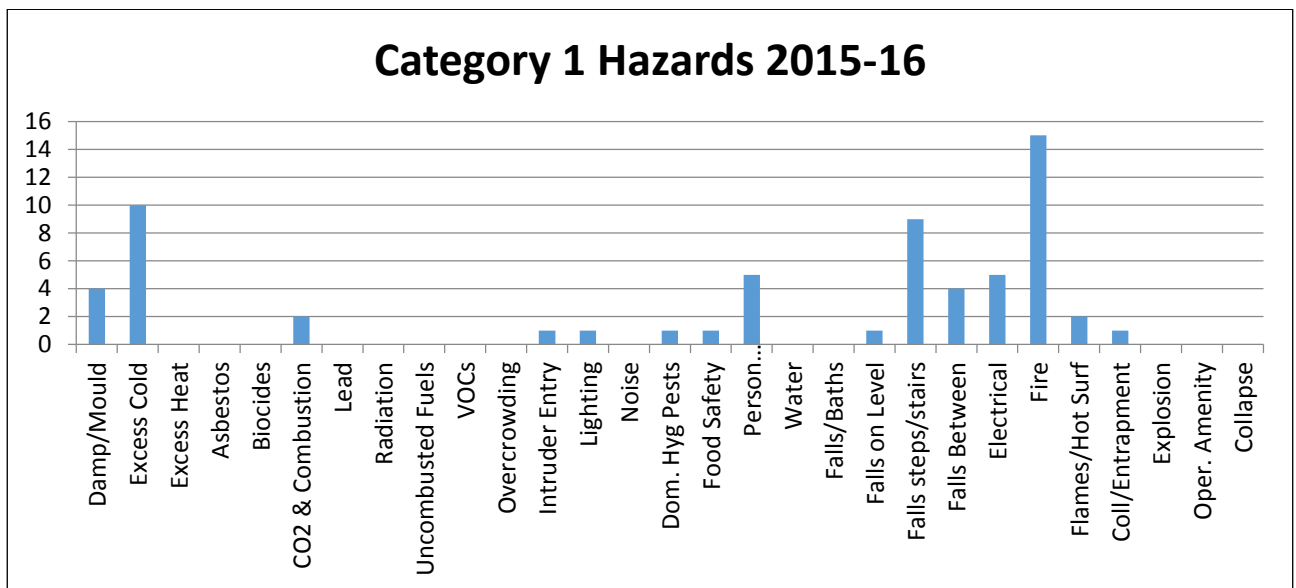
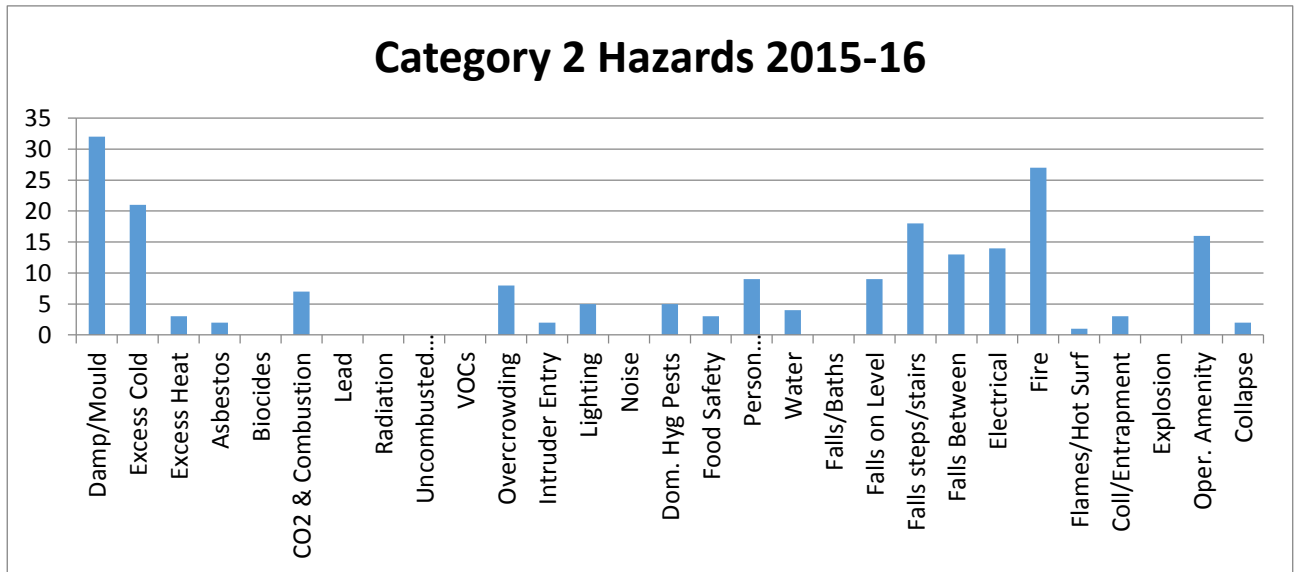


Figure 2b

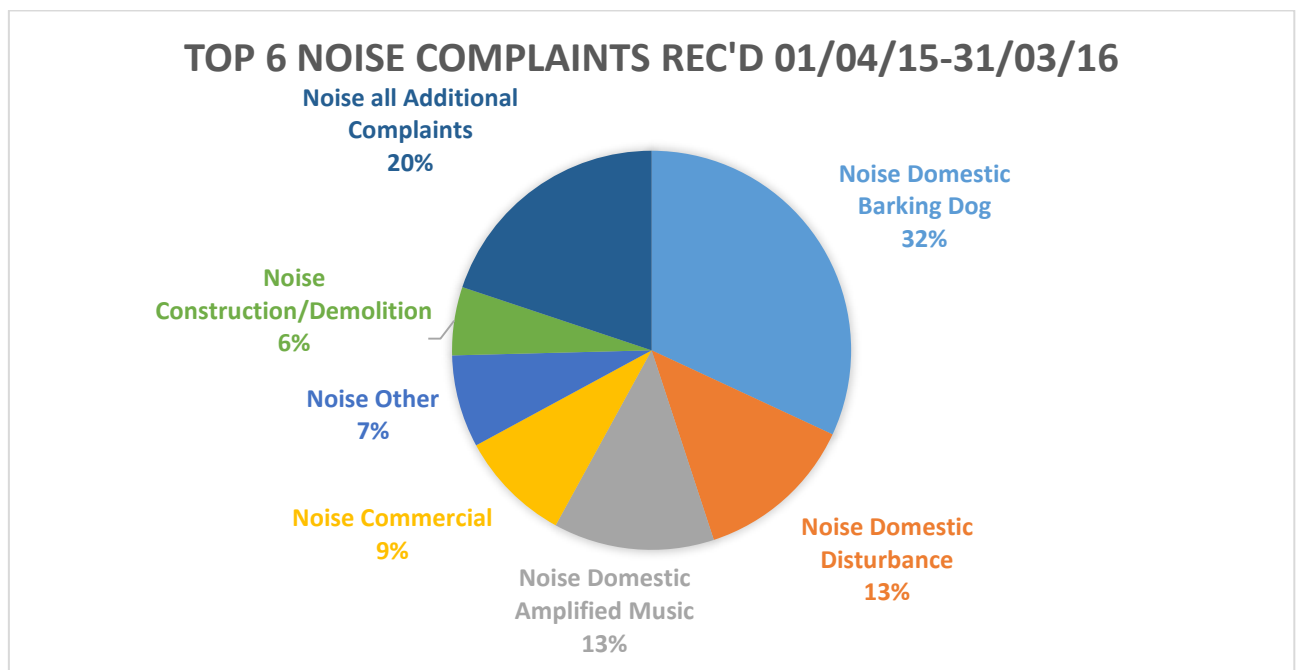


As per figure 1, the number of requests for housing services has remained consistent over 3 years, with a slight drop in responding within 3 days.

(b) Noise

There has been a decline in total number of noise complaints and our response within 3 days has improved to over 90% of cases. A breakdown of the most common sources of noise is provided below, Figure 3.

Figure 3



32% of the complaints refer to barking dogs, 98 in the year. General domestic noise and amplified music accounted for 13%, 40 cases in each category. The rest were a

combination of noise from construction, etc as illustrated, giving a total of 305 for the year.

Of the 305, 130 were closed within 3 months, 42.6%. This is a decline in previous performance and due to staff shortages in 2015. A similar picture is evident regarding other statutory nuisance, as shown in Figure 1.

(c) Environmental Protection

There has been a drop in total number of complaints regarding fouling, littering etc to 255.

The team continued with the robust approach developed in 14/15 regarding fly tipping investigations, including prosecutions where there is sufficient evidence. Two successful prosecutions resulting in £4900 in fines/costs awarded plus 250 hours of community service for a convicted fly tipper.

'Give Dog Fouling The Red Card', led by the team together with the Waste and Street Cleaning section, designed to empower local communities to deal with local fouling problems completed its first year with 12 participating Town and Community Councils. Positive feedback, with hopes to increase involvement in 16/17.

(d) Pest Control

There was a slight increase to 104 complaints in 2015/16, with 81% responded to within 3 working days.

(e) Construction

Substantial extra work generated for the section by the electrification of the South Wales main rail line and the A465 dual carriageway projects. Engagement needed with the developers to ensure that noise levels are properly considered and best practice is taken to ensure disturbance of the persons living and working in the localities is kept to a minimum. Continuing engagement needed with the developers in 16/17 and beyond.

(f) Air Quality

The team continues to monitor air quality in the 4 major towns and in particular nitrogen dioxide which is traffic related pollution. The County has 2 Air Quality Management Areas (in Usk and Chepstow) where levels consistently exceed the limits set in legislation. Officers from the section provide advice in regular meetings of the steering groups set up for each area to attempt to provide a coordinated approach to tackle the nitrogen dioxide problem. In addition the team engages with the many industrial related businesses in the County ensuring compliance with pollution legislation – in total there are 24 permitted sites and 18 petroleum certified sites.

4.3 Licensing

1,945 applications and monetary transactions were processed by the Licensing team in 2015/16. Inspection levels are back up to 2013/14 levels, having dipped in 2014/15, as shown in Figure 1.

In 2015-16 a review of the licensing conditions and application requirements for Hackney Carriage / Private Hire Drivers, vehicles and Operators took place. The new policy was approved by the Council in March 2016. The review amended the existing policy to introduce the following:-

(a) Update knowledge tests for new drivers - Knowledge test prior to a person getting a licence in the taxi trade ensures conditions of the licence have been understood as to their duties to protect the public from harm.

(b) Implement a training programme for safeguarding children / vulnerable persons for new and existing licence holders. Safeguarding training is essential for the taxi trade as very often a driver is carrying passengers on a one to one bases. The training assists them on how they should conduct themselves and also what to look out for and how to report matters if they feel someone is in danger.

(c) Disabled access to vehicles - Disability awareness was essential. The policy gives guidance to drivers on how they should conduct themselves when a passenger has a disability.

(d) Restricting Operator bases licensed by MCC to be within the County. Restricting Operator bases will ensure Officers has the authority to inspect records.

The following taxi enforcement took place:-

All Private Hire Operator bases were inspected. 13 out of the 28 inspected had minor record keeping infringements and advice given. 110 drivers received spot checks of themselves and their vehicles. 23 schools were used to inspect the taxi trade on schools runs by Licensing and Passenger Transport Unit and a Joint Operation was conducted by the Police and Licensing in Abergavenny. Of those inspected 2 were given penalty points for not having a cargo net in the vehicle to prevent luggage falling onto passengers; 2 were given penalty points for defective tyres; 1 received penalty points for not having a fire extinguisher in the vehicle, and 2 were given penalty points for not wearing their Licensed driver badge. Latter needed as a means of identification that the person has been duly licensed and received the required checks as to their suitability.

Constant monitoring will prevent the use of unlicensed drivers, who would not have had the required check as to their suitability by means of a check with the Disclosure and Barring Service and medical requirements. The driver would also not have received Safeguarding training if unlicensed and the vehicles insurance would be invalid.

A prosecution is ongoing against a vehicle owner who used an unlicensed driver on a school run he had as a contract from Monmouthshire County Council

4.4 Trading Standards & Animal Health

The performance figures in Figure 1 are self-explanatory. Total visits have increased from the previous year and Feed Law enforcement has significantly improved.

On 3rd August 2015 a car dealer based in Rhondda Cynon Taff pleaded guilty to three offences under the Consumer Protection from Unfair Trading Regulations 2008. Following a complaint from a family in Caldicot an expert brought in by Trading Standards found that the vehicle was in a dangerous and un-roadworthy condition when it was examined and that the structural and mechanical corrosion potentially placed the whole family at risk of an accident and/or injury due to the unsafe condition. Newport Magistrates Court fined One Direction Cars Ltd £500 for each offence and awarded Monmouthshire County Council £2200 in costs and the family £900 compensation.

An ongoing joint investigation with Gwent Police has had a significant effect on the team with one Officer spending a large proportion of their time in the first nine months of the year. This is due to be brought to court in the near future through the Crown Prosecution Service.

A priority for the service has been dealing with a variety of scams and bringing them to the attention of both the public and businesses whenever possible. The key focus being on working with vulnerable victims through priority referrals and ensuring they are given the advice and assistance required and/or referred as appropriate.

There were a number of projects and surveys that fed into problems at a national level, these included; Weighing Equipment used for patient treatment, health and wellbeing, Self-storage, Unfair Contract Terms, Hover boards, Dressing-up Costume Safety and Plasticisers in Toys, some undertaken with wider stakeholders and partner agencies.

Regional Feed delivery and animal health work enabled additional resource to be brought in to ensure assurances given to Food Standards Agency Wales that commitments they gave to Welsh Government Ministers were achieved, contributing to increased income.

There was participation in Rogue Trader week and related multi-agency activity, Scam awareness month and national safeguarding day. Consumer Rights Act changes continue to progress and new legislation in relation to New Psychoactive Substances will impact on future work.

4.5 FOI Requests

Freedom of Information requests continue to increase year on year, which places an added burden on members of the team. 85 requests were received in 15/16 year.

4.6 Event Safety Advisory Group

A number of staff are involved in Monmouthshire's Event Safety Advisory Group, (ESAG). This is a partnership designed to help organisers run safe and successful events. It is recognised a proactive advisory stance is preferable to reacting to problems after events have occurred. A number of large events were held last year including food festivals, music concerts, agricultural shows, cycling events etc and advice was provided. 94 events received advice from the group.

5. **Summary**

Public Protection teams, with only a small number of exceptions, continue to meet the Authority's legal obligations. However, Officers are typically operating at maximum level and are put under increased pressure when colleagues have any long term absence. Managers will continue to monitor performance, review workloads, etc to protect Officer well-being as far as possible.

Although published 18 months ago, (December 2014) it is worth noting the Wales Audit Office report's conclusion – reference 'Delivering with less – the impact on Environmental Health Services and citizens' – that stated – 'The Council is generally delivering environmental health services at above minimum levels and, despite significant budget cuts, stakeholders are mostly positive about current services but have a low awareness of future plans. The Council will find it difficult to take on new statutory duties that protect the public and the environment'.

The FSA re-audit findings in February 2016 concluded good progress made on our action plan. The service was coping with expectations within the existing resources available.

