

2nd April 2015

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Wednesday, 15th April 2015, at 2.00 p.m.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none).
4. To consider the following reports (copies attached):
 - (i) **ADDITIONAL LEARNING NEEDS**
Division/Wards Affected: All
Purpose: The purpose of this report is to advise Members of the next stage of the proposed strategy for the transformation of ALN service provision across the authority.
Author: Stephanie Hawkins, Principal Officer Additional Learning Needs
Contact Details: stephaniehawkins@monmouthshire.gov.uk
 - (ii) **REVIEW OF CHILDREN AND YOUNG PEOPLE'S DIRECTORATE SUITE OF PERFORMANCE MEASURES**
Division/Wards Affected: All
Purpose: To propose a rationalised suite of performance measures for CYP, focusing on the key areas of performance, to sit within the Authority's performance management framework.
Author: Matthew Lloyd
Contact Details: matthewlloyd@monmouthshire.gov.uk

- iii) **COMMUNITY COORDINATION AND SMALL LOCAL ENTERPRISE: INTERIM EVALUATION**
Division/Wards Affected: Countywide
Purpose: To provide an interim evaluation of the business case agreed by Cabinet in October 2013 to develop community co-ordination and small local enterprises (micro enterprises) in two pilots sites (Abergavenny and Caldicot) and to remind Cabinet of the actions that will be taken forward during the second year of the pilot.
Authors: Nicki Needle – Changing Practice, Changing Lives Lead / Matthew Gatehouse – Policy and Performance Manager
Contact Details: nicolaneedle@monmouthshire.gov.uk / matthewgatehouse@monmouthshire.gov.uk
- (iv) **DISCIPLINARY AND DISMISSAL PROCEDURES FOR SCHOOL STAFF, INCLUDING A MODEL DISCIPLINARY POLICY FOR SCHOOLS – REVISION**
Division/Wards Affected: All
Purpose: The purpose of this report is to advise school governing bodies of the changes required to the existing schools Disciplinary Policy as a result of the Staffing of Maintained Schools (Wales) (Amendment) Regulations 2014, and also as a result of the revised statutory guidance Safeguarding Children in Education: Handling Allegations of Abuse against Teachers and Other Staff which was published by the Welsh Government in April 2014.
Author: Sally Thomas
Contact Details: sallythomas@monmouthshire.gov.uk
- (v) **SHARED PARENTAL LEAVE POLICY**
Division/Wards Affected: All
Purpose: To introduce the Shared Parental Leave Policy. The Policy will apply to all employees, including school based employees
Author: Sally Thomas HR
Contact Details: sallythomas@monmouthshire.gov.uk
- (vi) **INVEST TO REDESIGN BUSINESS CASE 2015/16 – 2016/17**
Division/Wards Affected: All
Purpose: To set out a business case on behalf of Senior Leadership team for strategic deployment of Invest to Redesign funds to support whole-authority budget and outcomes delivery in 15/16 and 16/17.
Authors: Kellie Beirne – Chief Officer, Enterprise
Contact Details: kelliebeirne@monmouthshire.gov.uk
- (vii) **SECTION 106 EDUCATION FUNDING IN CHEPSTOW 2015/16**
Division/Wards Affected: All
Purpose: To seek member approval for the use of Section 106 Education contribution from the 1997 Bryant Homes development at Mount Pleasant / St Lawrence Hospital Site (Planning Application Ref M862) Chepstow.
Authors: Cath Sheen – Client Liaison Officer
Contact Details: cathsheen@monmouthshire.gov.uk

(viii) **HOUSING AND COMMUNITIES MEDIUM TERM FINANCIAL PLAN PROJECT MANDATE: JOINT HOUSING SOLUTIONS SERVICE – MEMORANDUM OF UNDERSTANDING NAGEMENT REALIGNMENT IN REGULATORY SERVICES**

Division/Wards Affected: All

Purpose: To approve the proposed Memorandum of Understanding between the Council and Torfaen County Borough Council to underpin the delivery of the new joint Housing Solutions Service for Monmouthshire and Torfaen. The Memorandum of Understanding supports the implementation of the Housing & Communities Medium Term Financial Plan project, as agreed by Cabinet on 1st October 2014.

Authors: Ian Bakewell – Housing & Communities Manager

Contact Details: ianbakewell@monmouthshire.gov.uk

(ix) **3RD ANNUAL REPORT ON THE COUNCIL'S STRATEGIC EQUALITY PLAN**

Division/Wards Affected: All

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

Authors: Alan Burkitt – Policy Officer Equality and Welsh Language

Contact Details: alanburkitt@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS 2014

