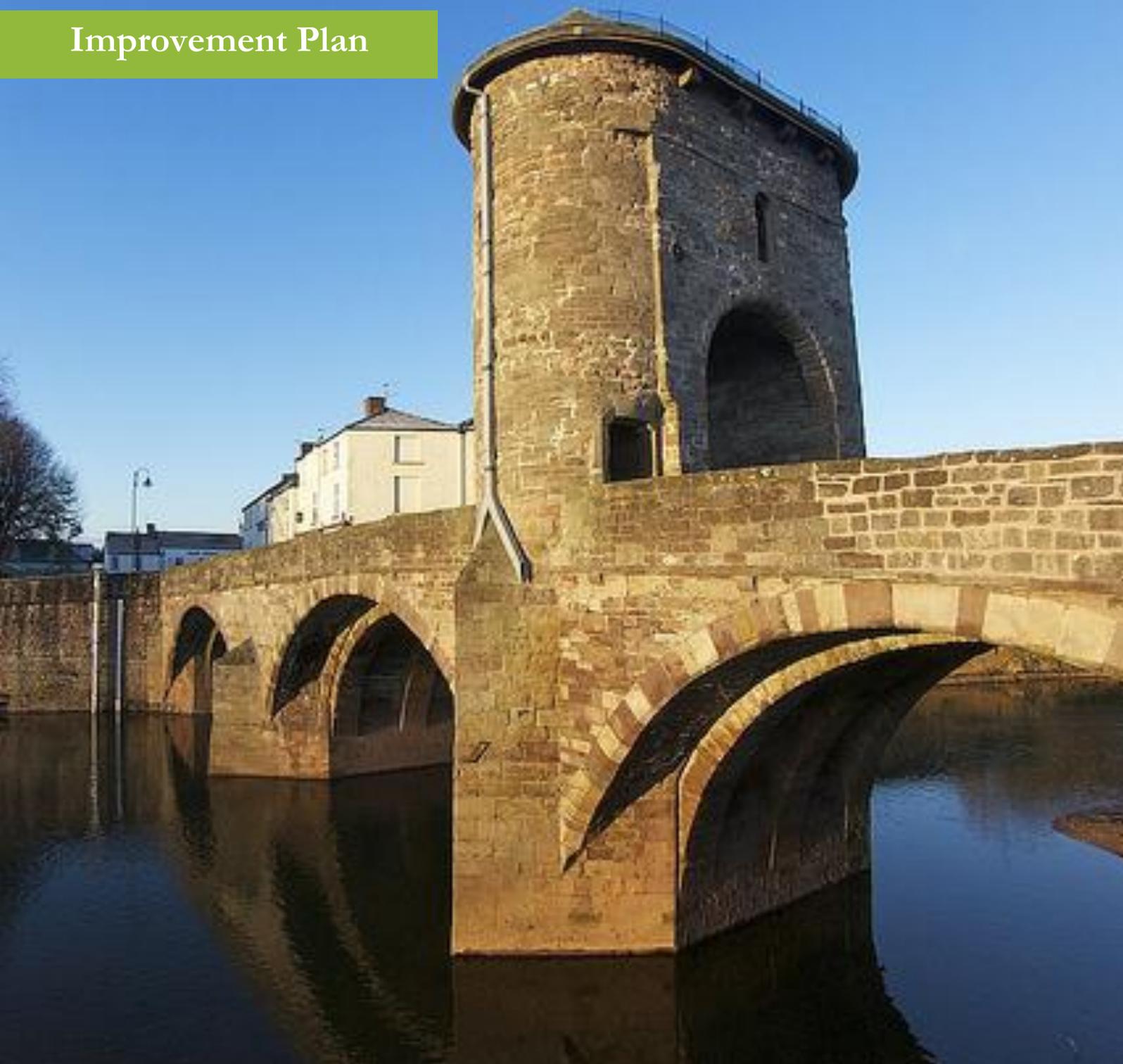


Improvement Plan



# Sustainable & Resilient Communities



monmouthshire  
sir fynwy

Improvement Plan 2013 -16

Version Number: Published

# Contents

---

Contents .....	2
Version Control .....	2
Welsh Language and Alternative Formats.....	3
Leader & Chief Executive Foreword.....	4
Introduction .....	5
The Vision for Monmouthshire .....	6
The Values that guide us .....	7
Your Monmouthshire.....	8
Single Integrated Plan 2013 - 2017 .....	8
Equality and Welsh Language .....	8
Sustainable Development.....	8
Our Improvement Framework .....	9
Our Priorities.....	10
Education .....	10
Safeguarding vulnerable people .....	10
Supporting enterprise, entrepreneurship and job creation.....	10
2013 - 14 Improvement Objectives.....	12
Engagement.....	12
Objective 1:.....	14
Objective 2:.....	18
Objective 3:.....	21
Objective 4:.....	25
Objective 5:.....	28
Response to Regulation and Inspection .....	32
How Monmouthshire Compares with Other Areas.....	33
Wales Comparisons .....	33
UK Comparisons.....	36
Single Integrated Plan Indicators .....	38
References & Explanations.....	42

# Version Control

---

<b>Title</b>	Improvement Plan 2013 – 16
<b>Purpose</b>	This plan outlines the council's responsibility to publish its Improvement Objectives in line with the plans for the year ahead as outlined in section 15(7) of the Local Government (Wales) Measure 2009. The council is satisfied that the information given in this plan is accurate based on the information available at the time of publication.
<b>Owner</b>	Monmouthshire County Council
<b>Approved by</b>	Full Council
<b>Date</b>	27 <sup>th</sup> June 2013
<b>Version Number</b>	Published (9.0)
<b>Status</b>	Published
<b>Review Frequency</b>	The objectives in this document will be monitored six months into 2013 -14. A full annual review of this plan will be completed by October 2014.
<b>Next review date</b>	October 2014
<b>Consultation</b>	Department Management Team, Senior Leadership Team, County Councillors, Town and Community Councillors, key partners including neighbouring Local Authorities, Gwent Police, Aneurin Bevan Health Board, GAVO, Monmouthshire Housing Association, Melin Homes, Charter Housing, local organisations and citizens.

# Welsh Language and Alternative Formats

---

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

## Y Gymraeg a fformatau eraill

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

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

Phone: 01633 644010 or 07793798920

Fax: 01633 644666

e mail: [equality@monmouthshire.gov.uk](mailto:equality@monmouthshire.gov.uk)

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

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

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

 Tracey Harry, Head of Democracy & Improvement, Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN

 01633 644602

You can also follow us on Twitter @MonmouthshireCC

# Leader & Chief Executive Foreword

---

Welcome to our up to date Improvement Plan. We hope you find it to be of interest and that it talks about some of the things that matter to you and your family. When we prepare this Plan we think about the things that have gone well over the last year or so and we think about the things that remain to do. We focus on the latter but we reflect on the former to see what we can learn.

We want to do things that matter to individuals and communities, we want to improve our efficiency and effectiveness, we want to simplify the way that we do things, we want to do things well. We want to make a noticeable positive contribution to Monmouthshire; a County that we love and we are very proud to serve. It's as easy as that, its as hard as that!

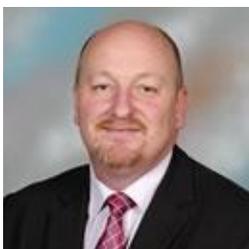
The last year has seen the formation of a new Partnership Administration at the Council. The Administration has developed a Partnership Agreement that sets out what is important politically to it. This sees a continuation of much of the policy platform established pre May 2012 but with a significantly enhanced focus on the sustainability, equality and social justice agenda. The Council as a whole understands very clearly that financial resources available to us will continue to be under enormous pressure and that public service reform is a hot topic nationally. The task for us is to navigate through this and to represent your interests as citizens of Monmouthshire either through advocating on your behalf, regulating on your behalf, developing policy, commissioning or directly delivering services to a standard that you find acceptable.

We are pleased now to have settled the whole organisation back into Monmouthshire. Having our new County Hall in Radyr, outside Usk up and running is important to us – decisions taken by us that impact you should be taken close to home and now they are.

We have worked hard as a partner in developing a genuinely integrated Single Plan for the whole County with other public agencies and voluntary sector organisations built off a substantial engagement process across Monmouthshire. We are aligning our reducing resources to maximise delivery by working with others. You will see this as a feature of this plan. It is the right thing to do although not always an easy thing to do.

We have seen improvement in many service areas which is pleasing but we also need to front up to areas where there is further work to do, particularly in Education where we need to do whatever it takes to rebuild assurance that the Monmouthshire offer is of national and international standing. If there is one thing that will get our attention this year, it is this agenda and we are already seeing progress.

First and foremost we would remind you that this is your Council. There may be times that we annoy you or frustrate you but we are always trying our best for you. This wont change and increasingly we will be appealing to you to come on board and help us build the *Sustainable Resilient Communities* that we can all be proud of.



  
Councillor Peter Fox  
Leader



  
Paul Matthews  
Chief Executive

# Introduction

---

The council is continuing to respond positively to the financial challenges that are impacting on public services and is moving quickly to transform services to deliver better outcomes for Monmouthshire citizens. We remain focused on our three priorities of education, protecting the vulnerable and enterprise. We continue to be ambitious and have high expectations for our citizens and communities.

Public service and public sector organisations are often seen as complex, awkward and remote from the people that they are intended to serve. We do not want this to be the case in Monmouthshire. The Council subscribes to a core vision shared with other public service partners of working to deliver '*Sustainable resilient communities*'. This is the cornerstone of the County's first genuine Single Integrated Plan which has been developed under the leadership of the Monmouthshire Local Service Board. The Council is a key partner in the Local Service Board (LSB).

It is accepted that public sector funding is tight and will become tighter. Expectation for the quality of service offered continues to rise whilst in most areas the volume of service demanded is also increasing. In the face of these pressures the Council has agreed a budget in 2013/14 that continues to support priorities by achieving significant savings through service redesign and changing the way that things are delivered. Council Tax levels were held constant for the second successive year. We recognise that to continue to meet the challenges ahead we need to go further and get even more focussed on the things that really matter to citizens. This is tough given that different people value different things in different quantities at different times, but it is our direction of travel. We expect our staff to work with communities to design and deliver services that make a real difference and encourage individuals and communities to identify the resources and skills needed to resolve problems and create opportunities for themselves. It seems almost certain that the Council will be providing fewer things directly or on its own; with a move to providing more things indirectly and in partnership with others.

Following on from our 2012/15 Improvement Plan we remain committed to our three priorities. Our improvement objectives have been refreshed to reflect the progress that was made last year and what the focus will be on in the year ahead. The improvement objectives outlined in the plan do not reflect everything we will be doing this year to improve although they outline the main areas of activity.

# The Vision for Monmouthshire

---

## Sustainable and Resilient Communities

This is what the Council is working towards alongside public and third sector organisations in Monmouthshire. As we developed our Single Integrated Plan for the whole County, this is what citizens told us was important to them, so this is what we will do.

Action will contribute to three priority areas set out in the Single Integrated Plan:

- ❑ Nobody is left behind
- ❑ People are confident, capable and involved
- ❑ Our County thrives

These priorities sit very comfortably with the narrow set of specific outcomes the Council has previously committed to and remains committed to. We want people in Monmouthshire to:

- ❑ Live safely and be protected from harm
- ❑ Live healthy and fulfilled lives
- ❑ Benefit from education, training and skills development
- ❑ Benefit from an economy which is prosperous and supports enterprise and sustainable growth
- ❑ Benefit from an environment that is diverse, vibrant and sustainable

# The Values that guide us

---

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

We have a very clear set of values that underpin all work of the Council and guide the behaviours that are expected of everyone working for us or working with us. These do not change as time passes. They are consistent and they define us.