6. **Next Steps**

- 6.1 Public Protection services are now part of the Social Care & Health Directorate. Future performance, resources etc will be monitored through SCH arrangements and the SIP process, together with oversight from Governing bodies. How our services contribute to health and well-being, protecting vulnerable people, safeguarding, etc will be emphasised.
- 6.2 'Future Monmouthshire' work will commence 16/17, seeking ways of reducing costs or increasing income.
- 6.3 Public Protection will need to respond to new challenges, for example the requirement for all private landlords to be licensed from November 2016.
- 6.4 We will respond to the current national Government Red Tape Review into Regulatory Services, which includes public protection, planning and building control.
- 6.5 The services will link to wider agendas, for example the Well-being of Future Generations (Wales) Act 2015. The principles of well-being, early intervention and prevention (to reduce future ill-health or other problems) are embedded within Public Protection.

And finally

The Chief Medical Officer for Wales, in October 2015, within her annual report noted – 'I have highlighted the importance of the work of environmental health practitioners in dealing with public health concerns as diverse as cancer, obesity, infectious diseases, asthma, falls and excess winter deaths. I have also highlighted the growing public health importance of alcohol control, sunbeds, body piercing, air pollution, housing standards and food hygiene. Environmental health contributes to the wider national agenda of health, wellbeing and public service improvement and plays an important direct and indirect preventative role.'

DJ/MM/07/07/2016

SUBJECT: 2015/16 Performance Report: Improvement Objectives and Outcome Agreement

MEETING: Strong Communities Select Committee

DATE: Thursday 21st July 2016

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To present the end of year data for the Improvement Objectives (Appendix 1) which are under the remit of Strong Communities Select Committee:

Improvement Objective 3: We want to enable our county to thrive.

Improvement Objective 4: Maintaining locally accessible services

Improvement Objective 5: We want to be an efficient, effective and sustainable

- 1.2 To present an evaluation of the progress and impact made over the three years of the Outcome Agreement 2013 -16 (Appendix 2), for themes which are under the committee's remit:

Outcome agreement Theme 4: Living within environmental limits and acting on climate change.

- 1.3 To present the latest performance against wider key national performance indicators that are under the committee's remit (Appendix 3)

2. RECOMMENDATIONS

- 2.1 That members scrutinise the performance achieved and impact made, particularly in areas that fall under the committee's remit, to assess progress and performance against the improvement objectives.
- 2.2 That members scrutinise the performance achieved and impact made, over the three years (2013/14, 2014/15 and 2015/16) of the Outcome Agreement
- 2.3 That members identify and explore any areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.
- 2.4 That members confirm the evaluation scores based on the evidence provided.

3. KEY ISSUES

- 3.1 The Outcome Agreement and the Improvement Objectives have a different focus:

Improvement Objectives

- 3.2 Improvement Objectives are set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them are particularly focussed for the year ahead.
- 3.3 Activity that contributes to the delivery of some objectives cross cuts Select Committee remits and these have also been reported to the other relevant committee(s). Therefore it is suggested members particularly focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole.

- 3.4 Improvement Objectives are scored based on the Council's Self-evaluation framework, as set in the Improvement Plan 2015/17, Table 1, and performance against them is reported in the Stage 2 Improvement Plan published in October each year.

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 weakness – The evidence of success marginally outweighs areas which are not on track. Some actions are behind schedule and some measures are falling short of planned targets.
2	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
1	Unsatisfactory	Major weakness – In most areas performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

Outcome Agreement

- 3.5 The Outcome Agreement is an agreement with the Welsh Government for a three year period, where the council needs to deliver on performance activity and associated targets that contribute to the Programme for Government. The agreement covered the period from 2013 to 2016.
- 3.6 In the summer of 2015 the Welsh Government announced the final year of funding for performance in 2015-16 would no longer be attached to performance in the Outcome Agreement and would be rolled directly into the Revenue Support Grant for 2016-17. This means that payment for performance against the targets in the agreement for 2015-16, is assured, the council was also awarded full payment in the previous two years. However given the importance placed on the agreement as part of the council's performance framework an evaluation of performance achieved over the three years of the agreement has been undertaken. The evaluation highlights progress made against the actions and performance indicators set in the Outcome Agreement.

Key National Indicators

- 3.7 Appendix 3 sets out further Key Performance Indicators that are in the National Performance indicator set used by Welsh Government and are under the committee's remit. The primary purpose is to highlight the performance achieved in 2015/16. In some cases this may result in duplication of indicators already included in other sections of the report. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committee(s).

4. REASONS:

- 4.1 To ensure that members have an understanding of performance against these areas of work and are able to scrutinise them to ensure a rigorous focus on improvement and delivering the Council's priorities of education, support for vulnerable people, support for enterprise and job creation and maintaining locally accessible services.

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Appendix 1 – Improvement Objectives 2015/16

MCC Improvement Objective 3: We want to enable our county to thrive					
Council Priority: Supporting business & job creation			Single Integrated Plan Outcome: Business and enterprise & protect and enhance the environment		
What the Single Integrated Plan identifies that we will contribute to			Why have we chosen this?		
<p>To enable business and enterprise to prosper in Monmouthshire, we need:</p> <ul style="list-style-type: none"> • Better paid local employment opportunities • To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises. • Retain more of the spend of visitors, citizens and businesses within Monmouthshire. <p>To enhance and protect our environment we need to:</p> <ul style="list-style-type: none"> • Produce less waste and recycle more. 			<p>This objective aligns closely with the single integrated plan for Monmouthshire. For our county to thrive we need to continue to work with our residents, invest in communities and base our delivery on 'what matters' to people in their communities. Shaping our approach like this will help us to meet needs and expectations of our residents and join up our services to make more efficient use of increasingly limited resources.</p> <p>The objective brings together three inter-related elements of our approach; supporting and encouraging enterprise and job creation, whole place area delivery and minimising the impact on the environment.</p>		
Overall Impact score					
Level 4 – Good					
<p>A community governance review has been completed and a cross party Member working group established to recommend a revised framework to County Council. Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire, this is evidenced by 58 business start-ups being supported in 2015/2016. Business start-ups and jobs created are lower than targeted, availability of partner data has had a consequential impact on 2015/16 performance due to a decrease in data being available that was previously used in reporting. Promotion of high speed broadband across the County for both businesses and communities has been undertaken. In total 60 Expressions of Interest to the Superconnected Cities Voucher Scheme were received, although this is below the number targeted with the scheme closing mid-way through the year.</p> <p>The recycling review has been completed determining the Council's long term recycling strategy. A recycling rate of 61.7% was achieved in 2015/16 which is a slight decrease on the rate achieved in the previous year. The Council's current recycling rate is above the Welsh Government target for 2015/16 of 58%. The landfill rate has continued to decrease to 13.1% due to the continued use of energy from waste. The pollinator policy continues to be implemented with an increase in pollinator friendly plants planted and further areas of open space and highway verges which have reduced cutting frequency. Placement opportunities for young people leaving the looked after system are being considered with partners.</p>					
What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
Complete a review of community governance and develop a Whole Place Plan for Lower Wye.	September 2016	<p>Milestone: Community Governance review completed.</p> <p>Milestone: Whole Place</p>	A community governance review has been completed. The review was presented to Cabinet and Council to update Members on the findings of the Community Governance Review and the proposed recommendations to	The cross party Member working group on community governance will recommend a revised framework to County Council which; preserves the leadership role of elected members, supports and encourages community	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
		plan completed and approved by cabinet.	<p>develop a more coherent and partnership approach with communities. Council agreed to establish a cross party Member working group which equally represents the four administrative areas.</p> <p>Work has been undertaken on understanding the priorities of Lower Wye through engagement with key community groups.</p>	participation, oversees the delivery of local community development and considers the Local Government (Wales) Bill.	
<p>Continued delivery and development, working with partners, of the Monmouthshire Business and Enterprise business support package including; support, signposting, training, events and development of a web portal to assist pre start and existing business in Monmouthshire.</p>	Ongoing	<p>Measure: The number of new business start-ups supported.</p> <p>Measure: The number of jobs created following assistance.</p>	<p>Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. This is evidenced by 58 business start-ups being supported in 2015/2016, although this is lower than the annual target of 75.</p> <p>Partner data on business start-ups and jobs created was unavailable in the second half of the year due to a contract ending and resulting transition to a new contract provider. This has had a consequential impact on 2015/16 performance due to a decrease in data being available that was previously used in reporting.</p> <p>A new Monmouthshire Business and Enterprise website has been launched including a section offering guidance on “Starting & Growing Your Business” – www.monmouthshire.biz</p>	<p>Assistance from Monmouthshire Business Enterprise and partners has helped create 140 jobs, delays in larger pipeline projects coming to fruition has meant this is lower than the annual target of 180.</p> <p>Discussion is taking place regarding provision of data from partners under the new contract.</p> <p>To date there have been over 1,700 visits to the Monmouthshire Business and Enterprise website</p> <p>There were a total of 99 entrants for 11 categories at the business awards. The Awards promoted new and existing business success and Monmouthshire as the place to set up business.</p>	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>The fourth Monmouthshire Business Awards took place in October 2015. The Business Awards were attended by 355 guests.</p>		
<p>Promote the rollout and exploitation of high speed broadband across the County for both businesses and communities, including promotion of the Superconnected Cities voucher Scheme to businesses and launch of a dedicated website for information on broadband and mobile infrastructure opportunities.</p>	<p>March 2016</p>	<p>Milestone: Establish a baseline of business premises that have high-speed broadband.</p> <p>Measure: Total number of premises with access to high-speed broadband.</p> <p>Measure: The number of businesses that submitted an Expression of Interest to the Superconnected Cities Voucher Scheme.</p>	<p>Following the approval of the Monmouthshire Broadband report by Cabinet in March 2015 the following activities have been undertaken to maximise the opportunities available:</p> <p>A SMART communities and Digital Access Manager has been appointed to coordinate activity and maximise impact.</p> <p>Continued promotional activity to support the Super-connected Cities voucher Scheme.</p> <p>Local promotion and maximisation of the WG ICT exploitation programme</p> <p>Completion of a Digital Monmouthshire section for Residents, Businesses and Investors on the new Monmouthshire Business and Enterprise website – www.monmouthshire.biz . This provides up to date information on the progress of the Superfast Cymru rollout and raises awareness of new services, the benefits of improved broadband and opportunities to access digital skills training.</p>	<p>The UK Government's Super-Connected Cities Voucher Scheme was closed in October 2015. 60 expressions of Interest were supported from local businesses, 11 expression of interests were received in the year, a total of 50 were targeted. 27 vouchers were awarded. In January 2016 the Welsh Government extended its Ultrafast Broadband Connection scheme for businesses into Monmouthshire and this grant opportunity is now being promoted to local businesses.</p> <p>Through the continued roll out of high-speed broadband there has been an increase in the total number of premises which are able to access high-speed broadband with at least 36,400 premises now able to access Superfast Broadband connections and there is an increased uptake with Monmouthshire's figures now standing at 19.8%.</p>	<p>Met target</p>

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Complete the Monmouthshire recycling service review.</p>	<p>December 2015</p>	<p>Measure: Percentage of waste that is recycled</p> <p>Measure: Percentage of waste that is sent to landfill.</p>	<p>The recycling review was scrutinised by Strong Communities Select Committee in January 2016 and approved by Cabinet in March 2016.</p> <p>The report sets the Council's long term recycling strategy in Monmouthshire, to ensure it is future proofed in terms of public acceptability, financial affordability, environmental performance and legal compliance.</p>	<p>Monmouthshire residents continue to recycle and compost their waste helping the Council achieve a recycling rate of 61.7% which is a slight decrease on the rate achieved in the previous year. The Council's current recycling rate is above the Welsh Government target for 2015/16 of 58%. Monmouthshire's recycling target for 2016/17 is 66%</p> <p>The landfill rate has continued to decrease to 13.1% due to the continued use of energy from waste and is below the 17.5% target set. The percentage waste used to recover heat and power has also increased, 25.4% of waste was used for heat and power in 2015/16.</p>	<p>Met target</p>
<p>Continue the implementation of the pollinator policy which involves reducing the number of cuts to grassed areas and verges, where safe to do so, and planting of annual wildflower displays.</p>	<p>Ongoing</p>	<p>Measure: Area of grass verges planted with pollinator friendly plants</p> <p>Measure: Area of land with reduced cuts per year to support vegetation growth.</p>	<p>Working with Bee Friendly Monmouthshire and local community councils a total of 36,802m² of pollinator friendly plants have been planted in 2015. An increase from 26,690m² in 2014.</p> <p>In addition to planting seeds, the frequency of cuts to areas of grassland that are not already being used for sport or other activities, has been reduced to encourage flowering species to grow. The total area of open space and highway verges that had reduced cutting frequencies has increased to 283,464m².</p>	<p>This is helping turn Monmouthshire into a friendlier place for bees and other pollinating insects and in addition to creating a more biodiverse county will save £30,000 a year</p>	<p>Met target</p>

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress		
Create employment opportunities for young people leaving the looked after system.	March 2016	Measure: Percentage of young people who were formerly in care who are in employment or training at the age of nineteen.	Children's Services employ two apprentices as our Children in Care Council apprentices. Placement opportunities for young people leaving the looked after care system has been raised with partners at the LSB with a view to exploring what opportunities they can offer.	The apprentices have established and are developing our children in care council to represent the views of children and young people who are/have been in care to improve services. The percentage of care leavers who are known to be in education employment or training at the age of nineteen is 40%.	On target		
How will we know the difference it has made			2013/14	2014/15	2015/16 Target	2015/16	Trend
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners ⁱ			103	122	75	58 (provisional)	Not directly comparable
Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners			124	311	180	140	Not directly comparable
Percentage of municipal waste collected that is sent to landfill			34.2%	18.1%	17.5%	13.1%	Improved/ Met target
Percentage of municipal waste that is prepared for reuse or recycled			62.9%	63.3%	63%	61.7%	declined/ missed target
Total number of premises with access to high-speed broadband ⁱⁱ			-	25,500	35,500	36,400	Improved/ Met target
The number of businesses that submitted an Expression of Interest to the Superconnected Cities Voucher Scheme			Scheme not available	49	50	11	Behind target
The area of grass verges planted with pollinator friendly plants ⁱⁱⁱ			0	26,690m ²	35,000m ²	36,802m ²	Improved/ Met target
The area of land with reduced cuts per year to support vegetation growth ^{iv}			0	143,078m ²	200,000m ²	283,464m ²	Improved/ Met target
Longer Term Measures			2013/14	2014/15	2015/16 Actual		
Average wage levels in the county (gross weekly pay by workplace) ^v			£427	£464	£478		
Number of active enterprises per 10,000 population aged 16-64 ^{vi}			660	679	699		
Unemployed persons as a percentage of those Economically Active ^{vii}			5.1%	4.9%	N/A		
Percentage of working residents who work within Monmouthshire ^{viii}			56.1%	54.5%	58.3%		

