

**SUBJECT: Quarter 2 Performance Report: Improvement Objectives and Outcome Agreement**

**MEETING: Strong Communities Select Committee**

**DATE: 10<sup>th</sup> December 2015**

**DIVISIONS/WARDS AFFECTED: All**

**1. PURPOSE**

1.1 To present quarter 2 performance data for the Improvement Objectives and Outcome Agreement objectives which are under the remit of Strong Communities Select Committee:

**Improvement Objective 3:** We want to enable our county to thrive. (Appendix A)

**Improvement Objective 4:** Maintaining locally accessible services (Appendix B)

**Improvement Objective 5:** We want to be an efficient, effective and sustainable organisation (Appendix C)

**Outcome agreement Theme 4:** Living within environmental limits and acting on climate change (Appendix D)

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

**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 objectives.

2.2 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.

**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 will also be 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 This Improvement Objectives will be evaluated at the end of the year (2015/16) based on the council's self-evaluation framework, as set in the Improvement Plan 2015-17.

Performance against them will be reported to Select Committee and in the Stage 2 Improvement Plan published in October each year.

## 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 current agreement covers the period from 2013 to 2016. The council has previously been awarded full payment each year.
- 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, being discussed by members today, is assured. However given the importance placed on the agreement as part of the council's performance framework to contribute to delivering the outcomes set it is important to continue to monitor performance against the agreement for its final year.
- 3.7 The Outcome Agreement is evaluated annually using the Welsh Government scoring mechanism, Table 1. Outcome Agreement Theme 4 - has been scored as Fully Successful – 2 points.

<b>Table 1: Outcome Agreement Scoring</b>	
<b>Definition</b>	<b>Points award</b>
Fully Successful	2
Partially Successful	1
Unsuccessful	0
To be fully successful the Outcome Agreement must achieve at least 8 points from a possible 10 across the 5 themes within the agreement	

- 3.8 For the Outcome Agreement as a whole, the performance across all five themes indicates that MCC would be "Fully Successful" at the end of the year based on scoring 9 points out of a possible 10. This is the last year of the Outcome Agreement. The end of year report, as well as focussing on progress in 2015/16, will provide an evaluation of the progress and impact made since the agreement was implemented in 2013.
- 3.9 Appendix E 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 so far 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 its priorities of education, support for vulnerable people, support for enterprise and job creation and maintaining locally accessible services.

## 5. AUTHORS:

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## Appendix A

<b>MCC Improvement Objective 3:</b> We want to enable our county to thrive					
<b>Council Priority:</b> Supporting business & job creation			<b>Single Integrated Plan Outcome:</b> Business and enterprise & protect and enhance the environment		
<b>What the Single Integrated Plan identifies that we will contribute to</b>			<b>Why have we chosen this?</b>		
<p>To enable business and enterprise to prosper in Monmouthshire, we need:</p> <ul style="list-style-type: none"> <li>• Better paid local employment opportunities</li> <li>• To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises.</li> <li>• Retain more of the spend of visitors, citizens and businesses within Monmouthshire.</li> </ul> <p>To enhance and protect our environment we need to:</p> <ul style="list-style-type: none"> <li>• Produce less waste and recycle more.</li> </ul>			<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>		
<b>Overview</b>					
<p>A community governance review has been completed. Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. 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 have now been received, although this is below the number targeted.</p> <p>The recycling review is currently being finalised and will determine the Council's long term recycling strategy. The recycling rate is broadly in line with the rate achieved in the previous year and is projected to be in line with or slightly below the 63% achieved last year, the landfill rate has continued to decrease. The pollinator policy continues to be implemented with an increase in pollinator friendly plants planted and further areas of open space and highway verges that have reduced cutting frequencies. Placement opportunities for young people leaving the looked after system are being considered with partners.</p>					
<b>What will we do?</b>	<b>Timescale</b>	<b>How we will measure success</b>	<b>What have we done?</b>	<b>What difference has it made?</b>	<b>Progress</b>
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 plan completed and approved by cabinet.</p>	A community governance review has been completed and Cabinet have agreed the format. A members seminar is being held in November for members to better understand and agree some of the recommendations before the Community Governance review goes to Full Council to adopt and implement.	<p>The Community Governance review will help clarify structures and align process and delivery frameworks to support community governance.</p> <p>The community in Lower Wye have been engaged to start the development of a long term vision and clear and connected priorities for local action in their area.</p>	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>Work has commenced on developing a plan for Lower Wye through engagement with key community groups.</p>		
<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>	<p>Ongoing</p>	<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 57 business start-ups being supported so far in 2015/2016 which is on track against the annual target of 75.</p> <p>A new Monmouthshire Business and Enterprise website has been launched including a section offering guidance on “Starting &amp; Growing Your Business” – <a href="http://www.monmouthshire.biz">www.monmouthshire.biz</a></p> <p>The fourth Monmouthshire Business Awards took place in October 2015. The Business Awards were attended by 355 guests.</p>	<p>So far assistance from Monmouthshire Business Enterprise and partners has helped create 87.5 jobs against an annual target of 180. It has also safeguarded 121 jobs. Four larger pipeline projects that are being supported when completed will increase the number of jobs created. Some of these may be completed following the end of the year and would therefore be included in next years jobs created figures.</p> <p>There were a total of 99 entrants for 11 award categories at the business awards. The Awards promoted new and existing business success and Monmouthshire as the place to set up business.</p>	<p>On target</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</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</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>In total 60 Expressions of Interest to the Superconnected Cities Voucher Scheme have now been received, with 27 vouchers being awarded. 11 expression of interests have been received in the year, a total of 50 were targeted. In October 2015 the Government’s Broadband Connection Voucher <a href="#">Scheme</a> was fully committed and closed to new applicants.</p>	<p>On target</p>