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

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

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

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

These values are our compass. They are consistent points that we look to as we take forward our work.

We have developed a programme [your county, your way](#) which is helping us model a set of behaviours that makes this possible. The programme has been acknowledged at UK level as having the potential to transform public service delivery. It has five parts:

- An **Agile Workforce** that operates as a network rather than a command and control model. This means we have the right people working on the right things at the right time. To help do this we have fundamentally changed the working environment
- A commitment to **Systems Thinking** through review programmes that start by asking citizens what they value and follows on to re-design service from the citizen's perspective
- An in-house **training and personal development experience** that provides our staff with the innovation tools, techniques and training to think differently and develop the creative solutions needed to transform key areas of our business
- A programme to encourage staff to '**Go find**' ideas and practice that is transforming service elsewhere and encourage the people who have these great ideas to '**come play**' in Monmouthshire so that we can quickly learn and apply them for the benefit of citizens.
- Establishing **effective listening** tools that allow us to take part in more meaningful community-led engagement

# Your Monmouthshire

---

We want to improve and we are trying hard to do so. The picture is not even at the moment and there are areas where there remains significant scope to improve. We are attaching weight to the issues people who live and work in Monmouthshire are telling us are important. We are prepared to try new things, even where this carries risk of failure and we know that our outlook must be to the medium / long term with our actions being sustainable and in accord with our stated values.

## Single Integrated Plan 2013 - 2017

This Single Integrated Plan (SIP) has been created by Monmouthshire Local Service Board (LSB) to meet the needs of the people of Monmouthshire. The Plan defines the major issues for Monmouthshire's population and communities which they have told us are important. Working with public and third sector partners to deliver joined up actions to address these is vital to the future prosperity of Monmouthshire. The Council is an important player but only one player. Our improvement activity must align with that of others. There are no resources and no energy to waste on duplication or distractions.

## Equality and Welsh Language

The Council has shown a long standing commitment to equality and diversity. To strengthen this commitment the Council has adopted a [Strategic Equality Plan 2012 - 2016](#). This will help to assure us that our functions, decisions and behaviours fully take into account the impact they have on Protected Characteristic groups<sup>1</sup>, while also improving the lives of individuals and communities. The Council's Welsh Language scheme 2013-16 sets out the Council's commitment to the Welsh Language.

## Sustainable Development

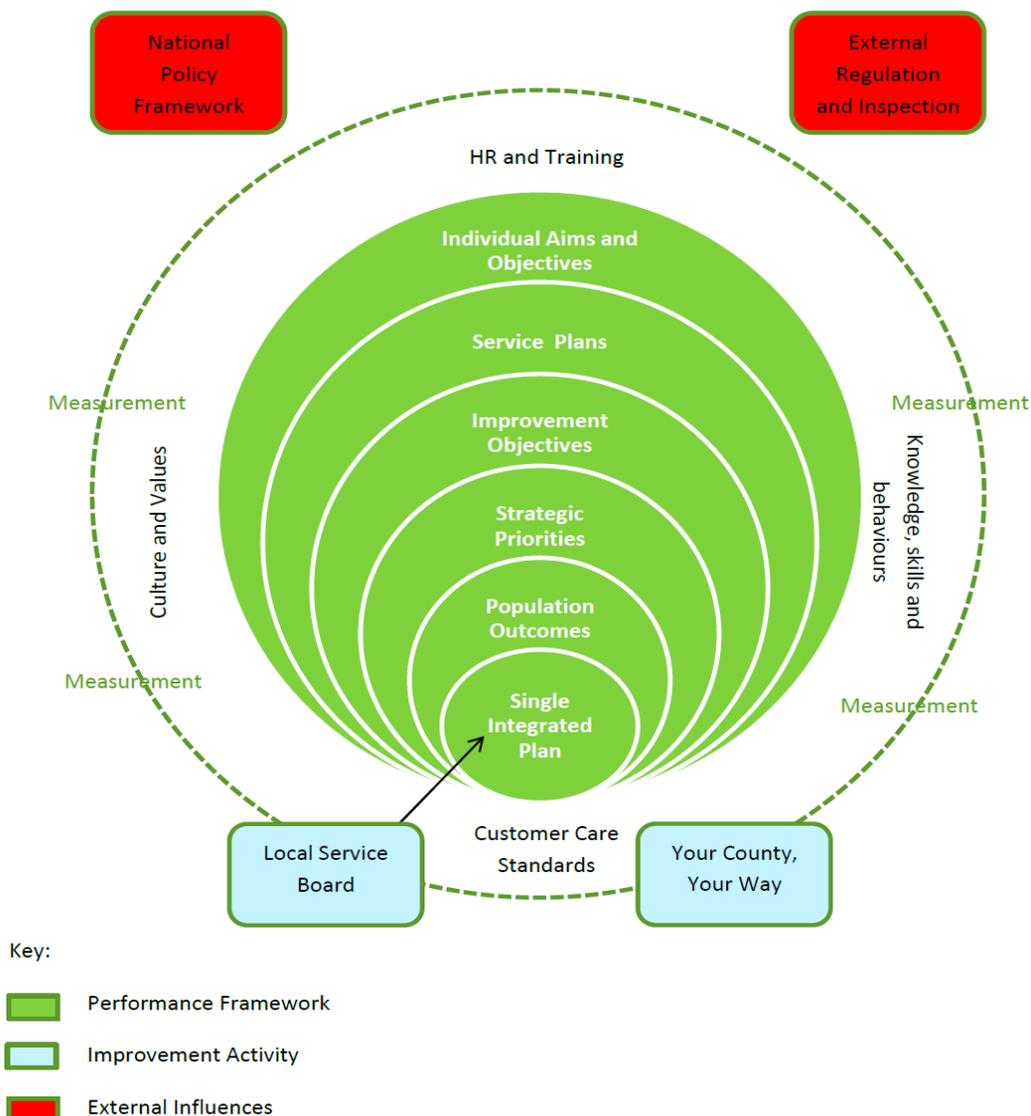
Sustainable Development is central to how we operate as a Council. Sustainable development means giving equal consideration to social, economic, environmental and ecological issues and thinking about our impact on the earth in the long term. Our response to financial pressures and increasing demand for services driven by our [your county, your way](#) programme has these sustainable development considerations at its heart. Our decision making process requires a Sustainable Development checklist to be considered to make sure that the decisions we take consider sustainable development issues. We are committed to economic and environmental health of communities, promoting social cohesion and increasing citizen involvement in local community action. The implementation of the Welsh Government Sustainable Development Bill will place sustainable development as our central organising principle. We welcome this.

# Our Improvement Framework

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

Each of our teams has a Service Plan that aligns to our stated outcomes and our three priorities. Our performance clinics keep our service performance in check and our employee review scheme helps ensure that all employees are focused on delivering the things that really matter. The HR and Training functions help us recruit and retain people who share our values and have the skills and passion to make a real difference.

Things such as our Programme Boards, Systems Thinking reviews make sure that our resources are used to the best effect to deliver on major projects and priorities efficiently. Meanwhile, our Outcome Agreement with the Welsh Government ensures that we are working towards the issues of national importance.



# Our Priorities

---

## Education

Learning is an absolute priority.

Performance in 2012/13 reflected improved pupil achievements across the majority of the key stage results and a range of other measures which are also important such as attendance. We opened another new school and spent several million improving the technology capabilities of all schools. Quite pleasing at many levels. However the scale of the challenge ahead remains very significant and will require more effort, more alignment, more talent, more energy and more drive.

The Estyn inspection of the Council in November 2012 found that education services are unsatisfactory, with capacity to improve also deemed unsatisfactory. We accept these findings and we have acted. The Action plan produced in response to the inspection sets clearly our expectations for change and how it will be achieved. We are making progress, rapid in many areas. Educational attainment in Monmouthshire will improve further and it will improve quickly.

## Safeguarding vulnerable people

Working to keep children, young people and vulnerable adults safe will always be central to our work. The way in which we work with others to safeguard people is crucial and we want to get better at how we listen to people and give them as much control as possible of the processes and decisions that affect them.

Over the past year we have made further progress integrating health and social care services as part of the [Gwent Frailty Project](#), we have also seen the launch of the multi-agency *Missing Link* programme which will reduce the risk of young people who run away from home coming to harm.

We will continue to radically change the way we work building the relationships and resources to support people in our communities to live meaningful and dignified lives. Our staff will be supported to build effective relationships, listening and concentrating on what really matters to people. Conversations are at the heart of good social work. They will increasingly be the focus of our work.

## Supporting enterprise, entrepreneurship and job creation

Improving the prosperity of our county remains essential if we are to remain economically resilient, prosperous and sustainable. Our desire is to keep Economic Development driven and shaped by the market and not just the council. Monmouthshire Enterprise (the authority's business development function, which also delivers the Rural Development Plan (RDP) programme) continues to work with and support pre-start and existing businesses in Monmouthshire. CMC<sup>2</sup> (the Authority's wholly owned Community Interest Company)

continues to make progress in providing apprenticeships, digital technology used in tourism and culture and green energy for the benefit of Communities.

Tourism is valuable to our economy and a Destination Development Plan 2012-15 and Brand and Marketing Strategy have been created to further develop tourism in the County. We have continued to develop a more co-ordinated and joined-up approach to social, economic and physical regeneration. Regeneration projects in Abergavenny and Caldicot have been progressed while Total Place plans for Severnside and Bryn Y Cwm have been advanced.

Our focus for this year brings together our key activity and builds on the progress we have made to join up our activity. This focus aims to enable business and enterprise to prosper, regenerate our towns and create employment opportunities in Monmouthshire.

# 2013 - 14 Improvement Objectives

---

## Engagement

Engagement and consultation is embedded in our work and is essential to improving the way we work. Our approach is continuing to be developed so we listen more effectively and understand our communities better.

We regularly [consult](#) on our work; our Systems Thinking reviews focus on re-designing services from the citizen's perspective, services undertaken them include Waste, Adult Social Services and Children Social Services. The Single Integrated Plan was built off a platform of extensive consultation and engagement and is subsequently based around the issues people have told us are important in Monmouthshire. This Improvement Plan aligns closely with the direction set in the Single Integrated Plan.

A specific exercise on our Improvement objectives was undertaken with Councillors, partners and citizens and we asked whether these were the right objectives for Monmouthshire to deliver the Council's priorities and outcomes. The majority of respondents agreed the outline Improvement Objectives are the most appropriate objectives for improving services and delivering better outcomes for communities in Monmouthshire.

A common response emphasised the need for specific and measurable actions to be attributed to each objective.

Some specific comments were also received highlighting specific areas of focus that could be incorporated within the objectives. For example, these include reducing the number of young people not in education, employment or training, collaborative working, support for older people to live at home, drug and alcohol abuse, regeneration, affordable accommodation and employment opportunities and spend within the County. All responses have been considered; some of these are incorporated into the improvement objective and others overlap with outcomes already identified in the Single Integrated Plan.

## Objective 1

**We will provide an improved education provision for Monmouthshire** - In 2013/14 our attention is on responding to recommendations raised in our 2012 Estyn inspection. This is also an opportunity to make further changes beyond these recommendations and our objective from 2012/13 "to improve the way we provide education to ensure the best learning opportunities" remains relevant as we set out a framework to take this forward.

## Objective 2

**We will work to help people live their own lives by building flexible and responsive services building on people's strengths and helping people find local connections and lasting solutions to their needs** – keeping children, young people and adults in need safe will always be a priority for us. In 2013/14 our focus will be on safeguarding people and working in different ways to find lasting solutions. Our improvement objective from last year on Gwent Frailty is now established and remains important.