MCC Improvement Objective 4: Maintaining locally accessible services					
Council Priority: Maintaining locally accessible services			Single Integrated Plan Outcome: People have good access and mobility and People protect and enhance the environment		
What the Single Integrated Plan identifies that we will contribute to			Why have we chosen this?		
<p>For people to have good access and mobility, we need:</p> <ul style="list-style-type: none"> To ensure rural communities have good access to services <p>To enhance our environment, we need:</p> <ul style="list-style-type: none"> To enable people to enjoy more of Monmouthshire. To realise the potential to partner-up with neighbouring destinations. Better use of natural assets for outdoor pursuits and activities 			<p>The political administration's Continuance Agreement makes it clear that while there are tough choices to be made in the next two years the council will seek to ensure all valued services survive whether they are best placed to be provided by the council or other organisations.</p>		
Overall Impact score					
<p>Level 4 – Good</p> <p>Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk providing a Single point of access for core Council services. The opening of community hubs has contributed to an increase in visits to sites in the second half of 2015/16, although library materials issued have decreased. The initial review of the Council's core cultural services has been completed, the review has been expanded and a team has been established which has looked at alternative models available to take this forward, an option appraisal on the ADM model is being completed for member consideration.</p> <p>Leisure centres have continued to promote and market their service with an increase in visitor numbers overall. The school sport survey has shown an increase in Children "Hooked on Sport for Life" in Monmouthshire to 49%. The Rural Development Plan 2014-2020, covering the rural wards of Monmouthshire and Newport, have been awarded £2.8M for rural projects, ten LEADER projects have been supported so far and further applications are being invited for this funding. A draft volunteer strategy "A county that Serves" has been created. Work on volunteering is enabling a clear and consistent approach to volunteering and volunteering provision and opportunities to be more joined up.</p>					
What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
Establish five community hubs which bring together libraries and one-stop-shops;	<p>Caldicot, Chepstow, Monmouth and Usk September 2015</p> <p>Abergavenny September 2016</p>	<p>Milestone: Operating Hub models in Caldicot, Chepstow, Monmouth and Usk</p> <p>Measure: The number of library materials issued</p>	<p>Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk in line with the milestone agreed.</p> <p>The Improvement Plan 2016/17 sets out the steps to commence work to establish a community hub in Abergavenny.</p>	<p>The hubs have been established, successfully integrating One Stop Shop and Library services and providing a Single point of access for core Council services.</p> <p>Based on library visitor count data, there has been an increased footfall into the overall service. The opening of community hubs has contributed to an increase in visits to sites in the second</p>	Met target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
		Milestone: Operating Hub model in Abergavenny		<p>half of 2015/16 while overall visits for the year are broadly similar to 2014/15, Virtual visits to libraries continue to increase with an 11% increase in website usage.</p> <p>There has been a reduction in Library materials issued per 1000 of the population to 4591. Although, there has been increased use of download services which are 20% up on the same period last year. Since the introduction of the hubs, further work is being undertaken to make library stock choices more closely linked to customer needs and holding events to encourage non library members who visit the hubs to use the service.</p>	
Complete a review of Monmouthshire County Council's core cultural services and attractions	July 2015	Milestone: The review is completed and the outcome options of the review presented to members	<p>The initial review of the Council's core cultural services and attractions has been concluded and the report has been presented to Economy and Development Select committee in September 2015.</p> <p>The Cultural Services review has been expanded to incorporate parallel and complementary services of Leisure, Events, Youth and Outdoor Learning. In recognition of the need to undertake one detailed and comprehensive appraisal of the options relating to providing a sustainable, viable and vital future</p>	<p>The review has identified a need to rationalise the current working model and improve practices within the Culture Service area. Including the need to recognise the wider options for innovation and collaboration and commercial opportunities that exist.</p> <p>The expanded review is seeking new options and opportunities that must be identified for the wider set of services. This will not only need to meet the Council's priority of maintaining locally accessible services but will also meet the needs of the community.</p>	Met target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>for Leisure, Events, Culture and Youth services.</p> <p>A team has been established which has looked at alternative models available to take this forward, worked with specialist consultants, completed workshops and data gathering across services in scope. An option appraisal on the ADM model is being completed for scrutiny and cabinet consideration.</p>	<p>The work completed so far has helped teams to be more focused on their business and opportunities, promote a more joined up approach to work and identified the need for further specialist skills in some key areas such as marketing and commercial.</p>	
<p>Page 24</p> <p>Continue to operate 4 leisure centres by maximising their commercial potential.</p>	<p>Ongoing</p>	<p>Measure: Number of visits to sport and leisure centres.</p>	<p>A sales and marketing plan has continued to be implemented across all four leisure centres with regular promotions, campaigns and outreach work within the communities and this is paying off with an increase in footfall and income against targets.</p> <p>Memberships of leisure centres have continued to grow during the year.</p> <p>Overall, Leisure performed strongly against budget with some challenging targets.</p>	<p>Enhancing the potential of leisure centres will help promote participation and physical activity. In 2015/16 there were a total of 8205 visits to leisure centres per 1000 population. Improved data collection of visitor numbers at leisure centres that were not previously captured has contributed to this increase, excluding this data visitor numbers have still been broadly maintained and above targeted levels. The target for the year was set lower based on the impact of the new school rebuilding and the closure of the swimming pool at Monmouth leisure centre.</p> <p>Participation figures from the school sports survey undertaken in 2015 shows 49% of children are physically active (Hooked on sport for life). This is an improvement from 42% in 2013.</p>	<p>Met target</p>

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Identify Rural Development Plan (RDP) programmes for the next funding period 2014-2020.</p>	<p>July 2015 onwards</p>	<p>Milestone: Local action group agree the projects that will be funded.</p>	<p>Cabinet approved the Vale of Usk Local Development Strategy in July 2015. This is based around five themes developed following consultation with rural communities; adding value to local identity and natural and cultural resources; facilitating pre-commercial development; business partnerships and short supply chains; exploring new ways of providing non-statutory local services; renewable energy at community level and exploitation of digital technology.</p> <p>The coordinating Local Action Group now has 21 members with equal representation from the public, private and voluntary sector and is requesting projects under all five themes.</p> <p>Ten funding applications have been received and approved so far with a further twenty in development. Both Facebook and Twitter accounts have been set up for a wider audience communication strategy.</p>	<p>For the 2014-2020 period the Vale of Usk Local Action Group, covering the rural wards of Monmouthshire and Newport, have been awarded £2.8M for rural projects.</p> <p>The projects agreed by the Local Action group will ensure this funding is targeted at projects for rural communities in line with the five themes. In 2015/16 three LEADER projects have been supported. Further details of approved projects are shown on the projects section of the www.valeofusk.org website.</p> <p>Further performance will be measured using the RDP LEADER Performance Framework. Outputs are lower during 2015/16 as it will take time for the programme to develop and deliver outcomes to be achieved.</p>	<p>Met target</p>
<p>Establish a coherent and consistent volunteer framework for the authority.</p>	<p>December 2015</p>	<p>Milestone: Volunteer strategy developed.</p> <p>Milestone: Outcomes framework developed to measure the impact of volunteering on communities.</p>	<p>A draft volunteer strategy “A county that Serves” has been created, in liaison with relevant groups, as a starting point for thinking differently about supporting and enabling volunteering and social action in Monmouthshire. An integral part of this is an accompanying outcomes</p>	<p>This work is enabling a clear and consistent approach to volunteering and is enabling volunteering provision and opportunities to be more joined up.</p> <p>Volunteer programme coordinators are now being supported to achieve the level of standards set out in the Toolkit.</p>	<p>Met target</p>

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?				Progress
			<p>framework, parts of which are being piloted in some volunteer settings.</p> <p>To understand the extent of volunteering across the Council a mapping exercise was completed which gives a baseline as well as specific information on volunteer activity, including that there are 1757 current volunteers. This identified a demand for two key improvements that have been made:</p> <p>A Network for Volunteer Coordinators has been established and this has developed into four working groups focusing on Digital Volunteering, Social Isolation, Indirect Volunteering and Safe and Effective Recruitment to discuss areas of best practice and to coordinate support and training around these key aspects.</p> <p>An online volunteer toolkit has been developed to offer guidance and to set a clear level of standards for involving volunteers.</p>	While support is also being provided to volunteers, this includes safeguarding training that has been delivered to volunteers in regulated activity.				
How will we know the difference it has made				2013/14	2014/15	2015/16 Target	2015/16 Actual	Progress
Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity				8,099	7,893	7,600	8,205	Improved/ Met target
The number of visits to public libraries during the year, per 1,000 population				7,270	7,434	7,450	7,478	Improved/ Met target
Number of library materials issued, during the year, per 1,000 population				5,828	5,553	5,555	4,951	Declined/ missed target

Longer Term Measures	2013/14	2014/15	2015/16 Actual
Percentage of children who are physically active (hooked on sport for life)	42%	Completed biannually	49%
Total number of tourists per year ^{ix}	2,052,500	2,100,000	2,190,000
Income generated from tourism per year ^x (£ millions)	£169.66 million	£173.15 million	£186.65 million
Partners we are working with?			
Welsh Government, Newport City Council, The European Agricultural Fund for Rural Development, Housing Associations, Gwent Association of Voluntary Organisations (GAVO)			

MCC Improvement Objective 5: We want to be an efficient, effective and sustainable organisation.					
Council Priority: Being an efficient organisation helps us to maximise the impact on the council's priorities			Single Integrated Plan Outcome: This Objective helps us maximise our impact on delivering the vision of sustainable resilient communities		
What the Single Integrated Plan identifies that we will contribute to			Why have we chosen this?		
This objective is about our efficiency and effectiveness as an organisation. By doing the basics well we can maximise the amount of money that we can spend on front-line services.			The scale and magnitude of the challenges now upon Local Government are unprecedented and these future challenges are mounting. Alongside severe financial constraint as reflected in our Medium Term Financial Plan, we face changes in customer needs and expectations, together with challenges as a result of new technologies and regulatory and policy changes. We must continue to develop and implement processes and ways of working that will help us meet these challenges to maximise our chances of success and remain relevant to the citizens we serve.		
Overall Impact score					
Level 3 – Adequate					
<p>The employee performance framework, “check in check out” has been reviewed to further improve the process, 100% of staff requiring an appraisal were targeted to complete an appraisal, in 2015/16 reported data shows 54% of staff completed an appraisal, although the actual figure is likely to be higher than this. The revised approach aims to ensure everyone who requires an appraisal has completed an appraisal. Extensive work continues to put in place a balanced Medium Term financial Plan including aligning proposals with the vision for the County and political priorities. The bottom line situation of the 2015/16 budget is a net revenue outturn underspend of £676,000, work continued in the year to assess the delivery and impact of the implementation of savings in 2015/16, including implementing a recovery plan, with 89% of savings being achieved.</p> <p>ICT infrastructure continues to be reviewed and progress on ICT projects managed. Housing benefit decisions made within targeted times is maintaining the high rate achieved in 2014/15 – 98%, the 100% targeted is very difficult to achieve due to a range of factors that can influence decisions. The Community Asset transfer policy has enabled Community Groups to make expressions of interests to initiate a transfer, with one in principle decision made so far by cabinet. There was a delay in some capital receipts originally forecast to be delivered in the year, these receipts are now forecast to be delivered in future years.</p>					
What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
Embed a consistent performance appraisal approach (check-in, check-out) for staff and relate this to our workforce development programme.	March 2016	Measure: Percentage of staff that require a performance appraisal who have completed an appraisal.	Following the introduction of a new employee performance framework, “check in check out”, in April 2014 which provides a value-based performance assessment approach between staff and line managers.	Check in check out enables individuals and teams to outline the values and performance that is relevant in their role and connect them to the purpose of the organisation.	Missed target

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>Based on feedback received, the check in check out process has been reviewed and further developed with training sessions advertised via Talent Lab.</p>	<p>100% of staff requiring an appraisal were targeted to complete an appraisal, in 2015/16 reported data shows 54% of staff completed an appraisal, although the actual figure is likely to be higher than this due to the need to further develop the recording process.</p> <p>The reviewed process will help ensure the final outcomes of the process are effective, all staff have the opportunity to undertake an appraisal and their personal objectives are focused on delivering the things that matter most to the people of Monmouthshire. As well as capturing the advice, support and training requirements that are identified that will feed into the wider organisational Training Needs Analysis.</p>	
<p>Put in place an updated three year medium term financial plan.</p>	<p>December 2015</p>	<p>Measure: Delivery of the budget within a parameter of +/- 0.5%.</p>	<p>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.</p> <p>Work is continuing on the need to address the longer term issue of a reducing resource base. It is recognised however much more</p>	<p>This work has enabled future budget proposals to be developed for 2016/17, whilst taking into account the medium term position. This approach has also been key to enabling a focus on aligning proposals with the vision of sustainable and resilient communities and maintaining core priorities, as identified within the Administration's Mid Term Report and Continuance Agreement 2015-17,</p> <p>The bottom line situation of the 2015/16 budget is a net revenue outturn underspend of £676,000, an</p>	<p>Met target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 30</p>			<p>work is necessary in order to consider the remaining 3 years of the MTFP and what the future shape of the Authority needs to look like in the light of the emerging financial position.</p>	<p>improvement of £878,000 on quarter 3 outturn predictions. This requires further analysis to understand the underlying net cost of services position</p> <p>The net cost of services pressure is a £166,000 (0.12%) overspend. This includes £702k of reserve funded projects which are now going to be deferred to 2016/17, and also a net £209k additional contributions to reserves which were unbudgeted. Whilst this has no effect on the outturn position overall, it artificially improves the net cost of services by this amount and taking this into account results in an overspend of circa £1.077m. This is still a good result for services considering the financial challenges that have been absorbed.</p>	
<p>Deliver the approved budget savings for 2015/16.</p>	<p>March 2016</p>	<p>Measure: Percentage of savings in the budget being delivered</p>	<p>In January 2015 council agreed the Medium Term Financial Plan (MTFP) to set the 2015/16 budget. This includes £4.8million of specific saving initiatives identified for 2015/16.</p> <p>An assessment on the preparedness of services to deliver the 2015/16 budget mandates was completed in March 2015 to mitigate risks and maximise the levels of income or reductions in costs required to deliver approved savings.</p>	<p>The percentage of mandate savings delivered in 2015/16 is 89% (£4,266,728 of the £4,778,983 identified savings) with £337,255 being deemed as unachievable, a further £200,000 is expected to crystallise in 2016-17. This is behind the 100% target set but an improvement on month 9 data which concluded 83% savings were forecast to be met.</p>	<p>Met target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>Further progress against savings is assessed at 4 time intervals throughout the year using a traffic light system to indicate whether savings are likely to be achieved or reasons explaining why the mandate is delayed and next steps. This not only focusses on financial performance but also accounts for operational, people and customer impacts of delivery.</p> <p>A recovery plan for the 2015/16 budget was developed, which included presenting alternative savings, and was agreed by Cabinet in December 2015.</p>		
<p>Evaluate the effectiveness of the authority's ICT infrastructure and networks, and the associated ICT equipment and access provided to staff.</p>	<p>December 2015</p>	<p>Milestone: Production of an Annual Business Plan for Shared Resource Services (SRS) Milestone: An effective suite of measures in place to track performance of ICT services</p>	<p>Commissioning documents are drawn up on annual basis that inform the SRS business planning process.</p> <p>The SRS Strategy (2016 – 2020) has been signed off by the SRS board and is focused on consolidating the demand of multiple partners and brokering the supply of single ICT solutions. The strategy is integrated with Monmouthshire's strategy (I County) and the strategies of its partners.</p> <p>Each partner is drawing a systems architecture list which will form a database of systems and inform the replacement programme on a collaborative basis.</p>	<p>The schools infrastructure investment programme will provide a robust network and equipment to build on for 21st century teaching and learning.</p> <p>The SRS undertakes annual external benchmarking to ensure its competitiveness.</p> <p>The SRS internal performance is monitored through a performance board coupled with fortnightly sprint planning meetings for applications, networks, projects and help desk services.</p> <p>MCC systems architecture is being mapped in order to refresh it</p>	<p>Met target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>Linked to the Council's Asset Management plan a whole authority review has been undertaken of network infrastructure and will be updated alongside the acquisition or disposal of buildings.</p> <p>MCCs digital business plan details how the council will provide 'the tools to do the job' including the right equipment, connectivity, knowledge and business analysis.</p> <p>The schools infrastructure refresh programme is in progress following a successful business case submission.</p>	<p>according to agreed principles and in collaboration with partner organisations in the SRS</p>	
<p>Improve the speed of decision for Housing benefit applicants.</p>	<p>March 2016</p>	<p>Measure: Percentage of housing benefit decisions made within 14 days</p>	<p>New Housing Benefit claims continued to be processed within the target range set in the 2006 Housing Benefit regulations, this states claims should ideally be processed within 14 days of receiving all the information or as soon as practicable thereafter. Currently 98 per cent of new claims are being processed in this time.</p>	<p>This ensures payments are made to those in the community who need them. This performance is maintaining the high rate achieved in 2014/15.</p> <p>There were 1700 new claims for housing benefits last year. This makes the achievement of 100% of claims, as targeted, very difficult to achieve.</p>	<p>Met target</p>
<p>Continue to rationalise the council's property portfolio.</p>	<p>March 2016</p>	<p>Measure: Percentage of capital receipts delivered in line with forecasts. Milestone: Complete two Community Asset Transfers</p>	<p>The Asset Management Plan continues to provide a clear strategy and plan for the management of the Council's property and land assets.</p> <p>The approved community Asset transfer policy has enabled Community Groups to make</p>	<p>Of the approaches for asset transfer made so far one has been given an in principle decision at Cabinet in July 2015, further work on the financial costings and business plan has been undertaken.</p>	<p>Missed target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress		
			expressions of interests to initiate a transfer, which are then subject to appraisal by the council to assess their feasibility. There have been six approaches in total relating to the policy that are at various stages in the process.	In 2015/16, £1,807,000 million of the £10,235,000 million capital receipts forecast to be received in year as 2015/19 MTFP were achieved. The net reduction in the capital receipts forecast in 15/16 is due to the delay in an LDP receipt & the Coed Glas receipt from 15/16 to 16/17 (£8.1m).			
How will we know the difference it has made			2013/14	2014/15	2015/16 Target	2015/16 Actual	Progress
Revenue outturn expenditure against budget and percentage over/underspend			£1.227 million 0.8% underspend	£327k 0.2% overspend	+/- 0.5%.	£166k 0.1% overspend	Met target
Percentage of budget savings delivered			86%	93%	100%	89%	Missed target
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence ^{xi}			N/A	9.8	9.5	11.6	Declined/ missed target
The percentage of capital receipts received in line with forecasts			101.08% of the £2,401,000 forecast	54.2% of the £21,165,000 forecast	100%	17.7% of the £10,235,000 forecast	missed target
Percentage of staff that require a performance appraisal who have completed an appraisal			N/A ^{xii}	84%	100%	54%	Declined/ Missed target
Percentage of new housing benefit claims decided within 14 days			94%	98%	100%	98%	Maintained/ in line with target
Other indicators of our work			2013/14	2014/15	2015/16		
Percentage of people who agree the local authority provides high quality services. ^{xiii}			63%	57%	N/A		
Percentage of national performance indicators that are improving or at maximum ^{xiv}			70%	84%	47%		
Percentage of national performance indicators that are in the top quartile			32%	44%	N/A		
Partners we are working with?							
We are involved in over 100 collaborative projects and partnerships. Details can be found here							