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
website for information on broadband and mobile infrastructure opportunities.		of Interest to the Superconnected Cities Voucher Scheme.	<p>Local promotion and maximisation of the WG ICT exploitation programme</p> <p>A funding application to the new RDP for an urban/rural skills programme.</p> <p>Completion of a Digital Monmouthshire section for Residents, Businesses and Investors on the new Monmouthshire Business and Enterprise website – <a href="http://www.monmouthshire.biz">www.monmouthshire.biz</a> . 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>	Through the continued roll out of high-speed broadband there has been an increase in the total number of premises with access to high-speed broadband to 32,900.	
Complete the Monmouthshire recycling service review.	December 2015	<p>Measure: Percentage of waste that is recycled</p> <p>Measure: Percentage of waste that is sent to landfill.</p>	<p>The initial findings of the review were presented to cabinet in December 2014. The recycling review is currently being finalised and will be submitted for Select Committee Scrutiny in January 2016 and cabinet approval in March 2016.</p> <p>Once complete the recycling review report will determine the Council's long term recycling strategy.</p>	<p>Monmouthshire residents continue to recycle and compost their waste helping the Council achieve a recycling rate of 64.7% (Q2 – provisional data) which is broadly in line with the rate achieved in the previous year. This rate will decrease in the autumn and winter months, at present performance is projected to be in line with or slightly below the 63% achieved last year. The Welsh Government target for the year is 58%.</p> <p>The landfill rate has continued to decrease to 12.4% (Q2 – provisional data) due to the continued use of energy from waste and is projected to achieve the targeted rate for 2015/16.</p>	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress		
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.	Ongoing	Measure: Area of grass verges planted with pollinator friendly plants  Measure: Area of land with reduced cuts per year to support vegetation growth.	Working with Bee Friendly Monmouthshire and local community councils a total of 37,303m <sup>2</sup> of pollinator friendly plants have been planted in 2015. An increase from 28,846m <sup>2</sup> in 2014.  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 333,439m <sup>2</sup> .	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	On target		
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.  So far this year the percentage of care leavers who are in employment or training at the age of nineteen is 33%.	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			103	125	75	57	On target
Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners			124	313	180	87.5	In line with target
Percentage of municipal waste collected that is sent to landfill			34.2%	18.1%	17.5%	12.4% (Q2 Provisional)	Improved/ On target

How will we know the difference it has made	2013/14	2014/15	2015/16 Target	2015/16	Trend
Percentage of municipal waste that is prepared for reuse or recycled	62.9%	63.3%	63%	64.7% (Q2 Provisional)	Maintained/ in line with target
Total number of premises with access to high-speed broadband <sup>i</sup>	-	25,500	35,500	32,900	On 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	0	28,846m <sup>2</sup>	35,000m <sup>2</sup>	37,303m <sup>2</sup>	Improved/ On target
The area of land with reduced cuts per year to support vegetation growth	0	100,563m <sup>2</sup>	200,000m <sup>2</sup>	333,493m <sup>2</sup>	Improved/ On target