### Objective 3

**We will help to regenerate our towns and create employment opportunities within the county** - Our focus from 2012/13 remains to improve the prosperity of our county and its attractiveness to business and provide a joined-up and comprehensive approach to area regeneration and development. We have incorporated whole area regeneration with business support and employment into one objective to join up two key factors which we are focusing on.

### Objective 4

**We want to work with our residents to reduce the impact we have on the environment and use our resources more sustainably** – Our focus from 2012/13 remains on achieving long term sustainable solutions to waste while we will also concentrate on ensuring we use resources efficiently. This includes supporting our residents to become more sustainable and reduce their impact on the environment.

### Objective 5

**We want to remain an efficient and effective organisation, delivering our priorities in conjunction with key partners, stakeholders and citizens, amidst significant on-going financial constraints** – We remain committed to continually improving the way we work through our Your County Your Way programme, being innovative and creative in our approach, moving swiftly to transform our services and deliver our priorities within increasing financial pressures. To continue this pace we need to further equip our workforce, increase community involvement and listen to and work with our key partners, service users and citizens.

## Objective 1:

<b>MCC Improvement Objective 1:</b> We will provide an improved education provision for Monmouthshire.	
<b>Single Integrated Plan Outcome:</b> People have access to practical and flexible learning	
<b>Council Priority:</b> Education	<b>Population Outcome:</b> People in Monmouthshire benefit from education, training and skills development
What the Single Integrated Plan identifies that we will contribute to	<p>To provide practical and flexible learning we need to:</p> <ul style="list-style-type: none"> <li>• Redesign our schools and make them fit for purpose</li> <li>• Offer a more flexible education system that meets the needs of pupils, their families and employers</li> <li>• Improve access to education for vulnerable groups</li> <li>• Explore inter-generational connections to support young people</li> <li>• Overcome transport as a barrier to further education</li> <li>• Address key factors to underachievement</li> </ul>
Our Focus for this year:	During 2013/14 we will respond to the recommendations made by Estyn during their inspection of our services at the end of 2012. But in addition we will review our Youth, Pupil Referral and Additional Learning provisions to ensure that we work more effectively with other agencies to meet all children and young people's needs.
Why we have chosen this objective	<p>We feel that learning is an absolute priority. But in caring for children and young people we feel this responsibility is wider than learning. Our challenge is to orchestrate our action and the contributions of everyone who works with us so that we can provide the best support to respond to all children and young people's needs. Within this, we aim to provide an education offer that will stand the test of any measure.</p> <p>Following the Estyn Inspection of 2012 we decided that to respond only to the recommendations contained in our Estyn report was not adequate. We have provided our action plan that sets out clearly how we will respond to the recommendations made, but in addition we felt this gave us an opportunity to make further changes. So we have set out our intent to re-cast the whole education service to ensure that all actions sit comfortably within a service framework designed to take us forward over the next decade.</p>
The story behind the objective	<p>Over recent years we have made great strides in providing wider support to education through ICT developments and through the new build / refurbishment school review programme. But this has not been enough. Estyn inspected Monmouthshire's Education Services for children and young people in November 2012 and the summary judgements were that overall education services were unsatisfactory.</p> <p>To respond to the nature of the weaknesses identified by Estyn we have put an action plan together with input from the South East Wales Education Achievement Service (EAS). This service was established in the autumn 2012, where we joined a consortium with four of our neighbouring authorities. The EAS has already started to deliver several key school improvement responsibilities on behalf of Monmouthshire.</p> <p>Within this action plan we believe there are specific issues needing our most urgent attention. So we will review our services and examine how effectively we work with</p>

	<p>other agencies to improve the outcomes for all children. But particularly for those with additional learning needs and other vulnerable groups, including those supported through the Pupil Referral Service, we will work to reduce the incidence of special education need statements, reduce out of county placements and minimise the number of days lost to fixed term exclusions. For all children and young people we will focus on how we can improve performance tracking and target setting.</p>
<p>Things we intend to do throughout the year to improve</p>	<p><b>Our Activities for 2013/14</b></p> <p>We will continue our support to schools to improve ICT provision. Particularly, we will start developing a data system to give teachers more immediate availability to data so that they can more readily assess every pupil's performance. This will help schools in tracking individual pupil progress and in identifying any concerns due to variations in performance so that we can give more effective support.</p> <p>We will review our 21<sup>st</sup> Century Schools development plan on confirmation of the funding arrangements from the Welsh Government</p> <p>We will implement our new Safeguarding Policy to ensure compliance in all maintained and non-maintained education settings.</p> <p>We will re balance the relationship we have with our schools to ensure we provide an appropriate level of challenge and support. We will determine based on school performance and in consultation with the EAS, the level of informal / formal intervention to be used in each school. This could be formal warning notices, removal or replacement of governors or governing bodies, withdrawal of delegated financial and or staffing powers.</p> <p>We will review our Children and Young Peoples services under a refreshed service planning and performance management framework. We will implement this under more robust management to ensure the outcomes.</p>
<p>The resources we will use</p>	<p>The total budget for the directorate in 2013-14 is £63,309,000. This includes some grants that are delegated direct to schools:</p> <ul style="list-style-type: none"> <li>• Foundation Phase for primary schools at £2,688,568</li> <li>• Post 16 Education for secondary schools at £3,626,365.</li> <li>• 80% of the School Effectiveness grant at £1,563,213</li> </ul> <p>Our other major funding is the 14–19 grant at £449,142. This grant is largely delegated to schools and to Coleg Gwent to support a range of activities for young people within this age group. Activities include providing one to one coaching, giving advice and guidance and delivering a choice of vocational courses to broaden the curriculum offer to young people.</p> <p>We make a contribution to running the Education Achievement Service at £495,152. This amount is net of grant income and expenditure.</p>

How we will measure the impact of our work	Measuring our impact	2011/12	2012/13	2013/14 Target
		How much did we do?		
	The percentage of all pupil attendance in schools:			
	Primary Schools:			
	(i) Attendance	(i) 94.4	(i) 94.7	(i) 94.9
	(ii) Authorised Absence	(ii) 5.35	(ii) 5.1	(ii) 4.9
	(iii) Unauthorised Absence	(iii) 0.25	(iii) 0.2	(iii) 0.2
	Secondary Schools:			
	(iv) Attendance	iv) 92.3	(iv) 93.2	(iv) 93.26
	(v) Authorised Absence	(v) 7.1	(v) 6.3	(v) 6.24
	(vi) Unauthorised Absence	(vi) 0.6	(vi) 0.5	(vi) 0.5
	The percentage of pupil attendance in schools who receive free school meals:			
	Primaries:			
	(i) Attendance	(i) 91.4	(i) 92.0	(i) 92.5
	(ii) Authorised Absence	(ii) 7.7	(ii) 7.3	(ii) 6.9
	(iii) Unauthorised Absence	(iii) 0.9	(iii) 0.7	(iii) 0.6
	Secondaries:			
	(iv) Attendance	(iv) 86.9	(iv) 87.8	(iv) 88.2
	(v) Authorised Absence	(v) 11.5	(v) 10.5	(v) 10.2
	(vi) Unauthorised Absence	(vi) 1.6	(vi) 1.7	(vi) 1.6
		2011/12	2012/13	2013/14 Target
	The number of permanent exclusions during the academic year per 1,000 pupils from:			
	(i) Primaries	(i) 0.0	(i) 0.2 (1 actual pupil)	(i) 0.0
	(ii) Secondaries	(ii) 0.2	(ii) 0.0	(ii) 0.0
	The percentage of school days lost due to fixed term exclusions:			
	(i) Primaries	(i) 0.03	(i) 0.01	(i) 0.01
	(ii) Secondaries	(ii) 0.08	(ii) 0.08	(ii) 0.08
	The percentage of Looked After Children with a Personal Education Plan (PEP) within 20 School Days	100	81.8	100
	The percentage of Looked After Children who have missed more than 25 days at school in a year	N/A	18.0	10.0

	<b>How well did we do it?</b>			
	The percentage of schools in the 3rd quartile of the national standards framework (i) Foundation Phase (ii) Key Stage 2 core subject indicator (iii) Key Stage 3 core subject indicator (iv) Key Stage 4 level 2 including English and Maths	(i)25.8(KS1) (ii)32.3 (iii)25.0 (iv)25.0	(i)29.0 (ii)35.5 (iii)50.0 (iv)50.0	(i)9.7 (ii)25.8 (iii)25.0 (iv)25.0
	The percentage of schools in the 4th quartile of the national standards framework (i) Foundation Phase (ii) Key Stage 2 core subject indicator (iii) Key Stage 3 core subject indicator (iv) Key Stage 4 level 2 including English and Maths	(i)16.1(KS1) (ii)38.7 (iii)50.0 (iv)50.0	(i)16.1 (ii)22.6 (iii)25.0 (iv)25.0	(i)12.9 (ii)12.9 (iii)0.0 (iv)0.0
	The percentage of all pupils achieving: (i) Foundation Phase indicator (ii) Key Stage 2 core subject indicator	(i)88.5 (ii)82.5	(i)86.8 (ii)86.3	(i)91.0 (ii)89.0
	The percentage of pupils who receive free school meals achieving: (i) Foundation Phase indicator (ii) Key Stage 2 core subject indicator	(i)N/A (ii)58.2	(i)72.9 (ii)62.3	(i)79.0 (ii)76.0
	The percentage of all pupils achieving KS4 Level 2 Threshold including English / Welsh & Maths	51.3	56.3	65.0
	The percentage of pupils who receive free school meals achieving KS4 Level 2 Threshold including English / Welsh & Maths	15.1	25.7	57.0
	<b>Is anyone better off?</b>			
	The percentage of pupils leaving education, training and worked based learning without a recognised qualification: (i) All pupils (ii) Looked After Children	(i) 0.12 (1/859) (ii) 0.0	(i) 0.1 (ii) 0.0	(i) 0.0 (ii) 0.0
	The percentage of 16 year olds who are Not in Education, Employment or Training (NEET)	3.8	3.8	3.3
Partners we are working with	The key partners we work with are: Schools and their Governing Bodies, the University of Wales, the Education Achievement Service (EAS), Coleg Gwent, Local Health Board, the Welsh Government, Wilmott Dixon Construction			
Want to find out More?	<a href="#">Monmouthshire Education Futures Videos</a>			

## Objective 2:

<b>MCC Improvement Objective 2:</b> We will work to help people live their own lives by building flexible and responsive services building on people's strengths and helping people find local connections and lasting solutions to their needs.	
<b>Single Integrated Plan Outcome:</b> Families are supported & Older people are able to live their good life	
<b>Council Priority:</b> Safeguarding vulnerable people	<b>Population Outcome:</b> People in Monmouthshire live healthy and fulfilled lives
What the Single Integrated Plan identifies that we will contribute to	We need to: <ul style="list-style-type: none"> <li>• Support our families earlier to prevent them becoming more vulnerable.</li> <li>• Better co-ordinate support which can react more quickly.</li> </ul> For older people to live their good life we need to: <ul style="list-style-type: none"> <li>• Enable older people to be fully independent, maintaining good mobility, health and well-being, confidence and dignity and plan for their futures.</li> <li>• Nurture good support networks in the community.</li> <li>• Enable older people to do what matters to them when they choose to.</li> <li>• Focus on preventative health and well-being programmes for older people.</li> </ul>
Our Focus for this year:	Keeping children, young people and adults in need safe will always be a priority for us. In 2013/14 our focus will be on safeguarding people and working in different ways to find lasting solutions to help people live a good life.  We will ensure an effective transition to a Gwent-wide Local Children's Safeguarding Board and ensure that people are protected and that this is achieved in ways that empower them to sustain or regain control of their life.  We will work to co-produce solutions for vulnerable adults to help them maintain their independence and wellbeing.
Why we have chosen this objective	The way we work with others to safeguard people is crucial and we want to get better at how we listen to people and give them as much control as possible of the processes and decisions that affect them.  In the current financial climate and faced with clear demographic pressures we must identify ways to support people to find better solutions or we will end up having to ration services and only getting involved at times of crisis. The human cost of this would include young people placed in institutions away from home and older people experiencing isolation and loneliness in their communities.  By working in different ways with service users, families, carers and a range of local, regional and national organisations we believe we can help people of all ages find lasting solutions that are both creative and cost effective.
The story behind the objective	Over the past 18 months we have used an approach called systems thinking to help us ask the question "what matters to the people we work with and deliver services to?" This has included asking people directly and analysing case files and at times has led to the realisation that our services are not always focusing on the things that really matter to people. We learnt that: <ul style="list-style-type: none"> <li>• People can find it difficult to speak promptly to the person who can help them</li> </ul>