Appendix 2 – Outcome Agreement Themes 2013/16

Outcome Agreement Theme	Theme 4: Living within environmental limits and acting on climate change		
Monmouthshire Theme(s)	Our County Thrives		
Wales Programme for government theme & outcome:	Theme: Environment and Sustainability Outcome: Living within environmental limits and acting on climate change		
MCC Evaluation score 2013/14 – 2015/16	Fully Successful – 2 points		
During the term of the agreement we will:	What did we do?	What difference has this made?	Progress
Prepare for the Implementation of the Well-being of Future Generations Act as an early adopter of the act in April 2016.	<p>The Council volunteered to be an early adopter of the Wellbeing of Future Generations Act and has received support from the WLGA as well as working with Wales Audit Office in preparing for the implementation of the act. Preparation has included:</p> <ul style="list-style-type: none"> •Two all member seminars to raise awareness of the Act. •Wales Audit Office reviewing the Council’s preparedness for the Act and identifying key next steps for delivery. •Revising the Equalities and Sustainability evaluation as part of the decision making process to align with the act and trained over 60 officers on its use. The new Future Generations Evaluation was piloted on budget mandates and was introduced for all reports for decision in November 2015. •Hosted a round table on digital engagement and its role in delivering the future generation act. •Specific workshops with key service areas to identify what their role will be in delivering the Act. •Training and awareness raising with Local Service Board (LSB) in readiness for the transition to Public Service Board. •Embedding the Future Generation Act in the Council’s performance planning for 2016/17. 	<p>The Council through WLGA support has increased awareness of the Act through member and leadership training and building the principles of the act into the early stages of the decision making processes through revising the Equalities and Sustainability evaluation tool.</p> <p>The outcomes of the work with Wales Audit Office have further helped guide the areas the Council needs to focus on to be ready for the Act by April 2016. This has identified the Council is well placed to meet its obligations, however there are key next steps that continue to be taken forward such as:</p> <ul style="list-style-type: none"> •Building the principles of the Act into our business processes •Improve the understanding and communication on the Act <p>An action plan has been established to take forward the areas for improvement. This report will also help inform the preparation of other public bodies across Wales.</p>	Met target

During the term of the agreement we will:	What did we do?	What difference has this made?	Progress
	<ul style="list-style-type: none"> •Revising the Council’s Sustainable Development policy so that it aligns with the Act. •Incorporating the WFG Act into policies such as Procurement and the People Strategy. •Briefings for staff at team meetings, events etc. Sharing of good practice and learning through national events hosted by Wales Audit Office, Public Health Wales and others. 		
<p>Improve energy efficiency and install renewable energy on Council buildings.</p>	<p>The Council’s property maintenance and new build programme has continued, replacing equipment that has come to the end of its life with more energy efficient equipment, for example lighting and boilers. Installations of renewable technologies in the year increased the total installed capacity of renewable energy to 1106Kw and has met the target for the three years of the agreement. The amount of energy generated in 2015/16 has decreased, however this is expected to continue to increase in future years.</p>	<p>There has been a total, absolute, 3% reduction in carbon emissions from Council buildings in 2015/16, which follows reductions in the previous two years. Renewable electricity generated in 2015/16 accounted for 4.3% of electricity used in Council buildings. Renewable energy generation will continue to be influenced by seasonal conditions.</p>	<p>Met target</p>
<p>Sustain improvements in recycling performance following successful implementation of fortnightly two grey bag general rubbish collection and charging to use green waste service in 2013/14</p>	<p>Monmouthshire residents have continued to comply with the changes to the waste service implemented in the last three years. As part of the budget for 2015/16 two changes have been made to the waste process in 2015:</p> <ul style="list-style-type: none"> • The removal of the free supply of grey refuse bags as agreed by Council in April 2013 with householders once more being asked to provide their own black bags, but would still be restricted to two per fortnight; and • The removal of the nappy/hygiene collection service and householders advised they would be allowed an additional allocation of black bags for collection fortnightly. 	<p>Monmouthshire residents continue to recycle and compost their waste helping the Council achieve a recycling rate of 61.7% which is a slight decrease on the rate achieved in the previous year. The Council’s current recycling rate is above the Welsh Government target for 2015/16 of 58%. The recycling rate has increased from 56% in the year prior to the agreement starting (2012/13).</p>	<p>met target</p>


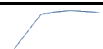
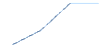

During the term of the agreement we will:	What did we do?				What difference has this made?		Progress
Implement Project Gwyrdd as an environmentally sustainable waste management solution in 2016	Project Gwyrdd signed a contract with Viridor in December 2013. The contract is now complete and the plant is operational and taking waste.				There was a significant decrease in the landfill rate due to the use of Energy From waste, which has continued in 2015/16 with 13.1% of waste sent to landfill. This has decreased from 35% in the first year of the agreement (2013/14). The percentage waste used to recover heat and power has also increased over this period, 25.4% was used for heat and power in 2015/16.		Met target
	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend	Comment
How much did we do?							
Completion of new waste treatment infrastructure project- Project Gwyrdd	Viridor appointed as preferred bidder	Project Gwyrdd contract signed with Viridor in December 2013	Project Gwyrdd being constructed.	Waste delivered to facility as part of commissioning of contract to be ready for formal contract start Apr 2016	Waste delivered to Viridor as part of the Contract. formal contract commenced April 2016	Met target	
Total installed capacity of renewable energy.	425 kW	796 kW	852kw	1,000 kW	1,106 kW	Improved/on target	Further installations completed in 2015/16
How well did we do it?							
Percentage of municipal waste recycled / composted	56% Welsh Gov Target – 52%	63%	63%	63% Welsh Gov Target – 58%	61.7%	Declined/ missed target	The target is to continue to maintain performance levels.

	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend	Comment
The percentage of municipal waste sent to landfill	43%	35%	18%	17.5%	13.1%	Improved/ met target	Performance has significantly improved due to the use of energy from waste
Amount of energy generated from renewable sources ^{xv}	292,174 kWh	509,649 kWh	657,446kWh	750,000 kWh	560,369kWh	Declined/ missed target	Reduced generation 2015/16 due to maintenance & supply issues, particularly with larger generating biomass boilers.
Is anyone better off?							
Percentage reduction in Carbon dioxide emissions ^{xvi} i) Absolute ii) Weather adjusted	i) 1% ii) 11%	i)5% ii)+2%	i) 7% ii)3%	3%	i) 3% ii) 2%	Maintained/met target	
Percentage of electricity consumed that is generated from renewable sources ^{xvii}	1.25%	2.41%	3.74%	3.75%	4.27%	Improved/met target	

Appendix 3 – National Performance Indicators

National Performance Indicators

Trend information Key	
Improved or At maximum	Improvement: >2.5% or at Maximum performance
Marginal Improvement	Improvement: 0.1% - 2.4%
Unchanged	Unchanged: 0%
Marginal Decline	Marginal Decline: -0.1% - -2.4%
Declined	Declined: >-2.5%
N/A - Not applicable	Trend Not applicable

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment	
STS/05b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	98.4	99.4	99.4	99.1	99	✓	Marginal Decline	Marginal Improvement		This is now virtually at a maximum. The target was to maintain the high level of cleanliness which has been achieved	
	Numerator	539	477	525	523							
	D	Denominator	548	480	528	528						
STS/06	The percentage of reported fly tipping incidents cleared within 5 working days	82.12	95.98	97.71	96.68	97.5	✗	Marginal Decline	Improved		The high level of performance previously achieved is being maintained. Only 10 reported fly tipping incidents were not collected within 5 days.	
	N	Numerator	294	406	299	291						
	D	Denominator	358	423	306	301						
THS/07	The percentage of adults aged 60 or over who hold a concessionary bus pass	76.6	77.5	79.2	79.2	80	✗	Unchanged	Improved		The percentage of bus pass holders is unchanged. The population aged 60 or over has slightly increased as has the total number of bus pass holders.	
	N	Numerator	19994	20671	21560	21987						
	D	Denominator	26116	26682	27217	27774						
THS/12	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	7.8	9.8	9.7	9.2	11	✓	Improved	Declined		The highway maintenance programme is delivered by prioritising schemes on the basis of need, with A & B roads likely to be higher priority. A and B road condition has improved, while improvement in C road condition has improved overall road condition.	
	N	Numerator	58	84	94	99						
	D	Denominator	746	859	969	1070						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
WMT/004b	The percentage of municipal waste collected by local authorities sent to landfill	42.81	34.23	18.06	13.1	17.5	✓	Improved	Improved		The landfill rate has continued to decrease due to the continued use of energy from waste. The percentage waste used to recover heat and power has also increased, 25.4% was used for heat and power in 2015/16.
N	Numerator	19597	15735	8867	6582						
D	Denominator	46007	45962	49084	50096						
WMT/009b	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled that are composted or treated biologically in another way	55.5	62.94	63.21	61.7	63	✗	Marginal Decline	Improved		The recycling rate slightly decreased in 15/16. The current recycling rate is above the Welsh Government target for 2015/16 of 58% and the rate has improved over the last four years. Monmouthshire's recycling target for 2016/17 is 66%.
N	Numerator	25545	29827	31025	30925						
D	Denominator	46007	45962	49084	50096						
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	88.1	91.2	93.9	93.8	93	✓	Marginal Decline	Improved		There has been a 0.1 percentage point decrease in food establishments which are 'broadly compliant' with food hygiene standards, which shows performance has been maintained as targeted.
N	Numerator	909	922	962	964						
D	Denominator	1032	1011	1024	1028						
PL/001b	The number of visits to public libraries during the year, per 1,000 population	7279	7270	7434	7478	7450	✓	Marginal Improvement	Improved		There has been an increased footfall into the overall service. The opening of community hubs has contributed to an increase in visits to sites in the second half of 2015/16 while overall visits for the year are broadly similar to 2014/15, based on library visitor count data.
N	Numerator	666129	666316	684640	690470						
D	Denominator	91508	91659	92100	92336						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
CHR/002*	Average sickness days per employee (FTE)	N/A	N/A	9.8	11.6	9.5	X	Declined	N/A		<p>There has been a marked increase in 15/16 in the number of working days per full-time equivalent (FTE) employee lost due to sickness absence (CHR/002). The increase has mainly been seen in long term sickness absence cases. During the year there has been a focus on improving reporting of sickness information. Further analysis of 15/16 data is being completed and will be considered as part of action already committed in the People and Organisational Development Strategy for 2016/17 to review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems. This indicator was introduced into the national data set in 2014/15 and previous years trends are not directly applicable.</p>
N	Numerator	N/A	N/A	25931	29753						
D	Denominator	N/A	N/A	2637	2568						
CAM037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	N/A	N/A	N/A	3.6		N/A	Improved	N/A		<p>Improvements in energy efficiency of buildings has contributed to an improvement in the score. The average score was 88.3 in 14/15 and 85.1 in 15/16</p>
	Numerator	N/A	N/A	N/A	3.2						
	Denominator	N/A	N/A	N/A	88.3						

-
- ⁱ The audit trail for some of the start-ups included in the 2015/16 data is incomplete, therefore this has been marked as provisional.
 - ⁱⁱ Data provided by BT
 - ⁱⁱⁱ 2014/15 data revised from 28,846 m²
 - ^{iv} 2014/15 data revised from 100,563 m²
 - ^v ONS, Annual Survey of hours and earnings. Median earnings in pounds for employees who work in Monmouthshire. This based on place of employment not place of residence; therefore this is likely to include a mix of people who live outside as well as inside Monmouthshire. NOMIS Official labour market statistics - www.nomisweb.co.uk
 - ^{vi} Stats Wales, [Active Business Enterprises](#) per 10,000 population by area and year. Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.
 - ^{vii} NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk> , All people - Economically active - Unemployed (Model Based) for Monmouthshire
 - ^{viii} Stats Wales, [Detailed commuting patterns](#) in Wales by Welsh local authority, Data is in calendar years, e.g 2015/16 is 2015 data.
 - ^{ix} Based on annual calendar year data produced by STEAM
 - ^x Based on annual calendar year data produced by STEAM. Income is indexed using the Retail Price index therefore data from 2012 is revised from £163.33 and 2013 from £165.08.
 - ^{xi} This was introduced into the national data set in 2014/15 and previous years trends are not directly applicable.
 - ^{xii} A new employee performance framework, was introduced in April 2014, therefore previous measurement before April 2014 is not comparable with the new framework.
 - ^{xiii} Welsh Government [National Survey for Wales](#) Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.
 - ^{xiv} 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.
 - ^{xv} Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.
 - ^{xvi} Calculated from all stationary sources, for example buildings and street lighting. Absolute and weather adjusted figures have been included to provide a more standardised and comprehensive comparison as emissions are dependent on energy consumption used for heating which will be influenced by periods of cold weather.
 - ^{xvii} Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.

