

**SUBJECT: Improvement Objectives and Performance indicators – 2016/17
Quarter 2 update**

MEETING: Strong Communities Select Committee

DATE: 8th December 2016

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

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

Improvement Objective 4 - Maintaining locally accessible services (Appendix A)
Improvement Objective 5 - We want to be an efficient, effective and sustainable organisation (Appendix B)

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

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 concern, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.

3. KEY ISSUES

- 3.1 Improvement Objectives are set annually by the Council to deliver on priorities, these are set in the Council's Improvement Plan 2016/17. Despite objectives being focussed 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 The Improvement Objectives will be evaluated at the end of the year (2016/17) based on the council's self-evaluation framework, as set in the Improvement Plan 2016-17. Performance against them will be reported to Select Committee and in the Stage 2 Improvement Plan published in October each year.
- 3.5 This is likely to be the final annual cycle of Improvement Planning in this format. The council is currently undertaking two substantial assessments of need and wellbeing within the county as a consequence of the Wellbeing of Future Generations Act and the Social Services and Wellbeing Act. This information will provide a much deeper evidence base of well-being in the County and will be used to review the council's

current improvement objectives in preparation for the publication of the council's well-being objectives by 31st March 2017.

- 3.6 Appendix C sets out further Key Performance Indicators from the National Performance indicator set that are under the committee's remit. The primary purpose is to highlight the performance achieved so far in 2016/17. 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

MCC Improvement Objective 4: Maintaining locally accessible services

<p>Council Priority: Maintaining locally accessible services</p> <p>Well-being goal contributed to:</p> <p>A Wales of cohesive communities - Attractive, viable, safe and well-connected communities.</p> <p>A prosperous Wales – Focussing on using resources efficiently, developing skills and an economy which generates wealth and provides employment.</p> <p>A resilient Wales - A natural environment supporting social, economic and ecological resilience</p>	<p>Single Integrated Plan Outcome: People have good access and mobility and People protect and enhance the environment</p>
<p>What the Single Integrated Plan identifies that we will contribute to:</p>	<p>Why have we chosen this?</p>
<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 produce less waste and recycle more 	<p>Maintaining local access to services is crucially important to us, we will work hard to be effective in delivery of our services. The political administration's Continuance Agreement 2015-17 makes it clear that while there are tough choices to be made in the next couple of years the council will seek to ensure all valued services survive whether they are best placed to be provided by the council or other organisations.</p>
<p>Overview</p>	
<p>An independent option appraisal for Leisure, Tourism, Culture and Youth Services has been completed and a full Business Case is being developed.</p> <p>A trial involving approximately 6500 households on the separate collection of glass in a recycling box commenced in September 2016. The provisional recycling rate at quarter 2 2016/17 is 70.3%, which is above the Council's targeted level and the Welsh recycling target for 2025 of 70%.</p> <p>Applications continue to be invited for projects in line with the 5 themes of the Rural Development Plan (RDP). 15 projects have been approved by the Local Action Group so far in 2016/17. As the projects are mainly still in the infancy of their funding period outputs reported through the RDP LEADER Performance Framework are low so far.</p> <p>Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk, with work continuing to establish a community hub in Abergavenny.</p>	

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
Ensure that tourism, leisure, culture services and the Youth Service can continue to prosper by being delivered in a different way.	October 2016 Draft Business Plan requiring Political approval	Milestone: Option appraisal completed Milestone: Business plans considered via council process	An independent option appraisal for the Leisure, Tourism, Culture and Youth Services has been completed and presented to a joint select Committee on 19 th September. The option appraisal including scrutiny's conclusions was presented to cabinet in October 2016 who approved the next stage of the project to develop a full Business Case and to continue the staff, community and service user consultation process. The business case is planned for further consideration by Members early in 2017.	The purpose of the proposed new Delivery Option is to ensure much valued local services are maintained. It aims to enable services to be kept open but with more community focus and coordination.	On target
Undertake a 6 month pilot on separating glass at kerbside.	March 2017	Milestone: Pilot review completed and results of the review reported Measure: Recycling rate Measure: Landfill rate Measure: Waste to energy rate	The separate collection of glass in a recycling box trial commenced in September 2016. Approximately 6500 households have been included in the trial including parts of Abergavenny, Gilwern and Govilon, Llanellen, Goytre, Little Mill and Llanybi. On completion of the trial the results will be analysed, and reported to Strong Communities select in January 2017 and Cabinet in March 2017, this will include factors such as if collection vehicles can cope with the separated materials and the quality of recycling. The trial will determine if this method works and the scheme is expanded countywide in 2017/18.	Separating glass will improve the quality of our recycling. The glass can then be reprocessed locally and this will reduce the overall cost of our recycling service. The provisional 2016/17 quarter 2 performance data for waste is: The recycling rate is 70.3%, which is above the Council's targeted level of 66% and the Welsh recycling target for 2025 of 70%. The landfill rate continued to decrease to 0.7% and waste used for heat and power has increased to 27.3%. This is largely due to the continued cooperation of residents. Along with a few other factors including energy recovery of all of Monmouthshire's	On target