	<p>resolve their issue.</p> <ul style="list-style-type: none"> <li>• Assessment processes tend to list people’s deficits (what they can’t do) and not pay enough attention to the assets of that person and their wider network.</li> <li>• These same processes can restrict the creativity of staff and waste precious time which could be better spent supporting families directly.</li> <li>• We may “over engineer” solutions, providing expensive and at times disempowering services when simpler options could be identified.</li> <li>• We often get involved too late in a situation, which makes it much harder to find a good solution.</li> </ul> <p>These factors apply equally to our work with young children and families, people with disabilities and older people. We have been able to identify the key characteristics we need to adopt to move forward.</p> <p>These can be summarised as:</p> <ul style="list-style-type: none"> <li>• Focussing on people’s strengths and assets, both as an individual and within their wider family and community.</li> <li>• Having different conversations with individuals around “what matters to you” and “how can we work with you to find joint solutions?”</li> <li>• Putting our expertise at the “front end”, so that people speak to someone who can help them there and then.</li> <li>• Thinking about how we can intervene earlier on and who is the best person to do this.</li> <li>• Building a culture which encourages creativity and innovation.</li> <li>• Finding new ways to engage individuals and communities and to deliver services differently.</li> </ul>																				
<p>Things we intend to do throughout the year to improve</p>	<p><b>Our Activities for 2013/14</b></p> <p>Implement the regional safeguarding approach locally and evaluate it to ensure improved outcomes for children and young people</p> <p>Implement the Joint Assessment and Families Framework (JAFF)</p> <p>Deliver the safeguarding elements of the Estyn action plan</p> <p>Introduce local area coordination in two sites across Monmouthshire</p>																				
<p>The resources we will use</p>	<p>In 2012-13 Monmouthshire’s cabinet committed additional resources to create a strengthened Safeguarding Unit.</p> <p>We have secured funding of £50,000 from our partners at Nesta, the UKs innovation foundation, to help meet the costs of our local area co-ordination work.</p>																				
<p>How we will measure the impact of our work</p>	<table border="1"> <thead> <tr> <th data-bbox="343 1624 933 1691"><b>Measuring our impact</b></th> <th data-bbox="933 1624 1109 1691"><b>2011/12</b></th> <th data-bbox="1109 1624 1284 1691"><b>2012/13</b></th> <th data-bbox="1284 1624 1489 1691"><b>2013/14 Target</b></th> </tr> </thead> <tbody> <tr> <td colspan="4" data-bbox="343 1691 1489 1736" style="text-align: center;">How much did we do?</td> </tr> <tr> <td data-bbox="343 1736 933 1848">The number of older people receiving traditional long-term community based packages of social care</td> <td data-bbox="933 1736 1109 1848" style="text-align: center;">1263</td> <td data-bbox="1109 1736 1284 1848" style="text-align: center;">1168</td> <td data-bbox="1284 1736 1489 1848" style="text-align: center;">&lt;1168</td> </tr> <tr> <td data-bbox="343 1848 933 1960">The number of children on the child protection register at 31 March each year</td> <td data-bbox="933 1848 1109 1960" style="text-align: center;">79</td> <td data-bbox="1109 1848 1284 1960" style="text-align: center;">55</td> <td data-bbox="1284 1848 1489 1960" style="text-align: center;">not applicable</td> </tr> <tr> <td data-bbox="343 1960 933 2040">The number of people assisted by a local area co-ordinator</td> <td colspan="3" data-bbox="933 1960 1489 2040" style="text-align: center;">New initiative – Baseline to be established in 2013-14</td> </tr> </tbody> </table>	<b>Measuring our impact</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14 Target</b>	How much did we do?				The number of older people receiving traditional long-term community based packages of social care	1263	1168	<1168	The number of children on the child protection register at 31 March each year	79	55	not applicable	The number of people assisted by a local area co-ordinator	New initiative – Baseline to be established in 2013-14		
<b>Measuring our impact</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14 Target</b>																		
How much did we do?																					
The number of older people receiving traditional long-term community based packages of social care	1263	1168	<1168																		
The number of children on the child protection register at 31 March each year	79	55	not applicable																		
The number of people assisted by a local area co-ordinator	New initiative – Baseline to be established in 2013-14																				

	The number of families who have been supported by the Team Around The Family (TAFF)	New initiative – Baseline to be established in 2013-14		
	How well did we do it?	2011/12	2012/13	2013/14 Target
	The percentage of adults who are satisfied with the services they receive	93	94 (provisional)	>93
	The number of delayed transfers of care from hospital for social care reasons	21	16	<36
	The percentage of children on the child protection register who have a named and allocated social worker	100	100	100
	The percentage of child protection reviews completed on time	99.1	90.5	100
	Is anyone better off?			
	Percentage of adult service users who believed the service they get meets their needs <sup>2</sup> .	85	86 (provisional)	>85
Partners we are working with	Gwent Police, Aneurin Bevan Health Board, GAVO, Other local authorities in Gwent, Welsh Government, The Centre for Welfare Reform, NESTA, Community Catalysts (a Community Interest Company)			
Want to find out More?	<a href="http://www.monmouthshire.gov.uk/socialservicesreport/">www.monmouthshire.gov.uk/socialservicesreport/</a>			

## Objective 3:

<b>MCC Improvement Objective 3:</b> We will help to regenerate our towns and assist in creating employment opportunities within the county	
<b>Single Integrated Plan Outcome:</b> Business and Enterprise	
<b>Council Priority:</b> Supporting enterprise, entrepreneurship and job creation	<b>Population Outcome:</b> People in Monmouthshire benefit from an economy which is prosperous and supports enterprise and sustainable growth
What the Single Integrated Plan identifies that we will contribute to	To enable business and enterprise to prosper in Monmouthshire, we need: <ul style="list-style-type: none"> <li>• Better access and performance of broadband services and communications.</li> <li>• Better paid local employment opportunities</li> <li>• Graduates to want to return to live and work in Monmouthshire</li> <li>• To ensure that an appropriate range of finance is available for Monmouthshire businesses</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>
Our Focus for this year:	During 2013/14 we will continue to support new and existing businesses, inward investment and progress our work to support the regeneration of our towns
Why we have chosen this objective	<p>We believe that supporting business, enterprise and generating employment opportunities within the county is crucial to invigorate the prosperity of residents and to develop and regenerate the vibrancy of communities generally.</p> <p>Monmouthshire's Economy is still influenced by the struggling national economy and markets. This is the back drop against which we operate and reinforces our need to focus on our priority of supporting enterprise, job creation and entrepreneurship. The priority will contribute to an economy which is prosperous and supports business, enterprise and sustainable growth which is a key theme in the County's Single Integrated Plan.</p> <p>We have incorporated whole area regeneration with business support and employment into one objective to join up two key factors which we are focusing on.</p> <p>We have already turned our focus to address some of these issues, but we recognise that there are huge challenges ahead of us. To respond to this we must also look to the long term and capture clear evidence to identify current and future business development opportunities. This exercise will become a tool which will be used to inform the future delivery of business support activities.</p>
The story behind the objective	<p>Monmouthshire is a prosperous County, with a substantial entrepreneurial spirit, strong and diverse economy and a good knowledge and skills base. In 2012 74.2 % of our population were in employment, In 2011, Monmouthshire had the second highest level in Wales of active businesses per 10,000 population.</p> <p>Whilst research carried out by <a href="#">Experian</a> ranked Monmouthshire as the most economically resilient County in Wales, at the same time average weekly wages earned by people working in Monmouthshire remain comparatively low, with a large number of</p>

Monmouthshire residents commuting to work outside the County and 6.8% of young people at March 2013 claiming Job Seekers Allowance.

It is important we continue to capture and measure the right things to understand, manage and further develop our approach. Some of the key national economy and labour market indicators have been set out below, while we will look to further engage with local business to shape our approach for the future.

The need for employment is not a problem in isolation and is part of the wider need to invigorate the prosperity of residents and to develop and regenerate the vibrancy of communities generally.

Our desire is to keep economic development driven and shaped by the market and not just the council.

Monmouthshire Enterprise continues to work with pre-start businesses and existing enterprise in Monmouthshire and will look to capitalise on previous successes in bringing more employment opportunities into the county.

CMC<sup>2</sup> (the Authority's wholly owned Community Interest Company) is driving forward the digital, green, economic and social agendas within Monmouthshire. A Digital Development Service has been established as has a 'Shared Apprenticeship Scheme' with Melin Homes for the construction sector- 'Y Prentis'

Social, Economic and Physical regeneration of Communities all play an important role in regenerating an area and improving outcomes for people. The Total Place approach provides the opportunity to bring these together and for services to collectively put citizens at the centre of service design and to work together to improve outcomes.

The "Seven for Severnside" Total Place Plan has been developed as the strategic framework approach to enhancing the economic, social and environmental wellbeing of the Severnside area. The strands identified must now be taken forward. Similarly proposed interventions in the Bryn y Cwm Whole Place have been developed. These tie in with our largest regeneration projects which continue to be focused primarily in Severnside and Abergavenny.

Economy and labour market indicators	Monmouthshire			Wales
	2010/11	2011/12	2012/13	2012/13
Percentage of working residents who work within their county <sup>3</sup>	56.9	57.9	56.5	70.3
Percentage of 18 – 24 year olds claiming Job Seekers Allowance <sup>4</sup>	6.0	8.9	6.5	8.2
Unemployed persons as a percentage of those Economically Active <sup>5</sup>	5.3	4.9	5.8	8.3
Average gross weekly earnings of employees working in Monmouthshire <sup>6</sup>	£417.90	£452.10	£443.1	£452.6
Number of active enterprises per 10,000 population aged 16-64 <sup>7</sup>	708	663	Not available	456 (2011)
Gross Value added per head of population (£) <sup>8</sup>	£20,063	£20,355	Not available	£15,696 (2011)

Things we intend to do throughout the year to improve	<b>Our Activities for 2013/14</b>				
	Develop the Bryn Y Cwm whole place plan and interventions with the community of Abergavenny.				
	Develop a new 21st century Cattle Market at Bryngwyn and transfer business from the Cattle Market in Abergavenny				
	Take forward the Severnside Total Place Plan framework, in particular the strands on Town Centre Regeneration and Strategic Opportunities in Severnside.				
	Continue to assist pre start and existing business in Monmouthshire to access support through Monmouthshire Enterprise and other partners. Including attracting inward investment and identifying potential private/public funding for businesses.				
	Facilitate Jobs Growth Wales Placements with Businesses through Monmouthshire Enterprise.				
	Through CMC <sup>2</sup> Digital Impact and Community Services promote and enable the use of digital infrastructure, technologies and systems to deliver benefits for Communities.				
	Through the Rural Development Programme Community Plans/Audits will be developed with the community to map their plans and aspirations for future years. <sup>9</sup>				
	Run, in partnership, employability courses for young people to gain skills and experience to assist them in gaining employment <sup>10</sup> .				
The resources we will use	<b>Resource Indicators</b>		<b>2011/12</b>	<b>2012/13</b>	
	Total funding raised for Monmouthshire Businesses from Public sources		£565,000	£2.15 million	
	Total funding raised for Monmouthshire Businesses from Private sources		£1.962 million	£2.12 million	
	Total Grant funding raised for Communities through Community Plans/audits		Pre - start date	£20,000	
How we will measure the impact of our work	<b>Measuring our impact</b>		<b>2011/12</b>	<b>2012/13</b>	<b>2013/14 Target</b>
	How much did we do?				
	Number of Community Plans Completed		Pre - start date	0	12
	Number of Digital Community Projects initiated through CMC <sup>2 11</sup>		Pre - start date	1	2
	How well did we do it?				
	Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners		57	60	75
	Total Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners		185	331	260
	Number of jobs safeguarded where assistance was provided by Monmouthshire Enterprise and Partners		21	80	85
	Number of inward Investment projects secured where assistance was provided by Monmouthshire Enterprise and Partners		Not recorded	5	7
	Is anyone better off?				
	Percentage of employability courses participants gaining employment		Pre – start date	Pre – start date	40%