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SUBJECT:	People Services Annual Report June 2016
MEETING:	Strong Communities Select CommitteeSLT Select
DATE:	21 July 2016
DIVISION/WARDS AFFECTED:	None

1. PURPOSE:

2.

To present Strong Communities Select Committee with the first People Services Annual report for information and comment.

3. RECOMMENDATION:

Select Committee consider the contents of the first People Services annual Report and identify any issues that they would like the People Services Team to consider going forward.

4. KEY ISSUES:

Our People are at the heart of everything we do. The collective purpose, passion and talents of our colleagues, on and off the payroll are the foundations to our success as a council and a county.

We believe that people join public service to make a difference and we have developed our people services in order to ensure that we are best placed to engage, support and develop our workforce , to ensure they are able to do just that, make a difference.

To provide clarity of purpose and direction we developed a People and Organisational Strategy, underpinned by an ambitious delivery work programme. We have reported progress against the strategy in 2015/16 and the attached People Services annual Report, June 2016, provides a summary of activity against our areas for improvement during the year.

We can be proud of what the service has achieved during the year and this will now form the base line for monitoring future activity. Bringing the different elements of People services together has delivered a more coherent, effective and efficient service organised around a common purpose.

5. REASON:

To provide Select with information regarding the activity of peoples Services against key areas identified in the Council's People and Organisational Strategy.

5. RESOURCES:

None

SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

The People and Organisational Development strategy well – being of future generations assessment is attached, as appendix 2, which forms the basis of the activity which is reflected in the People Service’s Annual Report.

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Email: traceyharry@monmouthshire.gov.uk



People Services Annual Report JUNE 2016



monmouthshire
sir fynwy

It's even more than the place, it's the people.



MONMOUTHSHIRE'S
PEOPLE SERVICES



Introduction

I am delighted to introduce this first People Services Annual Report.

Our People are at the heart of everything we do. They are our greatest resource.

The collective purpose, passion and talents of our colleagues, on and off the payroll are the foundations to our success both as a council and a county.



Peter Davies

We believe that people join public service to make a difference and we have developed our people services offer and approach in order to ensure that we are best placed to engage, support and develop our workforce, to ensure they are able to do just that, make a difference. To provide clarity of purpose and direction we developed a People and Organisational Strategy, underpinned by an ambitious workforce delivery programme. We have reported progress against the strategy in 2015/16.

We can be proud of what the service has achieved during the year. Bringing the different elements of People services together has delivered a more coherent, effective and efficient service organised around a common purpose.

Whilst the People Services annual Report provides a summary of activity against our areas for improvement during the year it more importantly provides an initial baseline of key workforce data. This data will assist the Authority in developing robust workforce planning arrangements which are being developed during 2016/17.

This dataset will continue to be developed in response to the current and emerging needs of the workforce. Our work programmes will similarly evolve and our resources and activity will be targeted towards the areas of greatest need.

The development of the work around 'Future Monmouthshire' and specifically the insight on what is required of the modern day public servant will further inform our need for relevant and accurate data as well as providing the necessary challenge such as to ensure that our programmes of work remains relevant and targeted.

Peter

Peter Davies

Head of Resources

Add a little bit of body text

Workforce Planning

Monmouthshire People, our People & Organisational Development Strategy is built upon a number of themes and priorities. Two of these key themes and priorities are as follows:



Great people, on and off the payroll are at the heart of a sustainable and successful organisation.



394 Vacancies advertised internally & externally

191 Children & Young People

97 Enterprise

61 Operations

66 Social Care & Health

19 Chief Executive Unit

As at 31/03/2016

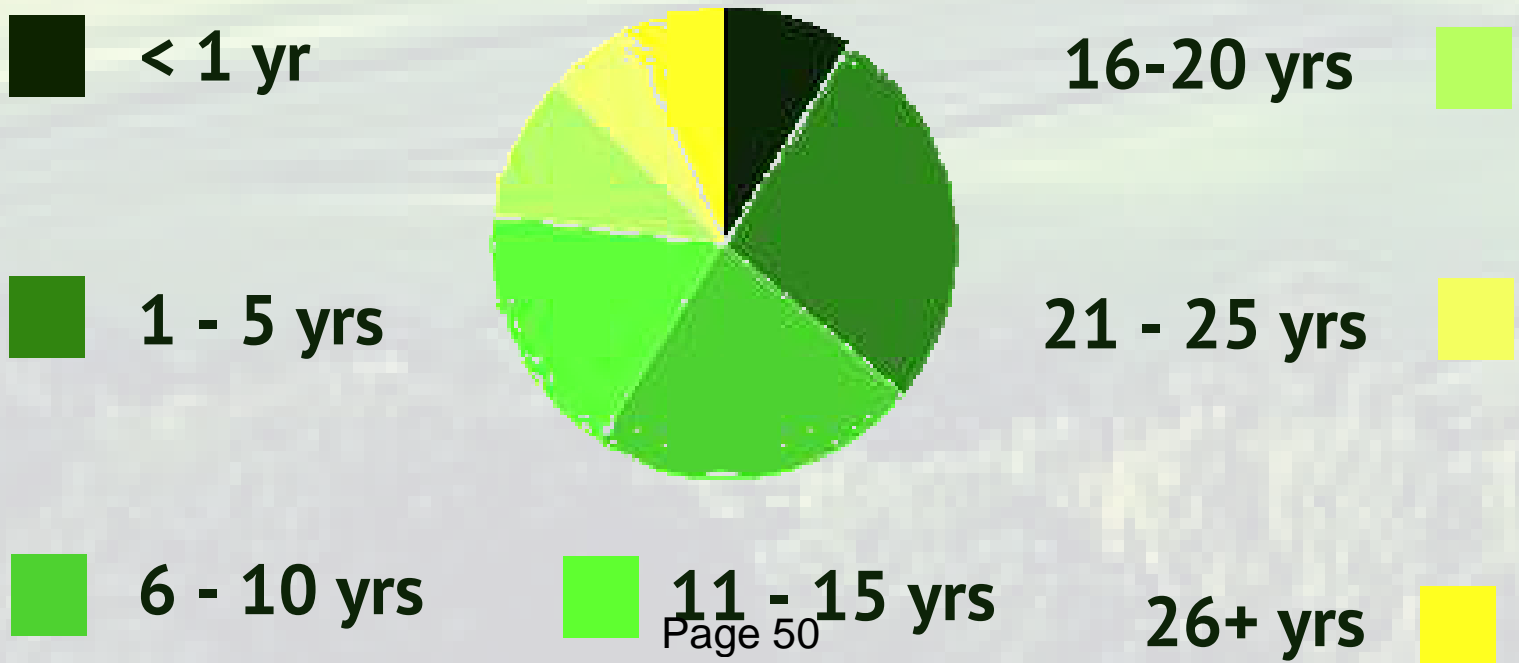


3,714
Employees

1,821 Volunteers



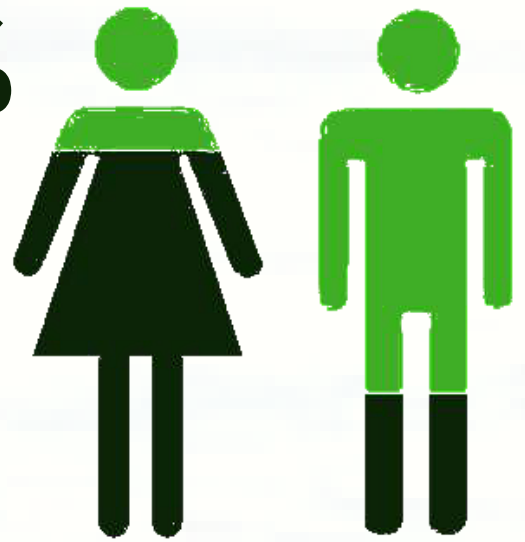
Employee's Length of Service



73%

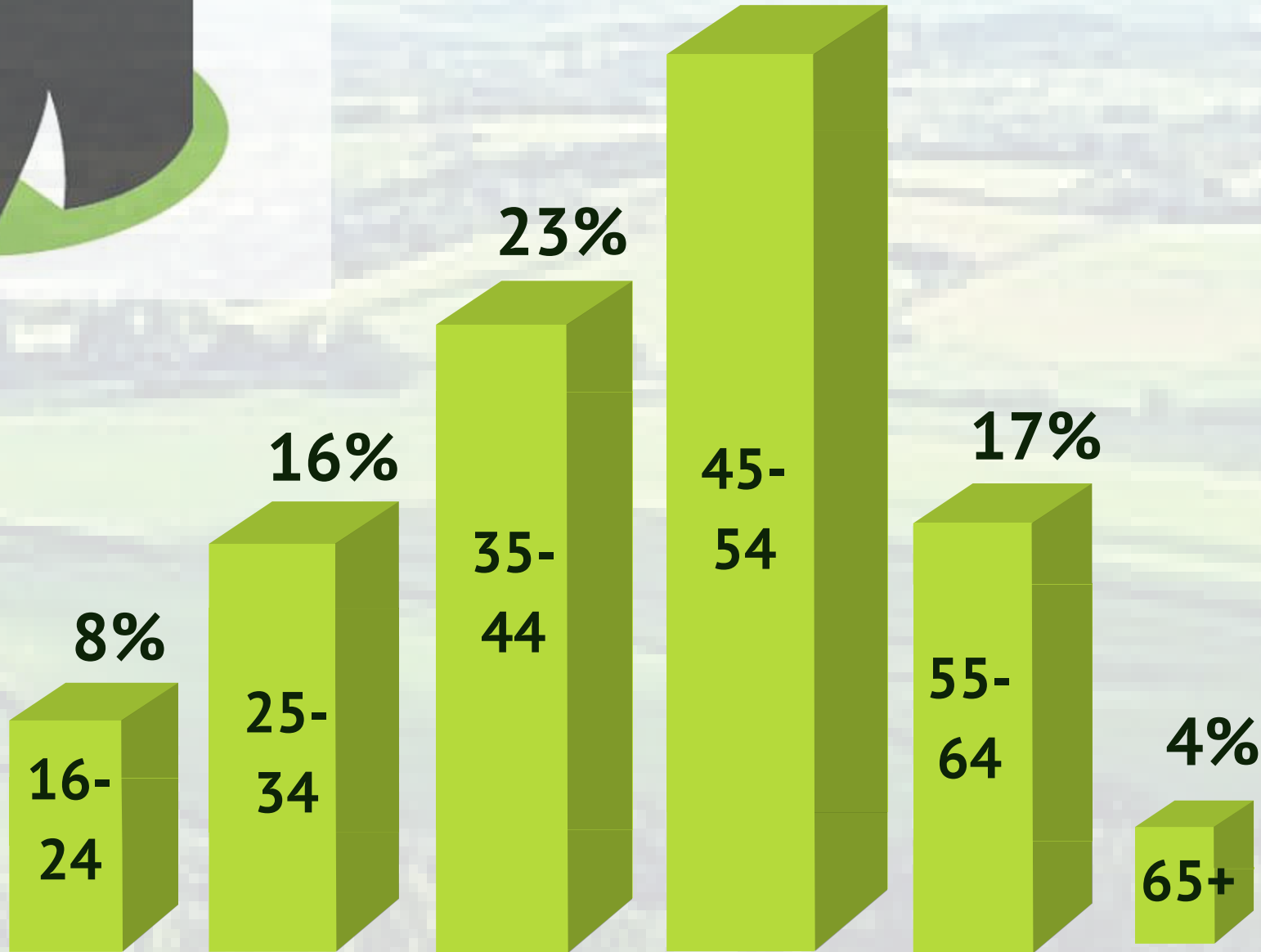
2,132 Part time employees

1,582 Full time employees



32%

27%



Employee Age Profile

RIGHT PERSON, RIGHT ROLE



Attracting the right person to the right role has been a priority for People Services. We want our colleagues to both love and excel in their roles and a big part of this is aligning the right skills and the right behaviours with the right role.

According to Bradford Smart, author of internationally renowned 'Topgrading', the cost of 'mis-hiring' can be anywhere from 4 - 27 times the annual salary of the role.

**Cost of
'mis-hiring'=
> 4 X
Annual Salary**

SELECT THE BEST

When it comes to recruiting the best, a "one size fit all" approach is not always the best one. Our "Select the Best" model of recruitment and selection focuses on getting to know the whole person through the interview process, finding out what motivates people and how they react in different situations. The in-depth bespoke model helps to match those much needed skills with the right values and motivations so that we get the best fit, both for the organisation and for individuals.

RECRUIT, RETAIN & DEVELOP

367
New
Starters



10.5%

Council
Leavers
Turnover = 396



The priority of retaining and developing our existing workforce has been of equal importance as recruiting new colleagues. Not only because we want people to thrive in their roles, the financial implications of recruitment also play a part.

According to CIPD (Chartered Institute of Personnel & Development) research, the average recruitment cost of filling a vacancy is £4,000 per employee.

A key part of retaining great people is to create the conditions in which individuals can grow and develop. Our focus on training and supporting wellbeing aims to help create those conditions

Training - Investing Time in Talent



Investing in people and helping them realise and reach their full potential is important to our organisation. People are central to our success. Underpinning all parts of culture, talent and purpose.

To enable us to provide training that is based on the behaviours we promote and firmly connected to our values, the Talent Lab was created.



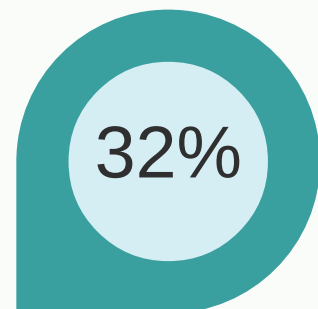
Operating as the Talent Lab has enabled our Corporate Training team to work collaboratively with external partnerships to deliver learning. This has allowed us to expand both the variety and frequency of learning opportunities that we provide.



**Courses in
2015/16**



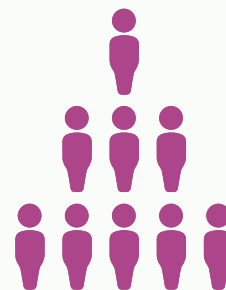
**860+
Attendees**



**Increase in
skill level**

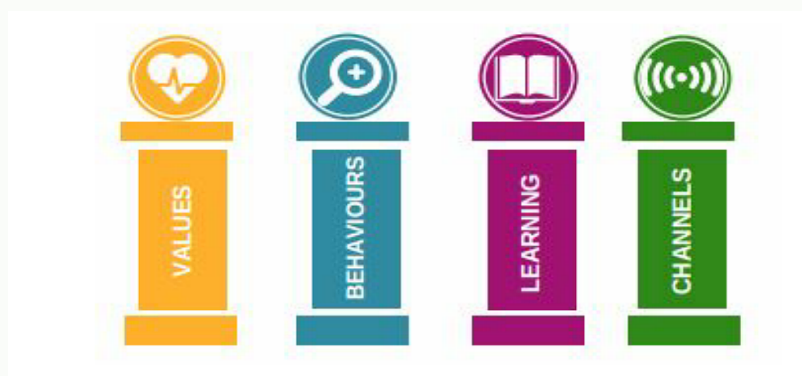
New ways of advertising our events has made it even easier for colleagues on and off our payroll to access training. Part of our ethos has been to reinvest in those who give their time voluntarily to their communities by offering free places on our courses to volunteers. Using alternative methods for advertising our courses has also allowed us to open up the training to external clients to generate income and expand our networks.