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
				residual household waste at an energy-from-waste plant. It should be noted that it is unlikely that the annual recycling percentage will remain this high because collection of compostable garden waste reduces during the winter.	
Continue to identify projects as part of the Vale of Usk Rural Development Plan (RDP) LEADER programme for the 2014-2020 funding period. ⁱ	On-going	Milestone: Local Action Group agree the projects that will be funded. Measure: Number of LEADER projects supported ⁱⁱ Milestone: Outcomes achieved.	Applications continue to be invited for projects in line with the 5 themes of the RDP. Various communication channels continue to be used to promote applications including Facebook and Twitter accounts. 15 projects have been approved by the Local Action Group during the first six months of the year totalling £111,000 of RDP funds committed. The actual spend is low but will increase rapidly as the programme develops. Approximately 15 other projects are currently being worked on to bring them to full application stage.	As the projects are mainly still in the infancy of their funding period outputs reported through the RDP LEADER Performance Framework are low so far. Examples of some approved projects include: Energy days; Monmouthshire Community Climate Champions have pulled together a series of Energy Days to mark EU Sustainable Energy Week Digital Open Badges; to develop a digital evaluation tool which will deliver training, measure competencies and offer a platform for enhanced development of digital skills. A Country Kitchen at the Eisteddfod, A broadband pilot in central Monmouthshire plus other smaller projects that can be viewed here	On target
Establish a community hub in Abergavenny which brings together library and one-stop-shop services	March 2017	Milestone: Completed consultation, achieved funding and statutory consents (planning & listed building).	Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk. The Abergavenny hub has been delayed due to the need to provide an alternative delivery venue. An outline	Abergavenny is currently running stand alone dual provisions, the development of the hub will allow Aberavenny to have consistent provision with the other towns in Monmouthshire and enable the achievement of their apportioned element of the revenue	On target (with the exception of statutory consents)

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress	
		Commenced on site work.	<p>business case has been developed which explores two possibilities identified by stakeholders, the Town Hall and the former Richards building on Frogmore Street. Initial plans and costs have been developed. These demonstrate that either building could accommodate the new hub facility.</p> <p>In September 2016 Council agreed that the preferred location for the development of the community hub is within the Town Hall, Abergavenny and agreed funding for the cost of finalising the detailed designs and business case. On completion of the detailed designs and business case a report will be presented to council to seek approval for the scheme to be undertaken.</p>	<p>savings.</p> <p>The development of a final detailed plan will also enable costs and timelines to be established and work undertaken in conjunction with an advisory group made up of representatives from the buildings occupiers. This will ensure that the plans reflect operational needs during and after the construction period</p>		
How will we know the difference it has made			2014-15	2015-16	2016-17 Target	2016-17 Actual
Number of RDP LEADER programme projects supported ⁱⁱⁱ			Not applicable	3	30	15
Percentage of municipal waste collected that is sent to landfill			18.1%	13.1%	6%	0.7% (Q2 provisional)
Percentage of municipal waste that is prepared for reuse or recycled			63.2%	61.7%	66%	70.3% (Q2 provisional)
The percentage of local authority municipal waste used to recover heat and power			16.9%	25.4%	28%	27.3% (Q2 provisional)