Partners we are working with	<p>Monmouthshire Enterprise, CMC<sup>2</sup> and local, national and international businesses, Young Enterprise, University of South Wales, Welsh Government, Business Wales, Chambers of Commerce, Centre for Business (Enterprise Agency), Careers Wales, Job Centre Plus, Coleg Gwent, Finance Wales, Commercial Property Agents, Local Banks and Accountants.</p> <p>Total Place Plans: Local citizens, local community groups, local organisations and local businesses. In addition Severnside Total Place plan is also being developed with Severnside Area Committee, CMC<sup>2</sup> and Monmouthshire Housing Association. Bryn y Cwm Regeneration Task and Finish Group.</p> <p>Employability Courses: Delivered by the Youth Service careers and training providers, Monmouthshire Housing Association and Department for work and pensions</p>
Want to find out More?	<p><a href="#">Video on the work of Monmouthshire Enterprise</a>  <a href="#">Monmouthshire Business Awards Launch 2013</a>  <a href="#">CMC<sup>2</sup> Digital media</a></p>

## Objective 4:

<b>MCC Improvement Objective 4:</b> We want to work with our residents to reduce the impact we have on the environment and use our resources more sustainably.	
<b>Single Integrated Plan Outcome:</b> People protect and enhance the environment	
<b>Council Priority:</b> Supporting enterprise, job creation and entrepreneurship.	<b>Population Outcome:</b> People in Monmouthshire benefit from an environment that is diverse, vibrant and sustainable.
What the Single Integrated Plan identifies that we will contribute to	To enhance and protect our environment we need to: <ul style="list-style-type: none"> <li>• Produce less waste and recycle more.</li> <li>• Reduce CO2 emissions and promote a green economy</li> </ul>
Our Focus for this year:	During 2013/14 we will aim to produce less waste, recycle more and use resources efficiently. Integral to this will be encouraging and supporting households and communities to undertake local action to contribute to this aim.
Why we have chosen this objective	Statutory targets and financial implications attached to them remain significant drivers of our aim to reduce waste, increase recycling and reduce carbon. We have a responsibility to continue to meet these but also to strive to achieve more than the statutory targets to further reduce the impact on the environment. To achieve this we need to deliver solutions that meet social, economic and environmental factors so that they are sustainable in the long term. This means not just processing waste responsibly but reducing the amount of waste produced, recycling more, encouraging alternative uses of waste, accompanied by ultimately becoming more resource and energy efficient. This will not only involve action by the Council but, importantly, also encourage community involvement.
The story behind the objective	<p>The Council has provided weekly recycling, food waste and green waste collections to Households. Statutory targets have continued to be met and recycling rates in Monmouthshire have risen over recent years up to 56% in 2012/13. Long term solutions to improving the treatment of waste have continued to be progressed with Viridor being appointed as the preferred bidder for <a href="#">Prosiect Gwyrdd</a> and in 2016 this will provide a facility that will turn waste produced in Monmouthshire into heat and energy.</p> <p>In 2011/12 we reduced our energy usage and made a saving on the Carbon reduction commitment. Projections suggest that in 2012/13 this saving will continue. Renewable energy is a key element of continuing to improve our energy use. Despite changes in national Feed- In Tariff (FIT)<sup>12</sup> policy a number of installations have gone ahead on public buildings like schools and depots, where reduced cost of installation has made schemes viable.</p> <p>We have continued to work with communities to educate and raise awareness of recycling and improve their energy efficiency, for example 112 properties in Overmonnow have received energy efficiency measures as a result of funding obtained through the Community Energy Savings Programme and supporting <a href="#">Monmouthshire Eco Open doors</a> events. Education and awareness to increase recycling participation remains pivotal through the One Planet Centre at Llanfoist, as does working with schools and arranging community road shows and this will continue to be developed.</p>

	<p>Climate change is a widely accepted risk and Climate projections suggest Wales is extremely likely to face more severe extremes of weather. While we have and will continue to progress preventative measures to reduce the impact on the environment we will also need to adapt and build resilience in services to more extreme weather. We have held workshops to assess future climate change risks and will now plan responses to ensure disruption to residents and businesses is minimised by changes in our weather.</p> <p>Regardless of this progress there are some fundamental areas which could be improved: The tonnage of overall Municipal waste produced increased to 46,025 tonnes in 2012/13, despite reductions in previous years. We spend c.£3 million a year on landfill and around 70% of household rubbish disposed in black bags can be recycled. This cost needs to be reduced and the impact on the environment decreased. Green waste is also expensive to collect and treat while often this can be treated at home. Supporting the public to adapt to waste service changes will be prioritised while the impact of changes will be monitored and evaluated.</p> <p>The public, through the Single Integrated Plan, have identified a concern of an “unacceptable level” of flytipping in Monmouthshire. Monitoring of flytipping is a priority for reviewing the implementation of our waste changes, while working with partners is needed to tackle this issue.</p> <p>The cost of energy is projected to continue to increase, with a projected 8-9% increase in electricity and 3-4% in gas for the local authority and 9% increase in electricity and 6% increase in gas for households<sup>13</sup>, while tough economic conditions continue to affect the council and households and the environmental impact remains. Therefore we must continue to do more to decrease energy use, generate renewable energy, reduce costs and/or generate income.</p>			
	<p><b>Our Activities for 2013/14</b></p> <p>Implement a pay to use garden waste service for households</p> <p>Implement a fortnightly two grey bag general rubbish collection for households</p> <p>Determine the feasibility of community composting in Monmouthshire.</p> <p>Complete and roll out the Secondary School education pack to engage older children.</p> <p>Work with partners (internal and external) to produce recommendations for change to reduce fly tipping in Monmouthshire, while also improving the council response.</p> <p>Implement measures to increase the energy efficiency of council buildings, including the installation of solar panels.</p> <p>Encourage the use of renewable energy by households and businesses, including implementing a renewable loan scheme<sup>14</sup></p>			
The resources we will use	<b>Resource Indicators</b>	2011/12	2012/13	
	Total cost of landfill	2.8m	2.7m	
	Income generated from Garden Waste charging	Pre - start date	Pre - start date	
	Financial saving to renewable loan scheme applicants.	Pre - start date	Pre - start date	
How we will measure the impact of our work		2011/12	2012/13	2013/14 Target
	<b>How much did we do?</b>			
	Tonnes of overall Municipal waste collected <sup>15</sup>	45,632	46,025 <i>Provisional</i>	<45,500

	2011/12	2012/13	2013/14 Target
Total tonnes of overall residual waste collected	20,096	20,045 <i>Provisional</i>	<18,500
Total tonnes of municipal waste recycled/composted <sup>16</sup> of which:	25,535	25,863 <i>Provisional</i>	>26,500
i) Total tonnes of organic waste <sup>17</sup>	i) 12,680	i) 12,444	i) 11,375
a. garden waste	a) 9,247	a) 9,093	a) TBC <sup>18</sup>
b. Total tonnes of food waste	b) 2,438	b) 2,479	b) TBC <sup>18</sup>
ii) Total tonnes of dry recycled/reused	ii) 12,855	ii) 13,419	iii) 15,925
Total number of fly-tipping incidents and total amount tipped. <sup>19</sup>	497 24,027kg	358 59,745kg	<358
Percentage reduction in Carbon dioxide emissions <sup>20</sup>			3% <sup>21</sup>
i) Absolute	i) 7%	i) 1%	
ii) Weather adjusted	ii) 2%	ii) 11%	
<b>How well did we do it?</b>			
Percentage of municipal waste recycled / composted	55%	56% <i>Provisional</i>	60%
Percentage of households satisfied with the overall waste service	92.4%	Completed bi -annually	>92.4%
The percentage of reported fly tipping incidents cleared within 5 working days	81.1%	82.1%	>82.1%
Amount of energy generated from renewable sources	169,924 kWh	292,174 kWh	500,000 kWh
<b>Is anyone better off?</b>			
Percentage of households using dry recycling service.	76%	Completed bi -annually	80%
Percentage of households using the food recycling service	48%	Completed bi -annually	55%
CO <sup>2</sup> saved through the renewable loan scheme & equivalent households this would power	New initiative – Baseline to be established in 2013-14		
Partners we are working with	Energy Efficiency: CMC <sup>2</sup> , approved list of installers to be determined, Households, Businesses.  Waste partners include Waste Service Providers and Monmouthshire citizens		
Want to find out More?	<a href="#">Information on Waste and Recycling changes</a>		

## Objective 5:

<p><b>Improvement Objective 5:</b> We want to remain an efficient and effective organisation, delivering our priorities in conjunction with key partners, stakeholders and citizens, amidst significant on-going financial constraints.</p>	
<p><b>Single Integrated Plan Outcome:</b> This Objective is embedded throughout the Council's contribution to the Single Integrated Plan Outcomes</p>	
<p><b>Council Priority:</b> This Objective is embedded throughout the three council priorities</p>	<p><b>Population Outcome:</b> This Objective is embedded throughout the five population outcomes</p>
<p><b>Our Focus for this year:</b></p>	<p>During 2013/14 we will continue with our programme of innovation and creativity, working with key stakeholders in redesigning and transforming services, and equipping our workforce and others to deliver more effective and efficient services.</p>
<p><b>Why we have chosen this objective</b></p>	<p>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.</p> <p>We must continue to develop and implement ways of working that will help us meet all these challenges to maximise our chances of success and remain relevant to the citizens we serve. To achieve this through increasing efficiency alone will not be enough, we must become fundamentally more effective and progressive in what we do and through working with communities develop the sustainable solutions to meet future needs. Our responses need to be sustainable and deliverable within the resources available from organisations like the Council but also from within communities.</p>
<p><b>The story behind the objective</b></p>	<p>Monmouthshire County Council has decided that one of the key ways to tackle these challenges is to become more innovative in the way we think, work and deliver services. Alongside resources being focussed on our three priorities (education, enterprise and protecting the vulnerable) we continue to invest in capacity that looks to support the Authority in redesigning services, ensuring services are as efficient as possible, and progresses with new ideas for income generation that will enable us to build a sustainable future while reducing the need and extent of cuts.</p> <p>The Authority's "Your County, Your Way" programme (<a href="http://www.yc-yw.co.uk">www.yc-yw.co.uk</a>) continues to receive NESTA funding during 2013/14 to support the development of the project as a leader of UK public service reform. The programme wants to encourage everyone in the organisation to develop the tools and techniques needed to deliver 21st century public services. The programme framework and success to date include:</p> <ul style="list-style-type: none"> <li>- Teaching our staff teams a new set of skills through the Intrapreneurship School and other targeted training and support. 54 staff, having been progressed through Intrapreneurship School, are assisting the Authority to grow new ideas and innovative ways of working to deliver benefits for our communities and for us financially.</li> <li>- Delivering services in a more efficient &amp; area-based 'whole systems' way. Services undertaking systems reviews include Planning and Building Control; HR, Payroll and Training; Waste, Highways and Street Scene, Adult Social Services and Children</li> </ul>