**72 delegates
from
voluntary/third
sector**



4,412+
**investment back into communities
based on cost of course places**

The variety and frequency of learning opportunities that we offer has expanded in response to the needs of individuals and the Authority as a whole. This has led to the development of comprehensive learning pathways which focus on equipping our colleagues and communities with the skills needed to meet future opportunities and the long term goals of Monmouthshire.



Wellbeing

With continued financial pressures, decreasing work forces and increasing workloads, there is no doubt that we ask a great deal from our colleagues, which is why fostering a supportive and caring culture is vital and one of our key priorities.



29,752 days
lost to sickness
in 2015/16



Average
per employee

**21% of
sickness due
to
psychological
reasons**

92 Referrals to
Counselling

Research has shown that the proportion of sickness that is due to mental ill health is estimated to be closer to **40%**. The physical and emotional impact of stress and mental ill health within our organisation cannot be underestimated

Promoting emotional resilience, mental toughness and positive mental health

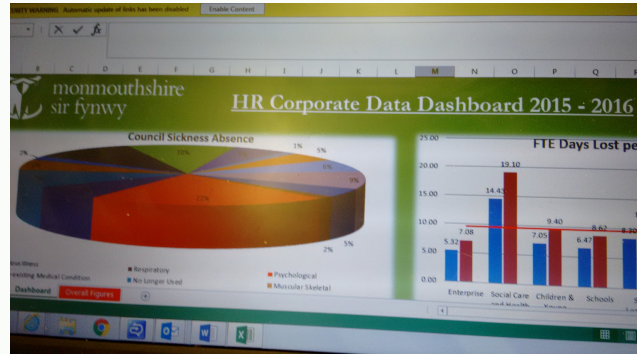


Since April 2015, more than 245 people have accessed the training they needed to improve their own wellbeing. This figure does not include the 1:1 coaching that continues to be provided across the authority to help support our colleagues.

A big part of our Organisational Development will be focusing on determining and establishing a strategic approach to the organisation's Wellbeing offer, which will include early intervention and support for those who need it and further roll out of mental health training so that we can get better at recognising when our colleagues need help.

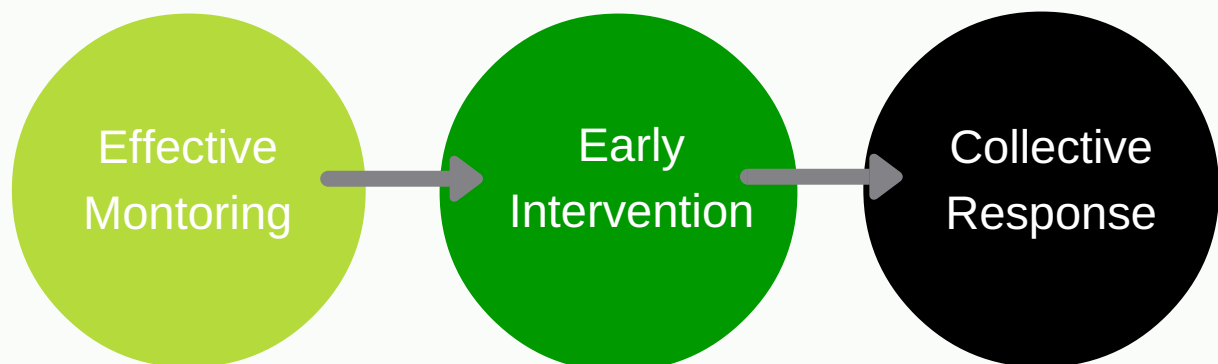
The cost of mental ill health can be huge for both individuals, teams and the organisation. The estimated ratio of presenteeism is 1.5 times absenteeism. Taking this into account, the combined financial implications of absenteeism and presenteeism equates to an estimated annual cost that is close to £3million. But we can take steps to reduce this. Investing in promoting positive mental health through training, greater awareness and support can achieve better outcomes for our colleagues and potentially reduce the cost of mental ill health by 30% as well as

DATA DRIVEN DECISIONS



Effective monitoring of sickness data is a vital part of leading a team. To support this, a great deal of work was undertaken in 2015/16 to develop the People Services Data Dashboard. This has entailed improving the accuracy of sickness data and also making that data available in a format that is both readable and, most importantly, usable.

Presented in a clear and understandable way, the data can be utilised to identify areas where action is needed to assist colleagues. We will then be better positioned to respond collectively in the most practical and appropriate way. The aim of this is to reduce sickness levels through early intervention and support.



Payroll & Human Resources Support

Meet
the
Team



Team of 12.7 FTE (8 Full
Time & 7 Part Time)
providing support
services to nearly 4,000
MCC colleagues

43,396 payments
processed
to MCC employees



37 payroll
runs
completed




370

Emergency payments
0.85% of overall payments
41 payroll error

Overpayments

0.27% of overall payments
28 payroll error



115



3,500
P60's produced

3 payroll
runs paying
463 employees
for the elections

6 pay runs
paying
9,969 South
Wales
Fire & Rescue
Service
employees

12 payroll
runs
processing
156
payments for
a small local
creche

1,225 DBS processed



30% of which were for volunteers, supporting our increasing focus on A County That Serves

732 Internal DBS

97 External DBS

384 Volunteer DBS

12 DBS cancelled due to errors, i.e. Blue pen/ Tippex

Resource Link

Two major system changes have been made to Resource Link in 2015/16 which has been significant in terms of team resource and effort. Whilst part of these changes have been mandatory, it is also hoped that it will increase the usability of Resource Link for colleagues and those in leadership roles.

The biggest change was the system upgrade to Release 16. Following the release, a large number of issues were identified within the ResourceLink pages which presented some major challenges for the team. A vast amount of work has been undertaken to resolve these issues for year end.



Human Resources Advisory Team

Team of
8.2 FTE

(5 full time and
5 part time)
providing expert
advice and
guidance to
nearly 4,000
MCC colleagues



Meet the Team

People Services Hub

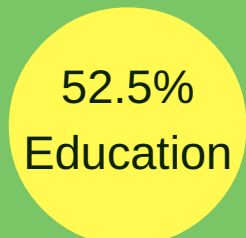
The People Services Hub provides a toolkit of guidance and policies. This includes straight forward workflows, video guidance and revised policies.

- Straightforward Workflows – Outline the key roles and responsibilities of those in leadership roles. Examples include the Attendance and Wellbeing Workflow and the Safe Recruitment Workflow.
- Revised and updated policies – Policies are being revised and updated to ensure they remain relevant, straightforward and aligned to our organisational needs. Examples include the Shared Parental Leave Policy, the Capability Policy and the Fairness at Work Policy.

Effective Resolution:

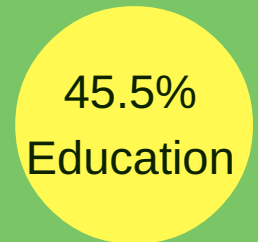


40 Disciplinary Cases resolved
in the year



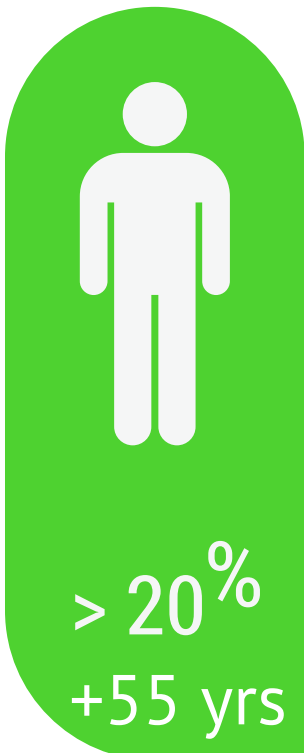
3 Capability Cases resolved
in the year

11 Grievance Cases resolved
in the year



1 Dignity at Work
Case resolved in the
year

Workforce Planning



Workforce planning is a vital part of maintaining services. More than 20% of the workforce are within early retirement/retirement age, which potentially means that there is a wealth of skills and knowledge that we will lose as an organisation over the next ten years. That is why it is vital to have effective processes in place to enable succession planning so that we continue to maintain, and grow, the vital skills that are needed now and in the future.

To support this a workflow has been developed and uploaded to the Hub to enable service leaders to effectively focus on succession and workforce planning. The combination of the workflow and the coded pathways will help leaders foster the behaviours and skills needed to take a proactive and forward thinking approach to maintaining their teams and services and also provide colleagues with clear channels of training to progress in their careers.

Safe Recruitment

Working with the young and/or vulnerable people in our society can bring great rewards, both to the service user and to those people providing the service. It also places a great responsibility on employers to ensure that the people providing these vital services are suited to the task.



The safe recruitment practices for both volunteers and employees has been improved. A safeguarding policy has been produced to support good practice within educational settings and other child and family services in Monmouthshire. Pre-employment check information has improved for recruiting managers so that they are able to access a Sharepoint system at any point during the pre-employment process to see what elements of data may or may not be missing regarding a new recruit.



Supporting training videos on the HUB

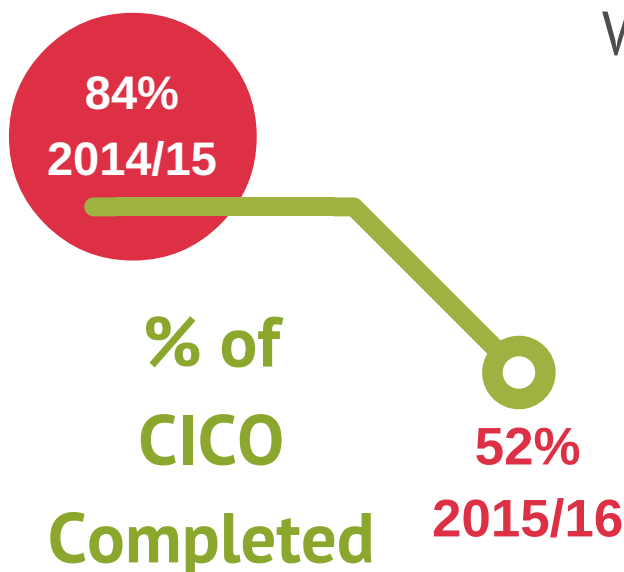
To support the continued improvement in the recruitment process a Safe Recruitment Protocol has been designed, which provides step by step guidance for all stages of recruitment and specific Safe Recruitment training has been rolled out to service areas with more training workshops scheduled for 2016/17.

Check In, Check Out

In April 2014, a new approach to performance appraisals was introduced. Focusing on a human approach to performance conversations, the Check In Check Out process was designed to help colleagues feel supported and to enable them to have a clear understanding of their roles.



In the first year take up of the new approach was relatively high at 84%. This was in parts due to a big push on promoting the approach from Senior Leadership. Since then, there has been some confusion around the process and also the recording mechanisms, and also less of a promotion on the importance and purpose of the CICO. We've recognised that improvements in the process were required and have taken steps to address this



What next?

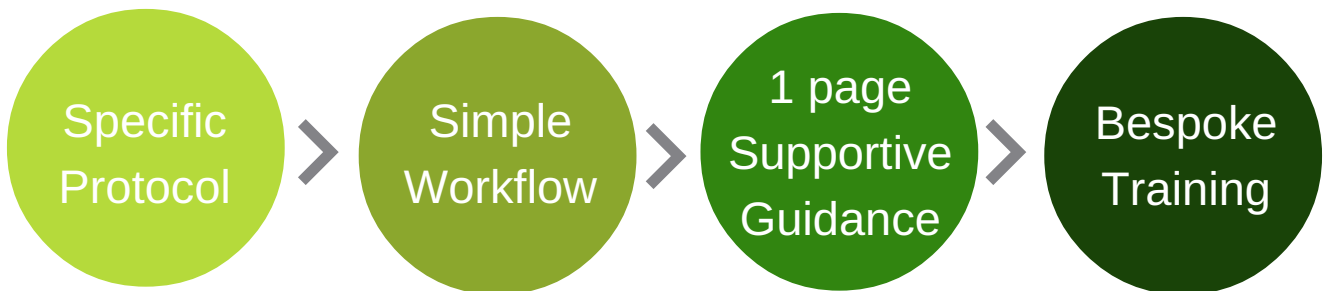
- CICO approach revised and developed
- More robust guidance, including video tutorial and supportive training
- Improved reporting method to make it easier and to ensure outcomes and actions are captured

Attendance & Wellbeing



Addressing absence is of vital importance, not only in terms of effectively maintaining our services, but also in terms of ensuring that our colleagues are healthy and supported. Changing the attitudes and expectations of both managers and staff towards long term sickness absence plays a big role in addressing and reducing the impact on the service and the individuals affected.

Our approach:



Corporate

42 cases resolved



Education

Secondary

96%



Primary

70%



Reduction in Long Term Sickness Cases

A County That Serves: Volunteers

The draft Volunteering Strategy and Action Plan 2016 - 2019 has been created which sets out the ambitions of Monmouthshire County Council to enable and develop volunteering across the county, and to encompass support by partnerships across voluntary, public and private sectors. Monmouthshire A County That Serves leads a different way of thinking about how 'we' – our staff teams and communities can support and enable volunteering and social action in Monmouthshire.



Owen Wilce -
Programme Lead



Volunteers
support our
organisation

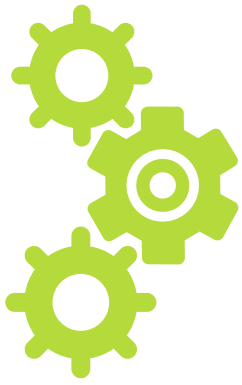


Coordinators
support
our volunteers

Vital insights have been gained to understand the level of volunteering in Monmouthshire through a comprehensive mapping exercise. These insights have helped to shape the direction of the Strategy. The mapping exercise also helped to capture the impact that volunteering has on the community



Coalition Status
Achieved



Online Volunteer Toolkit

Network for Volunteer Coordinators

The online Volunteer Toolkit provides guidance and a clear level of expectations. Since being launched the toolkit has received 1,117 visits and has been adopted across the organisation. A comprehensive training offer has been developed to further support volunteers and the Network for Volunteer Coordinators is helping to identify and coordinate training needs and support, as well as discussing key areas for development and best practice.

MCC Networking
Events

New
Volunteering
Opportunities
created &
advertised

Leading

Volunteers Training

Volunteers
receiving
Safeguarding
Level 1 Training

Volunteering Specific
Supervisions

Organisational Development

Truly effective organisations don't put people through change - they change through and with people. Our People & Organisational Development Strategy forms the plan by which we continue to work towards creating the culture and conditions needed for our colleagues to thrive and be at the heart of the change that will take our council forward.



MONMINDS: Connecting People to Purpose

The group MonMinds was established to ensure a continuous link between our colleagues and our core purpose and business approach. It provides an opportunity for staff to openly voice their opinions on key developments that affect them.