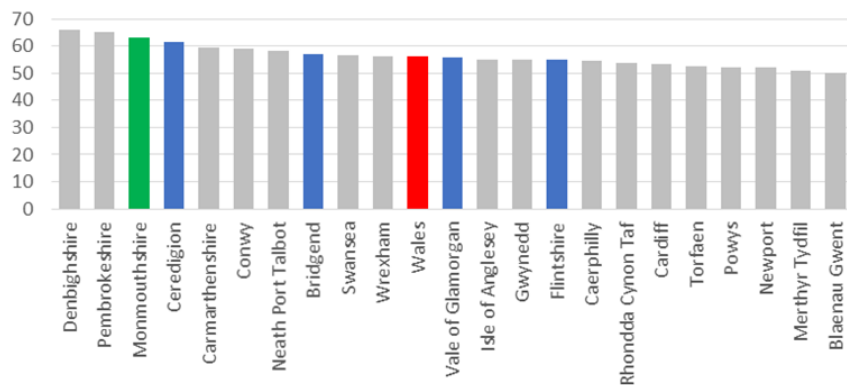
Longer Term Measures	2013/14	2014/15	2015/16 Actual
Average wage levels in the county (gross weekly pay by workplace) <sup>ii</sup>	£427	£466	N/A
Number of active enterprises per 10,000 population aged 16-64 <sup>iii</sup>	660	679	699
Unemployed persons as a percentage of those Economically Active <sup>iv</sup>	5.1%	4.9%	4.7%
Percentage of working residents who work within Monmouthshire <sup>v</sup>	58.6%	55.1%	N/A

#### Partners we are working with?

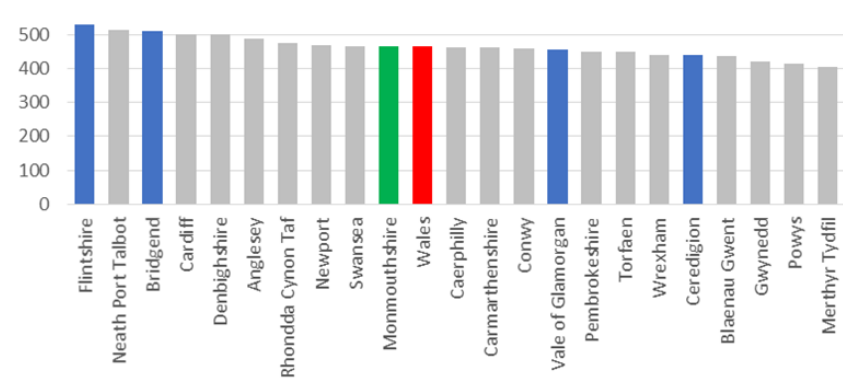
Community and Town Councils, local citizens, local community groups, businesses along with national and international organisations and our key partners such as Aneurin Bevan University Health Board, Gwent Police and Housing Associations

#### How do we compare?

Percentage of municipal waste prepared for reuse and/or recycled



Average wage levels in the county (gross weekly pay by workplace)



## Appendix B

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"> <li>To ensure rural communities have good access to services</li> </ul> <p>To enhance our environment, we need:</p> <ul style="list-style-type: none"> <li>To enable people to enjoy more of Monmouthshire.</li> <li>To realise the potential to partner-up with neighbouring destinations.</li> <li>Better use of natural assets for outdoor pursuits and activities</li> </ul>			<p>The political administration's Continuation 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>		
Overview					
<p>Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk. The effect of the hubs in their first 6 months of operation will be evaluated at the end of the year. The Cultural Services review has been expanded to incorporate parallel and complementary services of Leisure, Events, Youth and Outdoor Learning. Leisure centres have continued to promote and market their service to achieve a balanced budget, forecasts indicate a slight decrease in visitor numbers overall. The school sport survey has shown an Increase in Children "Hooked on Sport for Life" in Monmouthshire to 49%.</p> <p>The Rural Development Plan 2014-2020, covering the rural wards of Monmouthshire and Newport, have been awarded £2.8M for rural projects and applications are being invited for this funding. Work on a volunteering framework is helping develop a clear and consistent approach to volunteering and is enabling 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>	Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk in line with the milestone agreed.	The trend for a reduction in Library materials issued is projected to continue this year, at quarter 2 the projection is 5112 issues per 1000 of the population. Although, there has been increased use of download services which are 26% up on the same period last year. Visits to libraries at quarter 2 are projected be slightly lower than in the previous year. Virtual	On target