	<p>Social Services.</p> <ul style="list-style-type: none"> <li>- Working agilely and flexibly in order to respond better to local needs. Social media access has been opened up to all staff to enable swifter and more direct communication with our citizens;</li> <li>- Learning to listen to, engage with and communicate effectively with communities to deliver what matters to them. Engagement on the Local Service Board's Single Integrated Plan' is a prime example, enabling us to understand the wider needs and priorities of our communities;</li> <li>- Finding those experts – wherever they may be in the world – who can help us grow and develop ideas. Input so far has been provided on MonmouthpediA, technology rich learning and input to our 21st century schools and social care programmes.</li> </ul> <p>The 2013/14 budget was again delivered with a council tax freeze and without cutting services, with £1.7m of savings resulting from ideas that had been brought forward by staff.</p> <p>The Authority invested in a Centre for Innovation towards the end of 2012/13. A small dedicated team has been established, together with a network of Programme Leads, who will support the Authority and staff to develop and deliver a range of key service redesign projects that will contribute to meeting the needs of citizens amidst significantly reduced resources, and against a backdrop of increasing demand and expectations.</p> <p>As part of our continuing work to be an efficient and effective organisation there are some central key areas that have been identified as a focus for improvement, including reframing performance management arrangements, continuing to ensure the authority has fit for purpose and cost effective ICT provision and strengthening absence management.</p>
Activities we will undertake to improve	Our Activities for 2013/14
	Develop strategic service redesign as part of the Medium Term Financial Plan
	A number of innovation initiatives will be used to support key service redesign principles as outlined in Your County Your way, including developing engagement approaches.
	We will look to develop the Authority's website and other communication channels, including social media, as appropriate to ensure that citizens remain informed.
	Continue and progress our programme to develop staff to meet present and future challenges, including the People Strategy/ Intrapreneurship.
	We will continue to implement a whole system approach, maintaining focus on areas which yield the most significant customer outcomes and savings.
	Continue to implement our agile/flexible working policy.
	Reframe performance management arrangements to strengthen planning and evaluation.
	Procure Microsoft Office 365 as a replacement and upgrade of the authority's existing arrangements to cloud based technology. <sup>22</sup>
Strengthen the sickness recording, monitoring and reporting systems to enable better sickness management. As part of this we will determine a more accurate baseline on sickness data.	

<p>The resources we will use</p>	<p>This improvement objective will involve all staff.</p> <p>Particular direction will come from Service heads and the resources in the Centre for Innovation, which includes system leaders of Your County Your Way. This is facilitated through secondments and utilisation of people who have been through Intrapreneurship school. Some financial investment has been made via the “invest to redesign” reserve.</p> <p>As we go forward, further financial information will be provided via the measures below.</p>		
<p>How we will measure the impact of our work</p>	<p>We will continue to develop these indicators and appropriate and relevant evaluative tools to ensure we continue to effectively measure the outcome of our work. The impact of our work will not just be captured in these measures it is important to consider the wider cultural and personal impacts this objective will have on our staff and the way services will be delivered. <a href="#">Monmouthshire's Intrapreneurship school video</a> captures the impact on some of the staff that have been through the school.</p>		
	2011/12	2012/13	2013/14 Target
<p>How much did we do?</p>			
<p>Number of staff supported by the Centre for Innovation working on strategic service redesign.</p>	<p>Baseline to be established in 2013-14</p>		
<p>Number of citizens, businesses and stakeholders engaged as a result of identified service redesign projects</p>	<p>Baseline to be established in 2013-14</p>		
<p>Number of staff receiving Innovation related training and support</p>	<p>Wider programme being developed in 2013/14 - Baseline to be established</p>		
<p>Number of times information accessed on the Authority's website.</p>	729,058	1,392,930	1,400,000
<p>How well did we do it?</p>			
<p>Level of savings resulting from service redesign projects supported by the Centre for Innovation</p>	<p>Target to be developed for 2013/14</p>		
<p>Level of actual revenue outturn expenditure against budget<sup>23</sup></p>	£4million or 2.7% underspend	£419k or 0.3% underspend	within budget of £147 million
<p>Is anyone better off?</p>			
<p>Level of influence of Monmouthshire County Council social media use<sup>24</sup></p>	Not recorded	Not recorded	>65%
<p>Partners we are working with on this activity / other related council activities</p>	<p>Engagement with local citizens, local community groups, local organisations and local businesses to understand what matters and where appropriate to engage in the future co-design and co-delivery of services.</p> <p>Other local authorities, public sector bodies, third sector and private sector</p>		

	<p>businesses whether locally, nationally or globally who offer access to best practice and networks that support the innovative redesign of services.</p> <p>Other specific partners include Vanguard Ltd, University of Wales, TYF Group, Massachusetts Institute of Technology, WikipediA Foundation, Irish Technology Leadership Group.</p>
<p>Want to find out More?</p>	<p><a href="#">Monmouthshire's Budget Consultation 2013</a>  <a href="#">Monmouthshire's Intrapreneurship school video</a>  <a href="#">Your County Your Way programme website</a></p>

# Response to Regulation and Inspection

---

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

Our regulators Wales Audit Office (WAO) have produced their [Annual Improvement Report](#) which comments on how we delivered services in 2011/12 and on how well the council plans to improve. The report recognises the council is responding positively to the financial challenges that are impacting on public services and is moving quickly to transform services, to deliver better outcomes for Monmouthshire citizens. The report also recognises our commitment to raising standards in education and services generally across the organisation. We continue to get better at measuring the difference we are making to the lives of Monmouthshire citizens but there is more to do to ensure that we are operating as effectively as possible. A report to the council's elected member [Audit Committee](#) gives our response to the proposals from the external regulators. This will help us address these proposals as part of the Council's continuing commitment to improve the services we deliver.

Inspection reports about education and social services are produced by specialist regulators, [Estyn](#) and the [Care and Social Services Inspectorate](#). Their latest reports are available online. Our response to the recommendations from our Estyn inspection in November 2012 is set out in Objective 1 along with our further plans to recast the whole education service to take us forward.

# How Monmouthshire Compares with Other Areas

---

We focus on measuring the outcome of our work in comparing performance to allow local people to hold the council to account.

To compare our performance, we have taken a few indicators that relate to our local priorities in order to provide a more balanced representation. Although, in comparing, each area will have a range of influences that will impact on performance, that need to be taken into account.

## Wales Comparisons

To draw national comparisons, the Welsh Government uses a number of mechanisms to assess performance across local authorities such as the national performance measurement framework, Outcome Agreements and Improvement Objectives.

Only the national performance measurement framework allows feasible comparisons of performance. We have reported back on our comparative performance against these indicators as part of our assessment of performance of our [2011/12 Improvement Plan](#). These measures do not always reflect local priorities and they tend to focus on process rather than outcome. To place them in the local context we publish a [performance bulletin](#) to accompany them. Our performance on these in 2011/12 compared to 2010/11 showed:

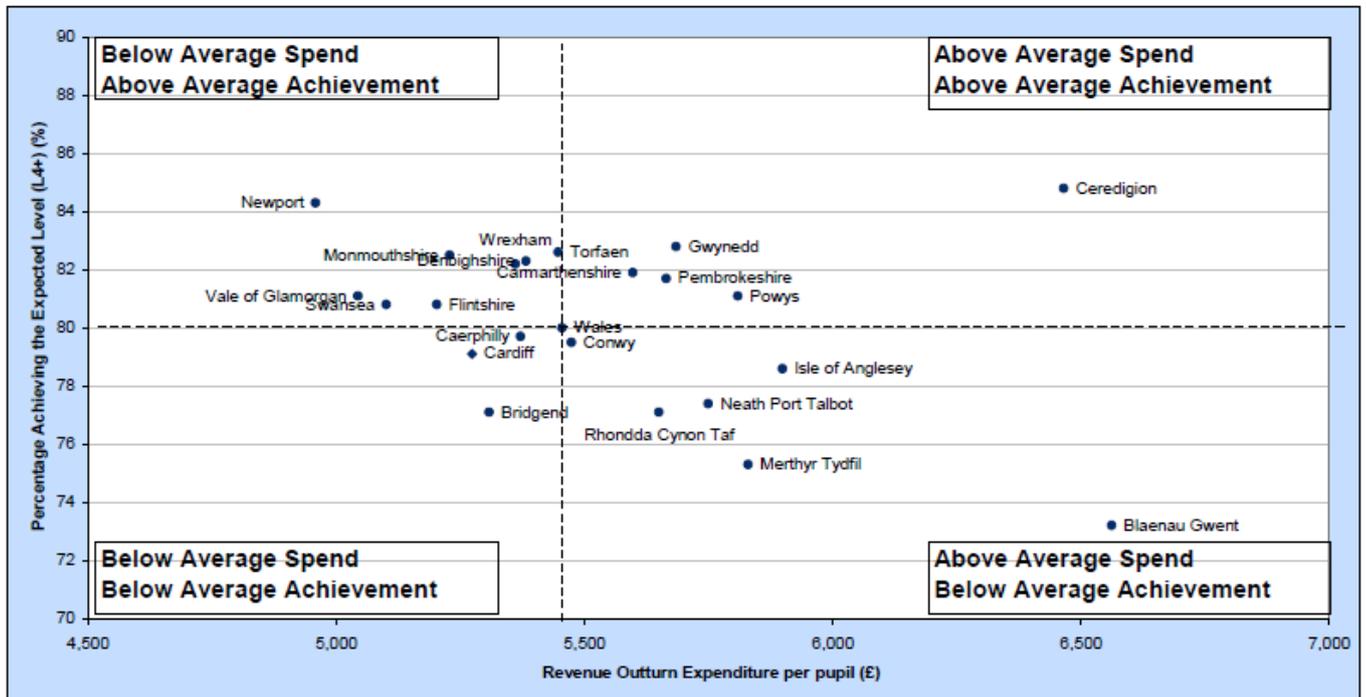


There are various influences impacting on performance in local areas, ranging from different social, economic and environmental conditions to locally set priorities and outcomes. For example Economy and Enterprise is a priority for Monmouthshire but there are no indicators set on this in the national framework.