Appendix B

MCC Improvement Objective 5: We want to be an efficient, effective and sustainable organisation					
<p>Council Priority: Being an efficient organisation helps us to maximise the impact on the council's priorities</p> <p>Well-being goal contributed to: This objective helps us maximise our impact and contribution to the seven well-being goals</p>			<p>Single Integrated Plan Outcome: We will improve at all key stages of education</p>		
<p>What the Single Integrated Plan identifies that we will contribute to:</p> <p>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.</p>			<p>Why have we chosen this?</p> <p>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.</p>		
Overview					
<p>Overall the Net Council Fund at month 6 is reporting a £839,000 deficit. Work continues to ensure council services are delivered within the budget set for 2016/17 and specific savings achieved - the percentage of mandate savings projected to be delivered in 2016/17 at month 6 is 72%.</p> <p>Extensive work continues to collate and analyse information and data to produce the well-being assessment and population needs assessment. The Future Monmouthshire programme has commenced two inter-related pieces of work: a short-term focus on balancing the budget without taking action that will hamper our ability to contribute to the well-being of future generations and a longer term focus on future public services and understanding some of the problems we need to address, this work will incorporate the findings of the well-being assessment that is currently being produced.</p> <p>The workforce delivery plan of the People and Organisational Development Strategy for 2016/17 continues to be delivered, including activity in priority areas on attendance management.</p>					
What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Deliver council services within the budget set for 2016/17.</p>	<p>ongoing</p>	<p>Measure: Delivery of the budget within a parameter of +/- 0.5%. Measure: Percentage of savings in the budget being delivered</p>	<p>In January 2016 council agreed the Medium Term Financial Plan (MTFP) to set the 2016/17 budget. This includes £3.659 million of specific saving initiatives identified for 2016/17.</p> <p>The forecast revenue outturn position is reported quarterly to members.</p>	<p>Overall the Net Council Fund at month 6 is reporting a £839,000 deficit, this is an improved position against the month 2 position. The deficit at month 6 is also an improvement on the equivalent position last year. This is significantly affected by council tax receipts and treasury improvements. The net cost</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>Alongside this mandated budget savings are assessed and 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.</p> <p>Where savings are deemed unachievable an alternative recovery plan is developed which presents alternative savings.</p> <p>In social care & health there are recovery plans in place across adults and children's services, opportunities to seek other funding and use external funding streams where possible are being explored and existing budgets are being reviewed to see how they can be prioritised.</p>	<p>of services is reporting a 1.36% (£1,966,000) overspend. Social Care & Health is reporting the most significant directorate overspend at month 6 (£1,070,000).</p> <p>Directorates are continuing to review the levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported from month 6 onwards.</p> <p>The percentage of mandate savings projected to be delivered in 2016/17 is 72% (£2,638,000 of the £3,659,000 identified savings). Currently £315,000 savings are being deemed unachievable at the end of month 6, and a further £706,000 are unlikely to be delivered in 2016-17 and are expected to be delivered in future years. This is behind the target set and down from 92% in the first period monitoring.</p>	
Produce a Population Assessment and Well-being Assessment in line with the Well-being of Future Generations Act and Social Services and Well-being Act	March 2017	Milestone: Population Assessment and Well-being assessment complete.	<p>Extensive work continues to complete the assessments, this includes:</p> <p>We have been working with councils and other partners across Gwent to collate and analyse data sets to help us understand the social, economic, environmental and cultural wellbeing of the county and the communities within it.</p>	This work will provide the Public Service Board and the council with a much deeper evidence base and understanding of well-being in Monmouthshire. This will help the PSB prepare a more rigorous plan and objectives for the county. Facilitating them to look at the long term, consider what the evidence	On target