What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
		<p>Milestone: Operating Hub model in Abergavenny.</p>		<p>visits to libraries are continuing to increase in line with previous years, and are up 14% on same period last year.</p> <p>The impact of the hubs established in their first 6 months of operation will be able to be evaluated at the end of the year.</p>	
<p>Complete a review of Monmouthshire County Council's core cultural services and attractions</p>	<p>July 2015</p>	<p>Milestone: The review is completed and the outcome options of the review presented to members</p>	<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 for Leisure, Events, Culture and Youth.</p> <p>A team has been established to look at alternative models available to take this forward.</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 will seek 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>	<p>On target</p>

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
Continue to operate 4 leisure centres by maximising their commercial potential.	Ongoing	Measure: Number of visits to sport and leisure centres.	<p>A sales and marketing plan has continued to be implemented across all four leisure centres. Memberships of leisure centres have continued to be maintained during the year. The overall budget for leisure and fitness at month 6 is forecast to be £35,000 short of the overall annual budget.</p> <p>The service continues to focus on promoting its whole offer to ensure a balanced end of year position.</p>	<p>Enhancing the potential of leisure centres will help promote participation and physical activity. Half year visitor numbers indicate a slight decrease for the whole year to 7112 per 1000 population. Although visits are expected to increase in the next 6 months due to seasonal club bookings. The target for the year was set lower based on the impact of the new school rebuilding on 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>	Behind target
Identify Rural Development Plan (RDP) programmes for the next funding period 2014-2020.	July 2015 onwards	Milestone: Local action group agree the projects that will be funded.	<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>Since the approval and launch in July 2015 the Local Action Group is</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.</p> <p>Performance will be measured using the RDP LEADER Performance Framework which is expected to be</p>	On target

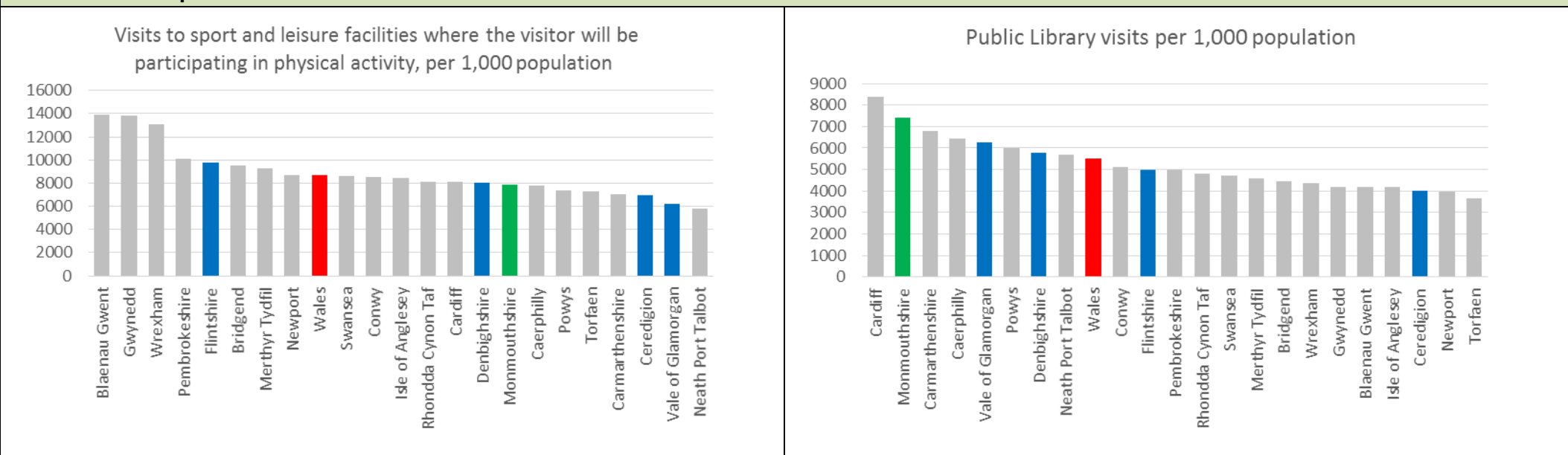
What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>requesting projects under all five themes and, following the completion of an initial expression of interest, projects will be invited to apply for funds where appropriate. Support to develop projects will come from the Authority's established RDP delivery team.</p>	<p>issued by the end of November 2015. Quarterly updates will report the outputs that have been achieved although these are likely to be low during 2015/16 as it will take time for the programme to develop and delivery to be achieved.</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>The volunteer strategy is being drafted in liaison with relevant groups. An integral part of this will be an accompanying outcomes framework, parts of which are currently 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. This identified a demand for two key improvements that have been made:</p> <p>The development of a staff tool kit to clarify information, procedures and processes on volunteering</p> <p>A Volunteer Network for Coordinators within the council has been established to share best practice and identify where support is required.</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>While support is also being provided to volunteers, this includes safeguarding training that has been delivered so far to 54 volunteers in regulated activity.</p>	<p>On target</p>