Factoring in some of these influences on performance will start to reflect a better picture of performance. In 2011/12 Monmouthshire received the lowest level of funding per head of population of any local authority in Wales. Evaluating our expenditure on services against our performance compared to other authorities in some of our priority areas shows:

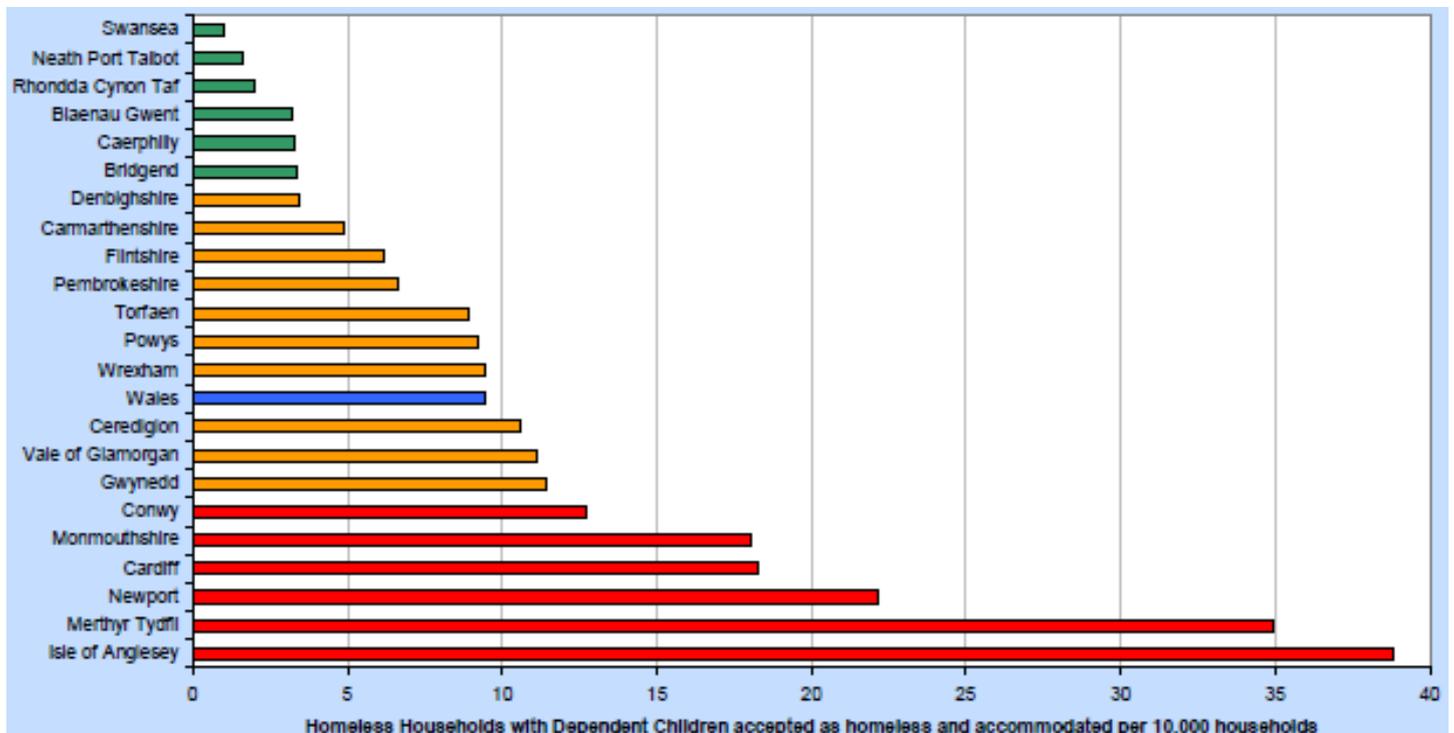
### Priority: Education

Revenue Outturn Expenditure per pupil, 2011/12 and Percentage Achieving Expected Level (L4+) 2011<sup>25</sup>.



### Priority: Safeguarding vulnerable people

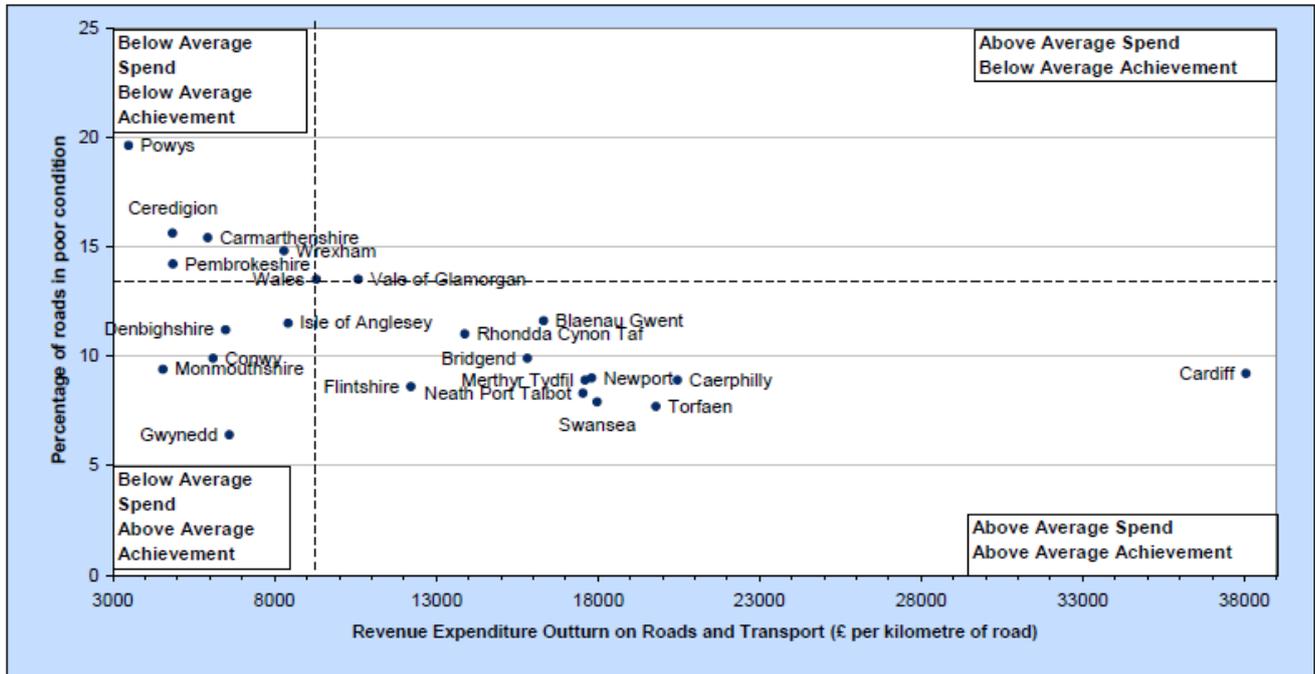
Households with dependent children accepted as homeless and accommodated per 10,000 households, 2011-12 (a) (b) (c)<sup>26</sup>



(a) Under Part VII of the Housing Act 1996. (b) A homeless household is one that is eligible, unintentionally homeless and in priority need. (c) Number of households for 2011-12 are based on 2010 household estimates (latest available)<sup>27</sup>.

**Priority: Supporting enterprise, job creation and entrepreneurship.**

Revenue Outturn Expenditure, Roads and Transport per Kilometre of road and percentage of roads in poor condition 2011-12. <sup>28</sup>



## UK Comparisons

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

To allow a wider comparison of performance based on our population outcomes we have selected a number of nationally published indicators to show how Monmouthshire compares with the rest of Wales and, as far as possible, with the UK. It is important to remember that there are a range of influences that affect performance against these and the full story will not be explained using the data alone.

Population outcome and indicator	MCC	Wales	UK
<b>People in Monmouthshire live safely and are protected from harm</b>			
Offences per 1000 population; violence against the person <sup>29</sup>	10.2	18.2	15.7
Offences per 1000 population: burglary from a dwelling	2.7	3.6	4.9
Offences per 1000 population: theft of a vehicle	1.9	3.8	2.2
Total recorded crime per 1000 population	33	74	79
<b>People in Monmouthshire live healthy and fulfilled lives</b>			
Percentage of population reporting that their day to day activities are limited a lot <sup>30</sup>	9.1	11.5	8.1
Percentage of people who say that they are in good or very good health <sup>31</sup>	80.6	78.1	81.5
Percentage of adults who were obese <sup>32</sup>	18	22	not available
<b>People in Monmouthshire benefit from education, training and skills development</b>			
Percentage of pupils achieving level 2 threshold at Key Stage 4 <sup>33</sup>	71.2	67.3	not available
Percentage of working age population who have a qualification equal to NVQ level 4 or higher <sup>34</sup>	36.9	28.4	31.3
Percentage of 18 to 24 year olds claiming job seekers allowance <sup>35</sup>	6.5	8.2	7.1
<b>People in Monmouthshire benefit from an economy which is prosperous and supports enterprise and sustainable growth</b>			
Average weekly gross earnings of Monmouthshire residents (£) <sup>36</sup>	536.9	455.0	508.0
Average weekly gross earnings of those working within Monmouthshire (£) <sup>37</sup>	443.1	452.6	507.6
Gross Value added per head of population (£) <sup>38</sup>	20,355	15,696	20,873
Business birth rate as a percentage of active enterprises <sup>39</sup>	9	9	11
Unemployed persons as a percentage of those Economically Active <sup>40</sup>	5.8	8.3	7.9
<b>People in Monmouthshire benefit from an environment that is diverse, vibrant and sustainable</b>			
Ecological footprint - global hectares per person <sup>41</sup>	4.7	4.4	4.6
Per capita Carbon dioxide emissions per person – in Tonnes <sup>42</sup>	8.4	7.4	6.6
Percentage of municipal waste that was sent to landfill <sup>43</sup>	43	45	not available

<b>Population outcome and indicator</b>	<b>MCC</b>	<b>Wales</b>	<b>UK</b>
Percentage of municipal waste recycled/composted	55	49	not available
Affordability of housing - House Price to earnings ratio <sup>44</sup>	7.35	4.85	6.07

# Single Integrated Plan Indicators

---

Most important to Monmouthshire is the difference that is being made to people's lives. It is important to consider the full range of influences on people's lives in the County. The Council will not be the only contributor to making this difference other public sector and third sector organisations are important.

The Single Integrated Plan for Monmouthshire identifies three key themes that public and third sector organisations will be working towards. Under each theme are three specific outcomes, covering social, economic and environmental influences on Monmouthshire, which provide the focus of activity. Indicators have been set for each outcome to assess the impact on people in Monmouthshire.

It is important we also monitor these to understand, manage and further develop our approach, some of these have also been used to measure the outcome of our improvement objectives. The data for these indicators has been captured as a baseline for the Single Integrated Plan, therefore some of the indicators referenced elsewhere in the Improvement Plan may now contain more up to date information, however this has not been updated in this table to ensure consistency with the baseline in the Single Integrated Plan. This is a developing set of indicators and will be actively reviewed and updated as the Single Integrated Plan develops to ensure the difference that is being made to citizens in Monmouthshire is being accurately measured.

**Green** indicates performance is improving

**Amber** indicates performance is within acceptable or expected levels

**Red** indicates performance is declining

**Theme: Nobody is left behind**

Outcome	Population Indicators	Baseline	Direction of Travel	Comments
1. Older people are able to live their good life.	Rate of older people (aged 65 or over) supported in the community per 1,000 population as at 31 March.	<b>67.3</b>	↓	Lower is good performance as fewer people are receiving services and more people are helped to live independently.
	Number of patients aged >75 in a community hospital bed who stay for longer than 28 days .	<b>220</b>	↑	If people are admitted to hospital, the aim is to provide services to support them at home and reduce their hospital stays
	Percentage of people who were fully independent at the end of reablement.	<b>51.6</b>	↓	This is still a relatively new service, therefore, we do not want to attach any significance to the variation at this stage.
2. People have access to appropriate and affordable housing	Percentage of households for whom homelessness was prevented for at least 6 months.	<b>30.38</b>	↓	This is currently only through direct Local Authority action, excluding partnership work.
	Number of new affordable homes made available during the year.	<b>78</b>	↑	The overall total 5 year land supply for both large and small sites is projected to be 1262
	Percentage of all additional housing units provided during the year that were affordable.	<b>31</b>	↑	
	Percentage of social housing units that meet Welsh Housing Quality Standard.	<b>86.1%</b>	↑	This is only available for Monmouthshire Housing Association properties not all RSL stock in Monmouthshire.
3. People have good access and mobility.	Percentage of people aged 18-24 in Monmouthshire Claiming Job seekers Allowance (To consider a more appropriate measure within Universal Credit)	<b>8.9</b>	↑	The figure for March 2012 indicates the trend is increasing
	Percentage of working residents of Monmouthshire who work within the county.	<b>57.9</b>	Baseline	