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>We have begun an extensive engagement exercise called “Our Monmouthshire”. Staff and Public Service Board (PSB) partners have been attending a wide-range of community events to share data and gather people’s views. More than 20 events have been attended and over 800 responses received so far.</p> <p>These are being summarised alongside policy documents, academic research and future trends reports to produce the well-being assessment and population needs assessment. These are on the council planner for the March 2017 meeting</p>	<p>tells them about how to prevent problems from happening or getting worse, and involve other people with an interest in the well-being of the area.</p> <p>These assessments will also inform the council well-being objectives, delivery of social care services and the Future Monmouthshire programme of work.</p>	
<p>Undertake a whole authority strategic programme of work to develop a new operating model for the council.</p>	<p>March 2017</p>	<p>Milestone: Business model, with clear workforce delivery requirements, agreed by Council</p>	<p>In May 2016 Cabinet commissioned a strategic programme of whole-authority work called ‘Future Monmouthshire’.</p> <p>The programme has commenced with two inter-related pieces of work.</p> <p>The short-term focus has involved work across the whole authority to identify potential cost-reductions to ensure that the organisation can balance its budget across the next medium term financial plan without taking action that will hamper our ability to contribute to the well-being of future generations.</p> <p>The longer term focus is about re-imagining what public services could</p>	<p>The work has already enabled teams to identify some savings that will be incorporated into the 2017-18 budget. These will be reported in more detail as part of the scrutiny of the budget.</p> <p>The well-being assessment is on course to be finalised in March 2017.</p> <p>Future Monmouthshire will inform the development of a new business model for the council in order to equip it to meet its goals amidst increasing change and uncertainty. The new business model will have a clear purpose: to create solutions to some of the county’s biggest challenges</p>	<p>On target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>look like in the future and understanding some of the problems we need to address. This work will incorporate the findings of the well-being assessment that is currently being produced.</p>		
<p>Implement the Workforce Delivery Plan of the People and Organisational Development Strategy for 2016/17, including: continuing to review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems</p>	<p>March 2017</p>	<p>Milestone: Annual report evaluating progress of the workforce delivery plan Measure: Number of working days lost due to sickness absence</p>	<p>A people services annual report for 2015/16 has been produced providing a summary of progress against key areas for improvement during the year.</p> <p>A People Services business plan for 2016-17 that contains the Delivery Plan for the concluding year of People organisational development strategy has been established. Much of plan represents a continuation of the programme of work for 2015/16. However specific regard has been given through the collation and review of evidence, demand as well as feedback, notably from the Authority's Corporate Assessment in 2015, to shape the future People services offer.</p> <p>The attendance and wellbeing policy is being reviewed and will be presented to the People board commencing the consultation with managers and staff.</p>	<p>The action plan covers a wide range of activity on planning for, supporting and developing our people. A summary of progress at quarter two on attendance management includes: Human Resources officers have been working closely with managers in priority areas on attendance management including providing training and support, with routinely scheduled attendance management training available to all staff with management responsibility.</p> <p>While it is still early for the full impact of some arrangements to be evaluated, it is projected, based on six months data, that in 2016/17 an average of 10.06 working days/shifts per full-time equivalent (FTE) employee will be lost due to sickness absence. Trends indicate the rate is likely to increase during the winter months. This is in line with the projection at the same time last year and therefore the annual rate could be similar to 2015/16. Work is also continuing to ensure accurate and timely reporting of sickness information.</p>	<p>On target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress	
Take action in response to reports from our regulators.	ongoing	Measure: Percentage of staff completing a performance appraisal Measure: Number of working days lost due to sickness absence Measure: Percentage of national performance indicators that are in the top quartile Measure: Percentage of national performance indicators that are improving (measures relate to some proposals from WAO reports)	<p>So far this year a number of audits have been completed by Wales Audit Office including Corporate Assessment Follow-on Reviews on Performance Management, Governance, Human Resources and Information Technology.</p> <p>The Council has created action plans to set out responses to address relevant proposals in the reports that have been published.</p> <p>In addition a number of proposals from reports issued in the previous years are still being addressed through the Council's established proposal monitoring arrangement. The most recent update on progress is being completed for audit committee in December 2016. These are mainly from the Corporate Assessment undertaken in 2015.</p>	<p>The latest Wales Audit Office Annual Improvement Report (AIR) published in August 2016 concludes "Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the council will comply with the requirements of the measure during 2016-17 provided it continues to maintain the current pace of improvement."</p>	On target.	
How will we know the difference it has made			2014-15	2015-16	2016-17 Target	2016/17 Actual
Percentage revenue outturn expenditure against budget (over/underspend)			327k (0.2% overspend)	166k (0.1% overspend)	+/- 0.5%.	£1.966 million (1.36% overspend)
Percentage of budget savings delivered			93%	89%	100%	72%
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence			9.8	11.6	11.6	10.06
Percentage of staff that require a performance appraisal who have completed an appraisal			84%	54%	100%	Not yet available ^{iv}
Percentage of national performance indicators that are in the top quartile			44%	35%	40%	Annual
Percentage of national performance indicators that are improving or at maximum ^v			84%	45%	50%	Annual