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	3,556 (7,112-projection)	Behind target
Number of library materials issued, during the year, per 1,000 population	5,828	5,553	5,555	2556 (5,112 projection)	Behind 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 <sup>vi</sup>	2,052,500		2,100,000	N/A	
Income generated from tourism per year <sup>vii</sup> (£ millions)	£169.66 million		£173.15 million	N/A	

#### 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)

#### How do we Compare?



## Appendix C

<b>MCC Improvement Objective 5:</b> We want to be an efficient, effective and sustainable organisation.					
<b>Council Priority:</b> Being an efficient organisation helps us to maximise the impact on the council's priorities			<b>Single Integrated Plan Outcome:</b> This Objective helps us maximise our impact on delivering the vision of sustainable resilient communities		
<b>What the Single Integrated Plan identifies that we will contribute to</b>			<b>Why have we chosen this?</b>		
This objective is about our efficiency and effectiveness as an organisation. By doing the basics well we can maximise the amount of money that we can spend on front-line services.			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.		
<b>Overview</b>					
The employee performance framework, "check in check out" is being reviewed to further improve the process. 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. A balanced budget was set for 2015/16, work has continued to assess the delivery and impact of the implementation of these savings. Currently 83% of these are deemed deliverable, a recovery plan has been developed to present alternative savings for Members. The overall budget is forecast to be 0.7% overspent.					
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 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 is a delay in some capital receipts forecast to be delivered in the year.					
<b>What will we do?</b>	<b>Timescale/ milestone</b>	<b>How we will measure success</b>	<b>What have we done?</b>	<b>What difference has it made?</b>	<b>Progress</b>
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. Based on feedback received, the check in check out process is being reviewed and further developed.	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. 100% of staff requiring an appraisal were targeted to complete latest data shows 84% of staff have completed the original appraisal. However there have been	On target

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>This updated version will then be rolled out across the organisation</p>	<p>some problems with the approach used to gather the information which means the actual figure may well be higher.</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</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>Work has continued to refine the modelling assumptions and outline the income generation or savings proposals that will need to be considered as part of the MTFP. The effect of the roll forward of the model, revised assumptions and pressures is a revised gap of £11 million over the period of the plan 2016/17 – 2019/20 at October 2015.</p> <p>In October 2015 Cabinet agreed a report setting out the budget proposals that have been developed particularly focused on the next year for budget consultation with Members, the public and community groups. An extra piece of work has also been carried out on these proposals to test for soundness and feedback given to mandate owners to ensure more robust proposals are finalised for the budget. Work is continuing on the need to address the longer term issue</p>	<p>At Month 6 of the 2015/16 budget the bottom line situation is a £1,066,000 (0.7%) potential overspend, which has continued to be mitigated significantly by anticipated net Council Tax receipts and favourable treasury considerations. The net cost of services pressure is £2,146,000 (1.5%) overspend.</p> <p>This work has enabled proposals to be worked up for next year, 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>It is recognised however much more work is necessary in order to consider the remaining 3 years of the MTFP and what the future shape of the Authority</p>	<p>Behind target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>of a reducing resource base. Further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP will continue to be worked up and submitted for scrutiny through select committees as appropriate.</p>	<p>needs to look like in the light of the emerging financial position</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>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>The percentage of mandate savings in 2015/16 forecast to be delivered at month 6 is 83% (£3,969,983 of the £4,779,983 identified savings) which is behind the 100% target set. £498,000 savings have been deemed unachievable at the end of month 6, and a further £312,000 unlikely to be realised in 2015-16. Therefore a Recovery plan has been developed to present alternative savings for Members to agree at Cabinet in December 2015</p>	<p>Behind target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
Evaluate the effectiveness of the authority's ICT infrastructure and networks, and the associated ICT equipment and access provided to staff.	December 2015	<p>Milestone: Production of an Annual Business Plan for Shared Resource Services (SRS)</p> <p>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. The SRS business strategy is being formalised and is due to be approved by SRS board in November. This will form the basis of an SRS Business Plan.</p> <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 building.</p> <p>Performance Measures are in place for the ICT helpdesk and standard equipment provision that links into the authority's main network allowing access to information files and folders to enable people to do their jobs.</p>	<p>The review ensures a clear picture of network infrastructure in Council buildings.</p> <p>ICT Progress is monitored through weekly reports and monthly progress monitoring meetings with SRS to ensure performance and progress expectations are met and actions implemented to address any shortfalls in performance.</p>	On target
Improve the speed of decision for Housing benefit applicants.	March 2016	Measure: Percentage of housing benefit decisions made within 14 days	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>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 are in the region of 4500 new claims per annum. This makes the achievement of 100% of claims, as targeted, very difficult to achieve.</p>	On target