**Theme: People are confident, capable and involved.**

Outcome	Population Indicators	Baseline	Direction of Travel	Comment
4. People's lives are not affected by alcohol and drug misuse	Percentage of adults who report drinking above the guidelines at least one day in the week (age-standardised)	45.7	↑	Monmouthshire is now 3 <sup>rd</sup> worst in Wales, and has seen a significant decline since the last Welsh Health Survey.
	Percentage low birth weight babies (babies weighing less than 2500 grams).	7.2	↑	There are pockets of deprivation where % LBW babies is higher than county average. E.g. North Abergavenny.
5. Vulnerable families are supported	Percentage of Flying Start children aged 3 who reach or exceed their development milestones	Available April 2013	Baseline Year	
	Percentage of Flying Start children who do not reach or exceed their development milestones at age 2 but achieve these at age 3 (Data Development Agenda)	Available April 2013	Baseline Year	The two Flying Start indicators are program based which measure performance, working with our most vulnerable families.
	Number of Domestic Abuse Incidents.	782	↑	Whether incidence goes up or down it needs to be used in context to understand the impact on the local population.
	Proportion of children living in families in receipt of out of work (means tested) benefits or in receipt of tax credits where their reported income is less than 60% of the median.	13.1	Baseline	This is a Families First population indicator, and Monmouthshire has the lowest rate in Wales for Child Poverty.
	Percentage of pupils receiving free school meals achieving level 2 including English and Maths at Key Stage 4.	15.1	↑	Performance still remains poor when compared to children not on free school meals (56.6%)
6. People feel safe	Number of Reported Crimes in Monmouthshire.	4129	↓	
	Number of Anti-Social Behaviour (ASB) incidents.	2375	↓	
	Number of Violent crime incidents.	824	↓	

**Theme: Our County Thrives**

Outcome	Population Indicators	Baseline	Direction of Travel	Comment
7. Business and enterprise thrives	Total funding raised for Monmouthshire Businesses from Public sources	<b>£565,000</b>	Baseline Year 2011/12	Through the work of Monmouthshire Enterprise
	Total funding raised for Monmouthshire Businesses from Private sources	<b>£1.962 million</b>	Baseline Year 2011/12	Through the work of Monmouthshire Enterprise
	Number of active enterprises per 10,000 population aged 16-64.	<b>693</b>	↓	Data relates to 2011. Active businesses are defined as businesses that had either turnover or employment at any time during the reference period
	Unemployed persons as a percentage of the Economically Active population aged 16-64.	<b>5.0</b>	↓	
8. People have access to practical and flexible learning.	% of children achieving Level 2 Threshold at the end of Key Stage 4 including English or Welsh and Maths.	<b>56.5</b>	↑	The new national comparator for Wales.
	Percentage of primary school pupils supported by the Pupil Referral Service (PRS).	<b>9</b>	↑	
	Percentage of secondary school pupils supported by the Pupil Referral Service (PRS) achieving nationally recognised qualifications.	<b>5</b>	↑	
	% of attendance at primary schools in Monmouthshire.	<b>94.4</b>	↓	
	% of attendance at secondary schools in Monmouthshire.	<b>92.3</b>	↑	
9. People protect and enhance the environment	Ecological Footprint (global hectares per capita).	<b>5.36</b>	Baseline Year 2004/05	Welsh Ecological footprint is 5.03
	Carbon footprint (Tonnes of carbon dioxide (CO <sub>2</sub> ) per capita).	<b>12.6</b>	Baseline Year 2004/05	Welsh Carbon footprint is 11.6
	Percentage of municipal waste recycled or composted.	<b>55%</b>	↑	
	Number of fly tipping incidents reported.	<b>599</b>	↓	

# References & Explanations

---

<sup>1</sup> The Equality and Human Rights Commission provides more information on each of the [nine protected characteristics](#)

<sup>2</sup> This is an interim measure. A new measure will be developed during 2013-14 that better reflects the impact of new initiatives.

<sup>3</sup> Based on 2009, 2010 & 2011 data respectively. Stats Wales Report 004893 Commuting patterns in Wales by Welsh local authority

<sup>4</sup> Based on March 2011, March 2012 & March 2013 data respectively. NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk>

<sup>5</sup> Based on Jan–Dec 2010, Jan–Dec 2011, Jan–Dec 2012. 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>6</sup> ONS, Annual Survey of hours and earnings - based on 2010, 2011 & 2012 data respectively. 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>7</sup> Data relates to 2009, 2010 & 2011 calendar years. “The starting point for business demography is the concept of a population of active businesses in a reference year. These are defined as businesses that had either turnover or employment at any time during the reference period.” Stats Wales Report [Econ0080: Business births, deaths and active enterprises](#)

<sup>8</sup> Econ0093: Gross Value Added (GVA) by Welsh economic region, <https://statswales.wales.gov.uk/Catalogue> . (Monmouthshire figure is Monmouthshire and Newport combined.)

<sup>9</sup> The Community audits completed in 2013/14 will allow a plan of action to be developed that will facilitate communities to produce project plans and bid for funding in future to develop appropriate schemes to enhance the community.

<sup>10</sup> This includes employability programmes run through phase 2 of the Monmouthshire flexible Support Fund and Pathway Programmes for 16 -18 year olds.

<sup>11</sup> The aims of a digital community project are to increase the digital knowledge and skills within the communities groups we work with whilst broadening the tourism and visitor offer within the county.

<sup>12</sup> The Energy Saving Trust provides a full explanation on [Feed In Tariffs](#)

<sup>13</sup><sup>13</sup> Electricity and Gas Supply Market Indicators April 2013 – Household Customer Bills – Accessed May 2013

<http://www.ofgem.gov.uk/Markets/RetMkts/rmr/smr/Pages/indicators.aspx>

<sup>14</sup> The Renewable loan scheme allows households to access funding to retrofit PV panels, therefore reducing their energy bills in the first few years of the loan and claiming the Feed in Tariff when the loan is paid off

<sup>15</sup> Municipal waste is all that the Council as a waste collection and disposal authority manage. From that which we pick up at kerbside from households, to the waste managed at CA sites and also the other elements of waste that we manage e.g. trade waste, street sweepings, asbestos, fly tipping etc.

<sup>16</sup> There is not a straight forward correlation between overall tonnes collected, tonnes sent for recycling/composting and residual waste. This is because through the recycling and composting process there is an element of “rejected” waste – either because it is contaminated or through the actual treatment process some waste is “rejected”. This is classed as the rejection rate and is taken off the tonnes sent for recycling and therefore the recycling performance percentage, as per WG definitions. This material is then disposed of, either landfill or recovery but is not recorded in the residual waste collected and landfilled figure. Therefore the figures will never truly balance at a high level, but what is classed as recycled and composted is actually managed and treated via this method

<sup>17</sup> Garden and food waste will not equal the total tonnes of organic waste as a percentage of the total is paper, card or contamination

<sup>18</sup> The targets will be confirmed as part of the compositional analysis at September 2013

<sup>19</sup> The target has been set on the number of incidents.

<sup>20</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. The closure of County Hall will also have an influence on 2012/13 CO2 emissions.

<sup>21</sup> Target is indicative of the reduction aimed for, this will need to take into consideration absolute and weather adjusted results as this will provide a more comprehensive and accurate indicator of performance.

<sup>22</sup> Microsoft Office 365 is the latest development and offering from Microsoft to deliver the Microsoft suite of applications including email, Word, Excel etc to the authority.

<sup>23</sup> This is the position before reserve decisions are taken by the Council. This needs to be considered in the full context of the Revenue outturn report to be understood. For 2011/12 the report is available at

<http://monmouthshire.gov.uk/fileadmin/minutes/meetings/43535/1.%20Revenue%20Outturn%20Report%20-%20Complete.pdf> and for 2012/13 the report is available at

<http://monmouthshire.gov.uk/fileadmin/minutes/meetings/44891/5.%20Revenue%20Budget%20Outturn.pdf>

<sup>24</sup> The higher percentage influence the more useful our communication has been. This measure uses a social influence score generated from Klout measurement - <http://klout.com/home> . This variously measures things such as the amount of likes, retweets, mentions, blog comments and the online influence of those people who interact with us. It provides us with a measure of the value and influence of our social media use for our citizens and the County. We try to attract residents, businesses and partners who have a real interest in the county. We want people to be able to access Council information in the most effective way possible. We also want to engage the people within and outside our boundaries, allowing them to access information and also provide us with valuable information and feedback.

<sup>25</sup> Welsh Government 2013, Local Authority Service Performance 2011/12

<http://wales.gov.uk/topics/improving-services/publication-events/publications/lasperf1112/?lang=en>

<sup>26</sup> Welsh Government 2013, Local Authority Service Performance 2011/12

<http://wales.gov.uk/topics/improving-services/publication-events/publications/lasperf1112/?lang=en>

<sup>27</sup> A report to Adults Select Committee in March 2013 provides an update on homelessness in Monmouthshire and proposals for seeking to reduce homelessness and increase homeless prevention. <http://monmouthshire.gov.uk/fileadmin/minutes/meetings/44489/3i.%20Homelessness%20and%20Homeless%20Prevention%20Report.pdf>

<sup>28</sup> Welsh Government 2013, Local Authority Service Performance 2011/12

<http://wales.gov.uk/topics/improving-services/publication-events/publications/lasperf1112/?lang=en>

<sup>29</sup> British Crime Survey 2009/10. This is the most recent data available at time of publication. Figure in UK column is for England and Wales only. <http://www.homeoffice.gov.uk/publications/science-research-statistics/research-statistics/crime-research/hosb1210/>

<sup>30</sup> National Census, 2011, [Table DC3302EW](#) Disability - Long term health problem or disability by health by sex by age - All usual residents in households. UK data relates to England and Wales only

<sup>31</sup> National Census, 2011, [Table DC3302EW](#) General Health - Long term health problem or disability by health by sex by age - All usual residents in households. UK data relates to England and Wales only

<sup>32</sup> Welsh Health Survey 2010 and 2011, Table 22 Adults who were Obese.

<http://wales.gov.uk/docs/statistics/2012/120919localauthorityen.xls>

<sup>33</sup> Examination achievements of pupils aged 15, by LEA and DCELLS Area (gender, year) (2010/11) [www.statswales.wales.gov.uk](http://www.statswales.wales.gov.uk) No comparative data between England and Wales available.

<sup>34</sup> ONS, Annual Population Survey, Jan 2012 – Dec 2010 <https://www.nomisweb.co.uk/>

<sup>35</sup> ONS Claimant Count, March 2013. <https://www.nomisweb.co.uk/>

<sup>36</sup> ONS, Annual Survey of hours and earnings 2012. Median earnings in pounds for employees living in Monmouthshire. <https://www.nomisweb.co.uk/>

<sup>37</sup> ONS, Annual Survey of hours and earnings 2012, 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>38</sup> Data relates to 2011 [Econ0093: Gross Value Added \(GVA\) by Welsh economic region](#), (Monmouthshire figure is Monmouthshire and Newport combined.)

<sup>39</sup> Data relates to 2011 Econ0080: Business births, deaths and active enterprises. Data Provisional at June 2013

---

<sup>40</sup> Based on Jan–Dec 2012. 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>41</sup> [Env001: State of the Environment Report Indicators](#) , data is for 2006 (last updated July 2012)

<sup>42</sup> 2010, Local and Regional CO2 Emissions Estimates for 2005-2010. Per capita emission estimates, industry, domestic and transport sectors. Local Authority CO2 emissions dataset - [CO2 emissions within the scope of influence of Local Authorities](#)

<sup>43</sup> Data Unit Wales, WMT/004, 2011-12

<sup>44</sup> We measure this to assess the affordability of housing to people who earn a living within Monmouthshire i.e. local wage levels as a proportion of local house prices. Average house price at 31 March 2013 obtained from Lang Registry and Median earnings in pounds for employees who work in Monmouthshire - ONS, Annual Survey of hours and earnings 2012. This is 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)