Appendix C

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Improved or At maximum	Improvement >2.5% or at Maximum
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	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.4	99.4	99.1	99.15	99	✓	Marginal Improvement	Top	The target is to maintain the high level of cleanliness, which Q2 data shows is being achieved.
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.71	96.68	98.57	97.5	✓	Marginal Improvement	Upper Middle	The target is to maintain performance on fly tipping clearance which Q2 data shows is being achieved.
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	77.5	79.2	79.2	Annual	80	N/A	N/A	Lower Middle	The target has been set to maintain the take up rate of bus passes
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	9.2	Annual	10.5	N/A	N/A	Lower Middle	The highway maintenance programme is delivered by prioritising schemes on the basis of need. The 15/16 performance was better than that projected but with the assessment being based upon 2 and 4 year data (A&B and C roads respectively) the reduction in capital investment will eventually impact upon road condition so an assumed small deterioration in road condition is reasonable
WMT/004b	The percentage of municipal waste collected by local authorities sent to landfill	34.23	18.06	13.15	0.7	6	✓	Improved	Upper Middle	(Q2 provisional data). The landfill rate has continued to decrease due to the continued use of energy from waste

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
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	62.94	63.21	61.87	70.31	66	✓	Improved	Upper Middle	(Q2 provisional data).The recycling rate at quarter 2 2016/17 is 70.3%, which is above the Council's targeted level and the Welsh recycling target for 2025 of 70%. The rate is likely to decrease during the winter months.
PPN/09	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	93.9	93.8	94.6	93	✓	Marginal Improvement	Lower Middle	Target to maintain the number of broadly compliant food hygiene premises in Monmouthshire.
LCL/01b	The number of visits to public libraries during the year, per 1,000 population	7270	7434	7478	7779	7500	✓	Improved	Top	Full year projection based on six months of visits. The Community Hubs have been in place since October 2015. The formation of the hubs has contributed to an increase in visits to the hub/libraries in the first 6 months of 2016/17 compared to the same period in 2015/16.
CHR/02	Average sickness days per employee (FTE)	N/A	9.8	11.6	10.06	10.8	✓	Improved	Bottom	There was a marked increase in sickness absence in 15/16. Work has been focussed on providing targeted support and reviewing processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems. It is projected, based on six months data, that in 2016/17 an average of 10.06 working days/shifts per full-time equivalent (FTE) employee will be lost due to sickness absence. Trends indicate the rate is likely to increase during the winter months. This is in line with the projection at the same time last year and therefore the annual rate could be similar to 2015/16. Work is also continuing to ensure accurate and timely reporting of sickness information.
CAM/37	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	N/A	4.1	3.6	Annual	3	N/A	N/A	Upper Middle	Data for this indicator is reported a year in arrears as part of the national data return . However as we have provisional data available for 2015/16 we have used it in our local reporting to provide the most up-to-date position on performance. The data shown as 14/15 is reported as 15/16 in national publications. Latest data shows the average score was 88.3 in 14/15 and 85.1 in 15/16 (an improvement in performance)

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- ⁱ Monmouthshire Council is the Administrative Body for the programme, the Vale of Usk allocation has an approximate 80:20 split between Monmouthshire and Newport.
- ⁱⁱ Approved projects and supporting LAG minutes are shown on the projects section of the www.valeofusk.org website.
- ⁱⁱⁱ The target provides an indication of forecast projects, this may vary depending on projects that apply for funding and full information is available on www.valeofusk.org.
- ^{iv} . Work is underway to investigate the possibility of developing a new recording module. While this work continues an interim recording system has been implemented to provide clear data on completion rates of appraisals in 2016/17, a progress update is due later in December 2016.
- ^v 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.