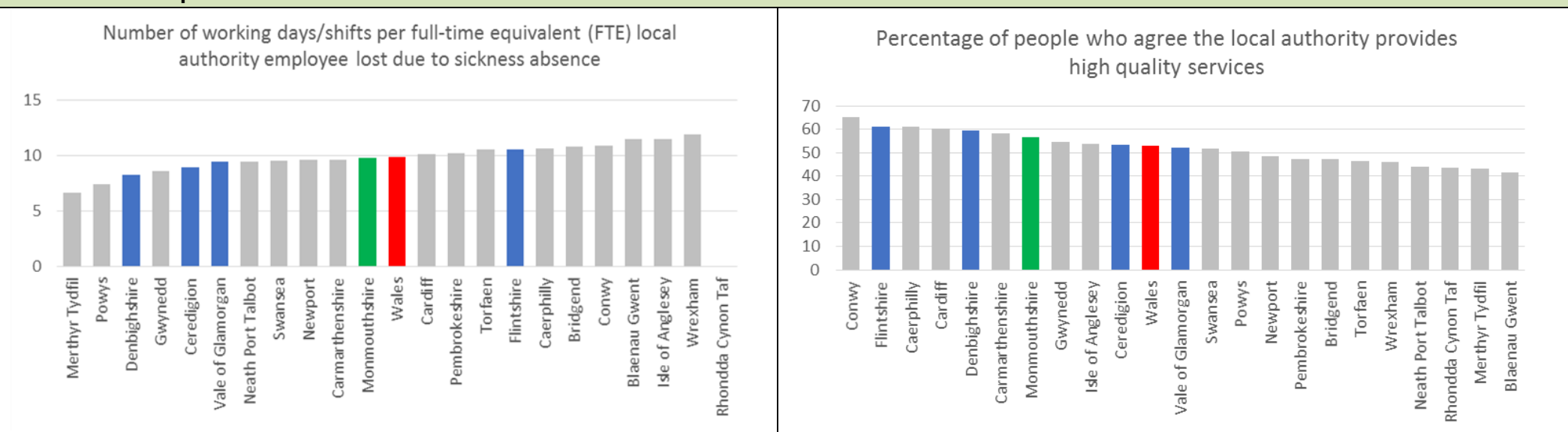
What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress		
Continue to rationalise the council's property portfolio.	March 2016	Measure: Percentage of capital receipts delivered in line with forecasts. Milestone: Complete two Community Asset Transfers	The Asset Management Plan continues to provide a clear strategy and plan for the management of the Council's property and land assets.  The approved community Asset transfer policy has enabled Community Groups to make expressions of interests to initiate a transfer, which are then subject to appraisal by the council to assess their feasibility.	Of the approaches for asset transfer made so far one has been given an in principle decision at Cabinet in July 2015.  At month 6, £5.2 million of the £10.2million capital receipts originally forecast to be delivered in the year (2015/16) are forecast to be achieved. This is due to forecast delays in receipts from 2015/16 to future years. The reduction in the capital receipts forecast in 2015/16 and increase in forecast receipts in 2017/18 is due to the delay in 2 LDP receipts from 2015/16 to 2016/17 (£5.6m) and 2016/17 to 2017/18 (£6.2m).	Behind target		
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%.	£2.146 million 1.5% overspend	Behind Target
Percentage of budget savings delivered			86%	93%	100%	83%	Behind target
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence			11.9	9.8	9.5	10.05	Behind 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%	51% of the £10,235,000 forecast	Behind target
Percentage of staff that require a performance appraisal who have completed an appraisal			N/A <sup>viii</sup>	84%	100%	84% (latest available data)	Behind target
Percentage of new housing benefit claims decided within 14 days			94%	98%	100%	98%	Maintained