Since its formation, the MonMinds group has been instrumental in ensuring that the People & Organisational Development Strategy remains relatable to our colleagues. Through regular open meetings their opinions continue to shape the actions of the strategy and provide an effective communication channel to communicating progress within their teams.

The staff survey that was completed at the end of 2014/15 provided the direction for specific areas of priority for 2015/16.

The first priority was communication. From discussions held with colleagues, one of the key messages that came from the survey was that people didn't respond to the survey as they believed "Nothing ever changes". We do listen and we do change, yet we need to be far more effective in sharing those stories of change with the organisation. To do this a week of events was launched to share ongoing work.

2014/15 Staff Survey Responses



719 Responses Received

This is how you all responded out of 5:



We listened; we'll keep listening and making changes.....

You said.....

Deliver training not only in locations appropriate to me but also at convenient times

Staff feel disconnected from Senior Leaders

We did.....

Flexible learning opportunities, including short breakfast and lunchtime workshops in various locations.

Members of the Senior Leadership Team worked with different teams to connect with and understand other service areas.

You said.....

When we do staff surveys lots of people never see or hear about the results

We did.....

Concise 1 page poster created to share staff survey results with the organisation

These events were not one-offs. We will keep listening to what our colleagues are saying and responding with changes that enable our colleagues and organisation to remain healthy, effective and efficient.

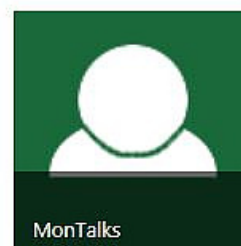


Livestreaming

In the staff survey we asked "Do you feel kept up to date?". The average response was 3.18 out of 5, We think we can do better. Interactive, live streamed sessions have been introduced to enable improved communication and sharing of information. The sessions have included live Q&A sessions with People Board and policy discussions.

MonTalks & MonDelivers

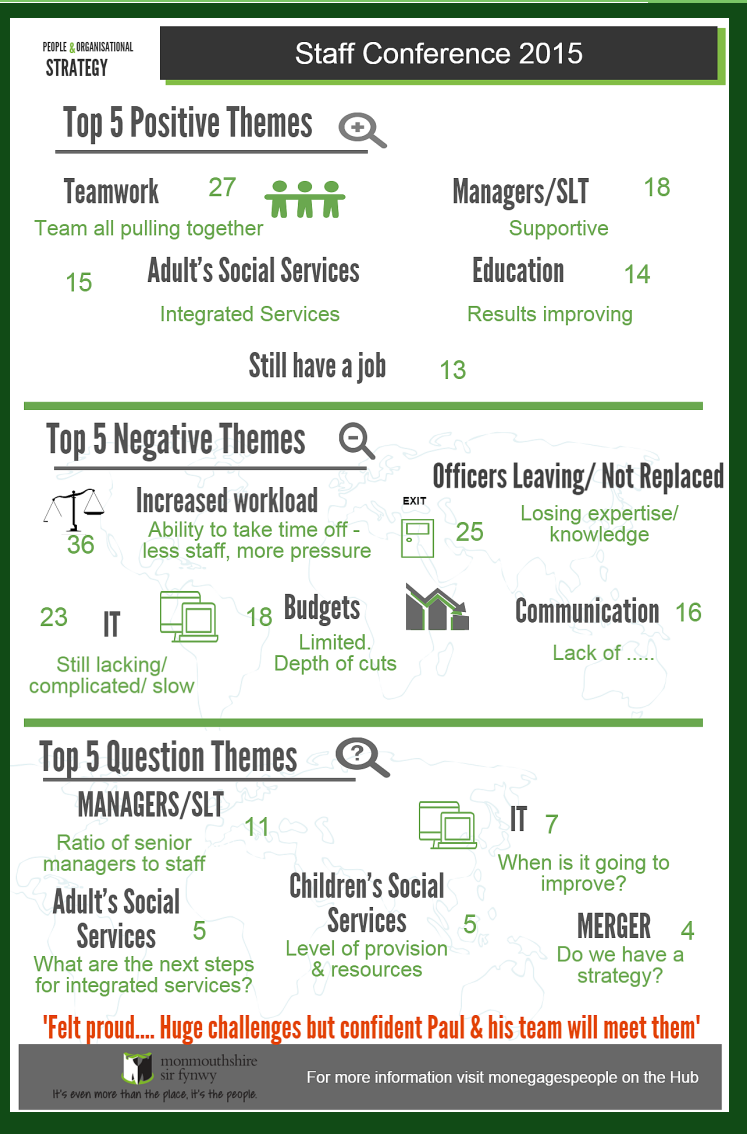
Following the success of the live streaming sessions, MonTalks and MonDelivers were introduced to share insights, information and updates. Feedback has been positive and the talks have provided the opportunity for colleagues to get to know the Senior Leadership Team better.



Staff Conference

The second annual conference to be held was another packed out event. The timing of the conference allowed for it be an opportunity for colleagues to engage with proposed budget mandate plans and for valuable comments and questions to be captured.

Feedback from the conference identified a need across the organisation for directorate conferences to be held. This suggestion has been taken on board and incorporate into the programme of events planned for 2016/17.



Driven by our shared values

Our People and Organisational Development is based on a firm foundation of our shared values. What truly embodies our values is how we behave, our actions. The sharing of our values and the expected behaviours begins with a comprehensive induction and continues throughout a colleague's journey with our organisation through Check In Check Out performance appraisals and programmes of support and training.

Our intervention work with teams has focused on connecting those values with tried and tested methodologies that improve leadership, communication and effectiveness., supported by a strong focus on wellbeing and resilience.

Connected and Collaborative Approach

Our strength as People Services lies in the collective knowledge and experience across our whole team. Our sense of shared purpose, teamwork and collaboration has enabled us to develop a connected People Services offer that focuses on proactively delivering the right support, advice and guidance when our colleagues need it.



The People Services leadership team has been restructured to provide shared leadership across all areas of the team



The shared leadership structure is further enabling us to embrace a truly connected and collaborative approach to meeting the needs of the organisation.

Understanding
our
services



"Demand
Drives
Design"

Bringing data
together to set
our direction



Our drive and direction will be based on our customer needs and demand will design our work based on evidence and data.

We are preparing our people, on and off our payroll for the opportunities and challenges that will shape the future of our Council.



In closing: A few words from our new Head of People

I am delighted to have recently joined our People services and I am looking forward to working with you and my colleagues in building on the great work and developments that the team have achieved over the last twelve months. Whilst much has been improved there still remains a huge amount to do to ensure that as individuals, teams, and services we have the right skills, tools. Information and support to enable us to be as good as we can be.



Tracey Harry

I, like many of you, am passionate about public service, and believe in Local government and the huge contribution it makes to our communities. Local Government reorganisation is off the agenda so much of the anxiety that had created has been removed. That said we know that financially, times are unlikely to improve, and we need a capable, confident and engaged workforce in place to ensure that Monmouthshire continues to deliver excellent services for and with our citizens.

Our response to the challenges that lie ahead is positive and you should all have heard about and been invited to engage in the work around “Future Monmouthshire”. Future Monmouthshire relies on all of us understanding that we cannot stay the same, we need to adapt and develop our services in ways which we may not have thought of before and that may be scary, though not a reason to stay the same. We are working closely with colleagues to understand what we, as people services, need to do to ensure that we are providing the necessary training, support and information to ensure the success of the programmes of work within Future Monmouthshire.

I would remind you that The People Board provides an excellent forum for keeping you up to date with our work in people services and it also provides an opportunity for you to engage directly with members of the team, please take the opportunity. From time to time check out the People Services Hub which we are expanding all the time with useful information, online training and guidance to help you in your roles.

I also invite you to speak to me direct or send me an e-mail if you have any concerns or issues which you feel need to be addressed.

I look forward to another productive year and will keep you informed of progress.

Tracey

Tracey Harry

Head of People





monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Lisa Knight-Davies</p> <p>Phone no: 07814139878 E-mail: lisaknight-davies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To present a progress report for the People and Organisational Development Strategy.</p>
<p>Name of Service</p> <p>People Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>8/03/16</p>

Page 77. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This People and Organisational Development Strategy aims to bring the many facets of people and organisational development we run and promote into one composite piece. Some of these activities and programmes have achieved great outcomes already, whilst others are a work in progress and that's important because this is a learning process and an investment in continually improving performance. Our people must be enabled with the right tools to operate optimally in what is a permanent state of transition and this is no easily 'measurable' task. The aim is for this strategy to make a key contribution to</p>	<p>Develop bespoke solutions to support both volunteers and staff supporting to improve efficiency and impact measurement.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>ensuring people development initiatives support our core purpose and business approach in a systematic and sustained way. We aim to provide a cohesive People Services Offer that meets the needs of our people before and throughout their journey with Monmouthshire.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The way we support people, our core training and supportive pathways ensures that the appropriate advice, support and guidance is available to help individuals focus on resilience and sustainability.</p> <p>Our Volunteers are active in a variety of different ecological projects across the county from Path care and Bridge surveys, volunteers supported by our countryside department making a positive impact on our county. We have been supporting voluntary groups that have taken ownership of areas in Monmouthshire and are actively reinstating wild flower gardens across the county.</p>	<p>Supporting the collaboration between all parties involved will contribute to future proofing our offer. Sharing expertise, networks and resources will ensure quality is evident.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>We aim to increase the level of support for volunteers in Monmouthshire, directly improving the experience for the volunteer through leading Volunteers training and the Volunteer Toolkit. The clear guidance ensures that we are supporting volunteers at the same standard across the authority. Within the programme we</p>	<p>The way in which we support our volunteers through regular supervision sessions will allow us to shape the opportunity to the needs of the individual. Setting agreed goals and reinforcing recognition and achievements. Reduction of barriers to participation is a key aim to the programme, allowing more volunteers to be engaged and</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>will use a distance travelled tool to measure the impact of the opportunity on the Volunteer.</p> <p>In 2009 the University of Ulster carried out a study looking at the impact on volunteers' health the research showing that, under certain circumstances, volunteering has a positive effect on volunteers' health. Some of these health benefits found were: -</p> <ul style="list-style-type: none"> • Volunteering supports mental and physical health by providing stimulation, something to do, exercise, as well as routine and structure in life. • The social aspect of volunteering is highly valued. It provides the opportunity to be socially connected thus buffering the effects of depression, loneliness and social isolation. • Volunteering has a positive effect on attitudes, stress and coping style • Volunteering takes people out of their own environment, helps them to gain perspective and broaden their outlook • The additional benefits in terms of positive outcomes for volunteers are the feel good factor of making a contribution to the lives of others and being appreciated and feeling valued for what they do. <p>Our learning opportunities ensure that managers are able to assess and support colleagues to ensure that their physical and mental wellbeing needs are met.</p>	<p>supported. The level of the support offered will be high and consistent.</p> <p>Wellbeing support and training is available to our colleagues on and off our payroll. Our wellbeing courses have strong emphasis on the benefits of mindfulness and exercise to help ensure our people look after both their mental and physical wellbeing.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>This programme of support includes positive psychology, emotional resilience and mental toughness workshops as well as workshops focusing on identifying signs and symptoms of stress to help early intervention and support. These learning opportunities are also open to volunteers across the Authority to ensure that they have the same access to wellbeing support.</p> <p>We have plans in place to centralise and improve access to individual coaching and counselling services. Not only will this improve access to mental health support, it will also help to reduce the stigma surrounding mental health challenges.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Additions and updates to the policy suite – volunteering, capability procedure, mentoring and work experience We are working to integrate WFG into these policies e.g. volunteering has strong links with many of the Wellbeing Goals, especially a Wales of Cohesive Communities, and is a good example of working collaboratively.</p>	<p>The regular organisation of networking opportunities for Volunteers and the staff that support them. This reduces the silo mentality often found, agreeing a common purpose and working cohesively.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>As part of the research for this project we have highlighted the Cities of Service impact volunteering model as global best practice. Now achieving coalition status with the Cities of Service programme we are supported globally and learning how being part of a global movement can benefit Monmouthshire. We also feed our learning and achievements into the Cities of Service programme therefore</p>	<p>The mentoring we have received through the Cities of Service programme has allowed us to foresee potential concerns. The mentors we have received are four to five years into implementing their models and happy to share their learning. We are also aware that whilst Cities of Service provides a platform we acknowledge that one size does not fit</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>globally we are making an impact on wellbeing through shared learning.</p> <p>Our RESULT Coaching Programme for managers, supervisors and anyone aspiring to leadership roles focuses on decision making within the triple context. By the triple context we mean that decisions take into account, economic, social, environmental and other impacts of decision making on individuals, communities and beyond. This approach to decision making ensures that whilst costs are minimized other impacts are mitigated.</p>	<p>all. We will take the learning and create a bespoke adaptable model for Monmouthshire.</p> <p>We continue to provide training that focuses on the triple context within decision making to ensure that consideration is given to all aspects of global well-being.</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>We aim to produce our literature and online presence bilingually to promote the Welsh language and conform to the Welsh Language legislation (Welsh Language) (Wales) Measure 2011.and accompanying welsh language standards. Volunteering opportunities within Tourism Leisure and culture are strong and well established from Tourism Ambassadors to Young Ambassadors in sport, museums, libraries etc. We aim to build on this platform to improve participation with volunteers supporting the delivery of welsh language and culture to the citizens in Monmouthshire. The Eisteddfod is located in Abergavenny in 2016 therefore we</p>	<p>Clear communication within communities is key to developing a vibrant culture, enabling our residents to make impacts on the priorities within their community. For example in Caldicot they have we have just supported a community led fireworks display. Supported by 110 volunteers giving 1400hours delivering an event for 10,000 people.</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>will be heavily involved in the recruitment and support of volunteers for the event.</p> <p>There are regular opportunities for people to access information bilingually and further opportunities are available on request.</p> <p>Our involvement in this year's Eisteddfod is a great opportunity for us to participate in and promote a thriving welsh culture.</p>	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Volunteering offers a platform for people to gain new skills and experiences, this can often be a taster or a transitional route into a new career. Within our programme we have equal opportunities guidance within the Volunteer toolkit and follow fair and equal recruitment procedures of our volunteers.</p> <p>Our focus across the whole of People Services is upon supporting and enabling individuals to reach their full potential through support, advice, guidance and training. These opportunities are available to all.</p> <p>We also anticipate that our pathways for colleagues, managers and supervisors can assist with succession training and giving everyone equal access to learning opportunities. We measure the impact of all support to ensure that it is relevant and meeting the needs of each individual. We ensure that we appropriately monitor access to our services</p>	<p>All of our policies and procedures are guided by the current local and national equal opportunities guidance and legislation.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	via completion of equal opportunities questionnaires linked to protective categories.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
<div data-bbox="91 699 136 858" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 84</div> <div data-bbox="136 675 309 874" style="text-align: center;">  </div> <div data-bbox="143 882 277 914" style="text-align: center; color: #0070C0;">Long Term</div> <div data-bbox="322 667 510 895" style="text-align: center;"> <p>Balancing short term need with long term and planning for the future</p> </div>	<p>With the implementation of the programme and strategy we no longer have a scattergun approach to volunteering in Monmouthshire. With strategic investment and working closely with volunteers and communities to enable our rich social capital. The programme will develop and equip our communities effectively to contribute to their priorities. This in turn contributes to our organisational priority of creating resilient sustainable communities. As the programme is linked to strategy it gives it a solid base and credibility and longevity.</p> <p>The sustainability of the programme is supported by the investment in our volunteers and the staff that support them. This investment is through training for both volunteers and staff also the infrastructure with is focused around the developing Volunteer Toolkit. This toolkit sets out guidance for both volunteers and staff and provides the framework to support both parties. Many current volunteering projects contribute to environmental.</p> <p>Our focus is to provide support advice and guidance that is sustainable and linked to long term priorities. Our approach in terms of data led demand and decision making will enable us to keep up to date with current and future trends within the county and communities so that our ongoing planning is always linked to future demand and anticipated changes.</p>	<p>With the funding for the programme being two years we have the opportunity to build a sustainable programme underpinned by a robust infrastructure of support for Volunteers and community groups. The implementation of a Volunteer toolkit coupled with a training programme will give both staff and volunteer's clear guidance and improved confidence in joint working. The closer we can work with our communities the more strength and positive networks will improve the lives of Monmouthshire residents for the challenging future.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Working together with other partners to deliver objectives</p>	<p>The programme will collaborate firstly with communities and volunteers themselves. Internally within the council by promoting joint working and the Volunteering Managers Network supports this ethos. Our strongest partner in co-delivery is Gwent Association of Voluntary Organisations, our work is aligned and we are planning to co deliver training for volunteers in Monmouthshire. Currently a joint initiative with Community Connections has led to a Volunteer Coordinator being appointed at Mardy Park Resource Centre. We are working with other local authorities and public bodies both locally and nationally for example Aneurin Beavan Health Board. We are currently supporting WCVA with taking Volunteering forward in the public sector.</p> <p>The Cities of Service coalition is global and our mentoring comes from the United States so our collaboration is also global.</p> <p>People Services work in partnership with both internal and external partners. For example we have a range of internal and external partners that assist with the design and delivery of learning interventions. Our combined strategies involve shared priorities with partners and in many areas of People Services work in collaboration with other public and third sector bodies, private companies and individuals.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The programme involves a variety of groups for development and feedback. We are linked with community networks to better understand priorities. Internally staff have been involved through network groups and other avenues. We continually seek involvement and views through Monminds, the staff conference, staff surveys and individual feedback. We also link in with national bodies like WCVA and SOLACE to better understand and take into account additional perspectives.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Preventative measures can be implemented and supported by our connected programmes of work through early identification of priorities. Our updated People Services offer and method for performance appraisal (check In Check Out) ensures that priorities are established and any barriers and challenges are identified at the earliest opportunity and plans put in place to ensure ongoing and continuous improvement.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>With the development of MCC's Coaching Model we have ensured that more managers, supervisors and volunteers than ever have undertaken learning and development which is underpinned by our equal opportunities policy, supports the ethos of the Future Generations Act, by ensuring that all business and personal decisions are undertaken within the wider context and recognise the impact on people.</p> <p>Our priorities and actions have clear social, economic and environmental benefit and working with our partners will ensure an integrated approach. The way in which we support individuals and through our collaborative approach both internally and externally will maximise the impact of wellbeing goals.</p>	

Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:

<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We aim to engage with all members of the community using a variety of channels without discrimination.		

APPENDIX 2

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Gender reassignment	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Marriage or civil partnership	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Pregnancy or maternity	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Race	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		

Page 88

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Religion or Belief	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Sex	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Sexual Orientation	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Welsh Language	We aim to set up Welsh speaking volunteering opportunities within the county to add value and better meet the needs of the Welsh speaking residents of Monmouthshire. Access to guidance and training can be available in the Welsh Language upon request.		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<p>Safeguarding has been a priority and we have implemented safe recruitment processes and guidance across Monmouthshire. Through the wider training programme, volunteers have undertaken training for Safeguarding Level 1 and POVA for Volunteers in regulated activity. For young people volunteering under 16 we have implemented both safeguarding protocol and bespoke training.</p> <p>Our Safe Recruitment workflow and video help support our approach to safeguarding and provide the tools to do the job.</p>	<p>There is a risk that Safeguarding protocol could be seen as a barrier to Volunteering, however when working with children, young people and vulnerable adults there is little room for negotiation.</p>	
Corporate Parenting		<p>This has not currently implemented but has been highlighted as a potential area for future development.</p>	

5. What evidence and data has informed the development of your proposal?

The very ethos of our approach is based on data and evidence to make informed decisions. The data and evidence has been captured through staff surveys, conferences, service interventions and feedback from managers and colleagues. Monminds continues to provide wider perspectives and keeps us in touch with the thoughts and views of our colleagues.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Our collective work as People Services and our collaboration with the wider organisation has a positive impact on all of the wellbeing goals, and has been developed collaboratively help support our colleagues and communities and to maximise their contribution to improving social, economic, environmental and cultural wellbeing in Monmouthshire. There are no negative impacts. We are confident that we are delivering a model that is in response to what is required by our organisation, our colleagues and our communities.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	1 st September 2016
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1			

Monmouthshire's Scrutiny Forward Work Programme 2016

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
30 th June 2016	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
	Revenue and Capital Outturn report	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
21 st July 2016	Grant Funded Partnerships	Discussion with GAVO on their progress in line with service Level Agreements.	Will Mclean Sharran Lloyd GAVO	Performance Monitoring
	Public Protection	Focus on Environmental Health	Dave Jones	Performance Monitoring
	People Services	Scrutiny of the Annual Report for People Services	Lisa Knight-Davies	Performance Monitoring
	Performance Reporting	Year-end Performance Reporting together with Outcome Agreements and Improvement Plan	Matthew Gatehouse	Performance Monitoring
15 th Sep 2016				
10 th Nov 2016				
8 th Dec 2016				

Monmouthshire's Scrutiny Forward Work Programme 2016

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
26 th Jan 2016				
2 nd March 2016				
6 th April 2016				

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 June 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
2nd MARCH 2016 – CABINET			
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 st 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
9th MARCH 2016 – INDIVIUDAL DECISION			
Flexi retirement request			Ian Bakewell
Allocation Policy			Karen Durant
10th MARCH 2016 – COUNCIL			
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
23rd MARCH 2016 – INDIVIUDAL CABINET MEMBER DEICSIONS			
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
24th MARCH 2016 – SPECIAL CABINET			
Risk Assessment			Richard Jones
Proposed closure of Llanfair Kilgeddin CIW VA Primary School (23 rd March)			Debbie Morgan
Proposed establishment of an ALN facility and reduction in the capacity at Monmouth Comprehensive School (23 rd March 2016)			Debbie Morgan
Removal of CYP post (EXEMPT)			Sharon Randall-Smith
CYP Call-In (Mounton House)			Tracey Harry
13TH APRIL 2016 - CABINET			
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
27th APRIL 2016 – INDIVIDUAL DECISION			
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
4th MAY 2016 – CABINET			
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 th March 2016		Dave Jarrett
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 Raglan VC Primary school			Cath Sheen

Subject	Purpose	Consultees	Author
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
4th MAY 2016 – SPECIAL COUNCIL			
11TH MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Transfer member of staff from Policy and Performance to CYP Directorate			Will McLean
SWTRA			Roger Hoggins
Monmouth Section 106 Funding – St Thomas Church Hall.			Mike Moran
40mph Speed Limit B4235 Myndbach			Paul Keeble
12TH MAY 2016 – COUNCIL			
Improvement Plan 2016-17			Matt Gatehouse
25TH MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Supplementary Planning Guidance – Draft Programme			Jane Coppock
Review of the administrative fee (Abergavenny Town Centre Loan Scheme) Councillor Greenland.			Stephen Griffiths
Review of the Council's Planning Pre-application Advice Service including the			Craig O'Connor

Subject	Purpose	Consultees	Author
proposal to increase the charges for this service			
Proposed prohibition of waiting at any time & prohibition of driving (except for access) mount way, chepstow.			Paul Keeble
8th JUNE 2016 – CABINET			
Contaminated Land report for Cabinet decision	To consider the options for revising the Authority's Contaminated Land Inspection Strategy		Huw Owen / David Jones
Review of Sundry Debtors policy	To agree the updated Sundry Debtor Policy, to ensure that the Authority continues to adopt a consistent and transparent approach to the management of its sundry debts.		Joy Robson
Revenue & Capital Monitoring 2015/16 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2015/16 financial year.		Mark Howcroft
Monmouthshire Carers strategy	To gain the approval of Cabinet, for the publication of the Monmouthshire Carers Strategy 2016-2019.		Bernard Boniface/ Deb Saunders
Volunteering Strategy	To introduce the Draft Volunteering Strategy 2016-19		Owen Wilce
Capital Programme Report	To seek member approval for highway and transportation schemes as part of Welsh Government transport grants and Section 106 agreements associated with new developments throughout Monmouthshire		Paul Keeble
S106 Funding Newport Road, Caldicot	To consider the release of S106 funding from the Newport Road allocation to enable the Caldicot Linkage Scheme to proceed		Deb Hill-Howells
Hydrogen Car Trial			Ben Winstanley / Roger Hoggins
Changes to the EAS	To seek Cabinet approval of the changes on		Sharon Randall

Subject	Purpose	Consultees	Author
business arrangements	Governance arrangements; Business arrangements; Funding arrangements		Smith
Caerwent House	To update Cabinet on project progress and proposed action with regards to the Compulsory Purchase Order in relation to Caerwent House.		Philip Thomas
15TH JUNE – INDIVIDUAL CABINET MEMBER DECISIONS			
Establishing two temporary posts to facilitate new duties under the social services & well-being (wales) act 2014, part 11 – to assess and meet the needs of adults in the secure estate.			Julie Boothroyd
Capability Policy for school based employees			Sally Thomas
16TH JUNE - COUNCIL			
Update on Syrian Resettlement Programme			Will McLean
Audit Committee Annual Report 2015/16, Annual report 2014/15			Andrew Wathan
29TH JUNE 2016 – INDIVIDUAL CABINET DECISION			
EU Project			Deserie Mansfield
Re-Allocation of Resources within Development Management			Mark Hand
Amendments to the protocol on public speaking at Planning Committee			Mark Hand
6TH JULY 2016 – CABINET			
Welsh Language Monitoring Report			Alan Burkitt

Subject	Purpose	Consultees	Author
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 16th June 2016.		Dave Jarrett
Review of Reserves			Joy Robson
End of year performance on Whole Authority Safeguarding			Teresa Norris / Claire Marchant
Proposed changes to the whole authority safeguarding approach			Teresa Norris / Claire Marchant
Car Park Management and Obstructions in the Highway			Roger Hoggins
DSS Annual report			Claire Marchant
13th July – INDIVIDUAL CABINET MEMBER DECISION			
Proposed prohibition of waiting at any time & prohibition of waiting mon – sat 10:00am – 3:00pm, st kingsmark avenue,			Paul Keeble
Proposed 30mph speed limit, R139 Crick Road, Crick.			Paul Keeble
Proposed prohibition of waiting at any time & prohibition of waiting mon – fri 8am – 5pm, Monmouth Road & other roads, Usk			Paul Keeble
Proposed 30mph speed			Paul Keeble

Subject	Purpose	Consultees	Author
limit, R122 (Crick to Shirenewton), Crick.			
Proposed 40mph speed limit, R122 Earlswood Road, Crick.			Paul Keeble
Proposed weight restriction order Usk			Paul Keeble
Monmouthshire Meals Leadership			Colin Richings
Mounon House – Catering Staff restructure			Rob O’Dwyer
27TH JULY – INDIVIDUAL CABINET MEMBER DECISION			
Wye Valley Management Plan			Matthew Lewis
Procurement Memorandum of Understanding for Regional Garden Waste Treatment			Carl Touhig
Team Abergavenny Business Case for Capital Expenditure	To consider an application for expenditure		Deb McCarty
Review of the Council’s Allocation Scheme			Karen Durrant
Language and Play/Engagement Worker Post Deletion Proposal			Beth Watkins
27TH JULY – CABINET			
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
Children’s Services Improvement Reports			Claire Marchant
Redundancy Report – Leisure Services			Ian Saunders

Subject	Purpose	Consultees	Author
Crick Road			Deb Hill-Howells
Effectiveness of Council Services – Q4			Matt Gatehouse
Recommendations from Select Committees			Hazel Ilett
CYP directorate restructure	To restructure the CYP directorate service arrangements including officer designations		Sarah McGuinness
Circuit of Wales			Peter Davies
People Services Annual Report			Peter Davies
Social Care and Health Restructure Report			Claire Marchant
28th JULY - COUNCIL			
DSS Annual report			Claire Marchant
Solar Farm revised business case			Ben Winstanley
Provision of a Community Hub in Abergavenny			Deb Hill-Howells
Safeguarding – year end performance 2015/16	To sign off end of year performance 2015/16 and present a new way forward on safeguarding		Teresa Norris
CYP Chief Officer report			Sarah McGuinness
17th AUGUST – INDIVIDUAL CABINET MEMBER DECISION			
Map Modification Order			Mandy Mussell
Delegated Waste Enforcement Powers for Waste and Street Services			Carl Touhig
The partial disposal of a wall in Abergavenny to create an entrance to the adjoining business premises'			Gareth King
7TH SEPTEMBER - CABINET			

Subject	Purpose	Consultees	Author
MTFP and Budget process 2017/18	To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2017/18 to 2020/21		Joy Robson
CIL:	For approval to submit for examination		Mark Hand
22ND SEPTEMBER 2016 – COUNCIL			
CIL:	For approval to submit for examination		Mark Hand
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
Re-Appointment of Monmouthshire Local Access Forum	To secure the appointment of members to the Monmouthshire Local Access Forum for its next 3 year period.		Matthew Lewis
5TH OCTOBER 2016 – CABINET			
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 22 nd September 2016.		Dave Jarrett
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
2ND NOVEMBER 2016 – CABINET			
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 20 th October 2016.		Dave Jarrett
Budget Monitoring report –	The purpose of this report is to provide Members		Joy Robson/ Mark

Subject	Purpose	Consultees	Author
Period 6	with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year		Howcroft
7TH DECEMBER 2016 – CABINET			
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 1 st December 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
14TH DECEMBER 2016 – INDIVIDUAL MEMBER DECISION			
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
11TH JANUARY 2017 – CABINET			
18TH JANUARY 2017 – INDIVIDUAL MEMBER DECISION			
Local Government (Wales) Act 1994 The Local	To seek Members approval of the results of the consultation process regarding payments to		Joy Robson

Subject	Purpose	Consultees	Author
Authorities (Precepts)(Wales) Regulations 1995	precepting Authorities for 2017/18 as required by statute.		
19TH JANUARY 2017 - COUNCIL			
Final Budget Proposals			Joy Robson
Council Tax Reduction Scheme 2017/18			Ruth Donovan
1ST FEBRUARY 2017 – CABINET			
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 19 th January 2017.		Dave Jarrett
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
1ST MARCH 2017 – CABINET			
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 allocation to Local Authority beneficiaries of the Welsh Church Fund		Dave Jarrett
9TH MARCH 2017 - COUNCIL			

Subject	Purpose	Consultees	Author
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
Wellbeing Assessment			Matt Gatehouse
Population Needs Assessment			Matt Gatehouse
5TH APRIL 2017 – CABINET			
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 9 th March 2017		Dave Jarrett
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 30th March 2017.		Dave Jarrett
3RD MAY 2017 – CABINET			
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 2017.		Dave Jarrett
Transfer of management of Raglan VC Primary School	To receive a progress update on the transfer of the management of Raglan VC Primary School former junior building to the Enterprise Directorate.		Cath Sheen