Other indicators of our work	2013/14	2014/15	2015/16
Percentage of people who agree the local authority provides high quality services. <sup>ix</sup>	63%	57%	N/A
Percentage of national performance indicators that are improving or at maximum <sup>x</sup>	70%	84%	N/A
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](#)

### How do we Compare?



## Appendix D

<b>Outcome Agreement Theme</b>	Theme 4: Living within environmental limits and acting on climate change		
<b>Monmouthshire Theme(s)</b>	Our County Thrives		
<b>Wales Programme for government theme &amp; outcome:</b>	Theme: Environment and Sustainability Outcome: Living within environmental limits and acting on climate change		
<b>MCC Projected Score 2015/16:</b>	Fully Successful – 2 points		
<b>What will success look like?</b>			
<ul style="list-style-type: none"> <li>• Council services are better prepared for potential climate change impacts</li> <li>• Improved energy efficiency of Council buildings and increased capacity for renewable energy production</li> <li>• Maintaining recycling rates above Welsh Government targets</li> <li>• Delivering an environmentally sustainable waste management solution, Project Gwyrdd, that in 2016 will provide a facility that will turn waste produced in Monmouthshire into heat and energy and divert waste from landfill.</li> </ul>			
<b>Overview</b>			
The Council's preparation for the Implementation of the Well-being of Future Generations Act in April 2016 as an early adopter continues, including training, amending decision making process and a WAO preparedness audit. The Project Gwyrdd contract is now in its Commissioning Stage, the recycling rate is broadly in line with the rate achieved in the previous year and is projected to be in line with or slightly below the 63% achieved last year, the landfill rate has continued to decrease. There has been an increase in electricity generated from renewable energy and reduction in carbon emissions, seasonal conditions will impact on performance in the rest of the year.			
<b>During the term of the agreement we will:</b>	<b>What have we done?</b>	<b>What difference has it made?</b>	<b>Progress</b>
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 has 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"> <li>• An all member seminar to raise awareness of the Act.</li> <li>• Wales Audit Office reviewing the Council's preparedness for the Act and identifying key next steps for delivery.</li> <li>• 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.</li> </ul>	<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 will further help 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 need to be taken forward such as:</p>	On target

During the term of the agreement we will:	What have we done?	What difference has it made?	Progress
	<ul style="list-style-type: none"> <li>• Hosted a round table on digital engagement and its role in delivering the future generation act.</li> <li>• Specific workshops with key service areas to identify what their role will be in delivering the Act.</li> <li>• Training and awareness raising with Local Service Board (LSB) in readiness for the transition to Public Service Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Building the principles of the Act into our business processes</li> <li>• Improve the understanding and communication on the Act</li> </ul> <p>This report will also inform the preparation of other public bodies across Wales.</p>	
<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 have created 155 Kw of extra generating capacity. The Amount of energy generated from renewable source is projected to meet the target for the year.</p>	<p>There has been a total, absolute, 7% reduction in carbon emissions from Council buildings. Renewable electricity generated so far accounted for 7.6% of electricity used in Council buildings. Renewable energy generation will continue to be influenced by seasonal conditions.</p>	<p>On 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. 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"> <li>• 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</li> <li>• The removal of the nappy/hygiene collection service and householders advised they would be allowed an additional allocation of black bags for collection fortnightly.</li> </ul>	<p>Monmouthshire residents continue to recycle and compost their waste helping the Council achieve a recycling rate of 64.7% (Q2 – provisional data) which is broadly in line with the rate achieved in the previous year. This rate will decrease in the autumn and winter months, at present performance is projected to be in line with or slightly below the 63% achieved last year. The Welsh Government target for the year is 58%.</p>	<p>On target</p>

During the term of the agreement we will:	What have we done?				What difference has it 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 in its Commissioning Stage meaning that all MCC's residual waste is being managed by Viridor as part of the contract. The plant is operational and taking waste.				<p>There was a significant decrease in the landfill rate due to the use of Energy From waste, which has continued in 2015/16 with 12.4% of waste sent to landfill (Q2 – provisional data). The landfill rate is projected to achieve the targeted rate for 2015/16.</p> <p>The Project Gwyrdd contract, when fully implemented in April 2016 will deliver at least a further 5% recycling and the facility can generate 28 mega watts of power by producing electricity which is the equivalent electricity needs for 50,000 homes</p>		On 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.	On target	
Total installed capacity of renewable energy.	425 kW	796 kW	852kw	1,000 kW	1,007 kW	Improved/ on target	Further installations completed in 2015/16

How well did we do it?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend	Comment
Percentage of municipal waste recycled / composted	56%  Welsh Gov Target – 52%	63%	63%	63% Welsh Gov Target – 58%	64.7%	Maintained / in line with target	Q2 provisional data. The target is to continue to maintain performance levels. This rate will decrease in the autumn and winter months.
The percentage of municipal waste sent to landfill	43%	35%	18%	17.5%	12.4%	Improved/ on target	Q2 provisional data. Performance has significantly improved due to the use of energy from waste
Amount of energy generated from renewable sources <sup>xi</sup>	292,174 kWh	509,649 kWh	657,446kWh	750,000 kWh	379,791kWh	on target	
<b>Is anyone better off?</b>							
Percentage reduction in Carbon dioxide emissions <sup>xii</sup> i) Absolute ii) Weather adjusted	i) 1% ii) 11%	i)5% ii)+2%	i) 7% ii)3%	3%	i) 7% ii) 3%	Maintained /on target	
Percentage of electricity consumed that is generated from renewable sources <sup>xiii</sup>	1.25%	2.41%	3.74%	3.75%	7.61%	Improved/ on target	Earlier quarters of the year are usually higher due to increased solar generation

## Appendix E

Ref	Definition	2013/14	2014/15	2015/16 Target	2015/16 Q2	2015/16 RAG Trend	Quartile 2014/15	Wales Average 2014/15	Wales Rank 2014/15
PSR/004	The percentage of private sector homes that were returned to occupation through direct action by the local authority	4.66	10.27	11	Annual data		Upper Middle	11.8	8
PLA/006b	The percentage of all additional housing units provided during the year that were affordable.	31	53	Not Set	Annual data		Top	41.3	3
WMT/009	The percentage of municipal waste collected and prepared for reuse and/or recycled that are composted or treated biologically in another way	62.94	63.21	63	64.70 (Provisional)		Top	56.2	3
WMT/004	The percentage of municipal waste collected by local authorities sent to landfill	34.23	18.06	17.5	12.40 (Provisional)		Upper Middle	29.8	8
STS/005b	The percentage of highways and land inspected of a high or acceptable standard of cleanliness	99.38	99.43	99	98.32		Top	96.9	2

Ref	Definition	2013/14	2014/15	2015/16 Target	2015/16 Q2	2015/16 RAG Trend
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.71	97.5	100	
THS/007	The percentage of adults aged 60 or over who hold a bus pass	77.5	79.2	80	Not available	
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.8	9.7	11	Annual Data	
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7,270	7,434	7450	7,213	
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	93.9	93	Annual Data	
CHR/002	Average sickness days per employee (FTE)	11.0	9.8	9.5	10.05	

Quartile 2014/15	Wales Average 2014/15	Wales Rank 2014/15
Upper Middle	93.0	7
Bottom	85.8	18
Lower Middle	11.9	15
Top	5526	2
Lower Middle	94.2	12
Upper Middle	9.9	11



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<sup>i</sup> Data provided by BT

<sup>ii</sup> 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](http://www.nomisweb.co.uk)

<sup>iii</sup> 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.

<sup>iv</sup> 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

<sup>v</sup> Stats Wales, [Detailed commuting patterns](#) in Wales by Welsh local authority

<sup>vi</sup> Based on annual calendar year data produced by STEAM

<sup>vii</sup> 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.

<sup>viii</sup> A new employee performance framework, was introduced in April 2014, therefore previous measurement before April 2014 is not comparable with the new framework.

<sup>ix</sup> Welsh Government [National Survey for Wales](#) Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.

<sup>x</sup> National performance indicators from the National Strategic Indicators and Public accountability measures set. Only indicators that can be directly compared to the previous year and were published in the year by the council are included.

<sup>xi</sup> Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.

<sup>xii</sup> 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.

<sup>xiii</sup> Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.