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Organisational Development Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy.	WLGA Council WLGA Coordinating Board Local Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Innovation, Enterprise & Leisure Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems.	WLGA Council Capital Region Tourism	Devauden
P.A.D. Hobson (Deputy Leader)	Community Development Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety.	Community Safety Partnership Equalities and Diversity Group	Larkfield
E.J. Hackett Pain	Schools and Learning School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education.	Joint Education Group (EAS) WJEC	Wyesham
G. Howard	Environment, Public Services & Housing Development Control, Building Control, Housing Service, Trading Standards, Public Protection, Environment & Countryside.	SEWTA SEWSPG	Llanelly Hill
G. Burrows	Social Care & Health Adult Social Services including Integrated services, Learning disabilities, Mental Health. Children's Services including Safeguarding, Looked after Children, Youth Offending, Health and Wellbeing.	Gwent Frailty Board Older Persons Strategy Partnership Group	Mitchel Troy
P. Murphy	Resources Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwrydd	Goytre Fawr

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

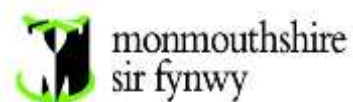
- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

Our priorities

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

Our Values

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



SUBJECT:	ADDITIONAL LEARNING NEEDS
MEETING:	Cabinet
DATE:	14th April 2015
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

The purpose of this report is to advise Members of the next stage of the proposed strategy for the transformation of ALN service provision across the authority.

2. RECOMMENDATION:

That Members agree to accept the next stage of the ALN strategy:

- 2.1 To provide an effective and coherent inclusion package to schools which will support the identification of children with special educational needs and the most appropriate pathway of intervention.
- 2.2 To establish a regional north and south provision model managed by a central management team in order to facilitate an effective joint planning and cross disciplinary working based on need.
- 2.3 To introduce a Service Level Agreement for non-statutory services to seek a contribution from schools towards the cost of this provision.

3. KEY ISSUES:

- 3.1 Currently too many Monmouthshire pupils are educated outside of the County. School requests for provision are not moderated at school or cluster level which has resulted in a lack of transparency and consistency across the Authority.

- 3.2 There is a need to develop a model to embed cluster and regional working across the authority in order to ensure that resources and services are appropriate, effective, equitable, transparent, consistent, efficient and accountable.
- 3.3 There is a need to build the capacity and resilience of schools to ensure that provision for pupils with ALN is based on an inclusion profile and that it is needs led.
- 3.4 Currently schools and parents can access a range of high quality support, advice and training to support early and accurate assessment of pupils needs and there is a need to secure a sustainable mechanism to maintain this support at the current level in the future.

4. REASONS:

- 4.1 There is a requirement for an effective and coherent inclusion package to schools which supports the identification of children with Special Education Needs and a pathway of intervention.
- 4.2 The strategic approach which is being proposed will reduce the silo effect of services being responsible for their own referrals and will be designed on and Inclusion Profile and therefore being needs led.
- 4.3 This approach will support the resilience of the whole education system and will tie in with Welsh Government policies for delegation of funding and services to schools. It is felt that by delegating the resources it will enable joint planning and cross disciplinary learning with the schools being at the centre of the structure.
- 4.4 It is proposed that schools will fund this proposal through a SLA. With a cost ranging from £2K - £6k that is calculated on through the funding formula.

5. RESOURCE IMPLICATIONS:

- 5.1 The Service Level Agreement will be paid from School budgets and the remainder of the costs will be met by the Local Authority. This will realise £120,000 in directorate savings in line with Mandate 35 but will not result in a reduction in services
- 5.2 There are potential cost implications for the authority if not all schools choose to buy into the Service Level Agreement.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 All Monmouthshire Schools have a delegated budget to support this Service Level Agreement.

6.2 The Equality Impact Analysis is attached.

6.3 The actual impacts from this report's recommendations will be reviewed annually and criteria for monitoring and review will include:

- The outcomes of children with special educational needs.
- A review of the Services included in the SLA by both schools and the Local Authority.
- The cost to the Local Authority to provide the Services.
- The number of schools that opt into the SLA
- The number of schools that opt out of the SLA.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

7.1 None, the Local Authority will continue to fulfil its statutory duty towards all Monmouthshire Schools.

8. CONSULTEES:

- The Senior Management Team, the Departmental Management Team of the Children and Young People Directorate,
- The Schools Funding Forum (1 school response to-date)
- The North and South Clusters of Headteachers
- Monmouthshire Association of Primary Headteachers.

9. **BACKGROUND PAPERS:** Special Educational Needs Code of Practice for Wales (2002), Inclusion and Pupil Support (2006), The Equality Action 2010.

10. **AUTHOR:** Stephanie Hawkins, Principal Officer Additional Learning Needs

11. CONTACT DETAILS:

Tel: 01633 644486

E-mail: stephaniehawkins@monmouthshire.gov.uk

Appendix 3

The “Equality Initial Challenge”

Name: Stephanie Hawkins Service area: Additional Learning Needs (ALN) Date completed: 4 February 2015		Please give a brief description of what you are aiming to do. 1.1 Establish a regional approach with delegation of ALN Services into a centralized structure with an appropriate Service Level Agreement (SLA)	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		Involves all children and young people	
Disability		Neutral	
Marriage + Civil Partnership		N/A	
Pregnancy and maternity		N/A	
Race		N/A	
Religion or Belief		N/A	
Sex (was Gender)		N/A	
Sexual Orientation		N/A	
Transgender		N/A	
Welsh Language		N/A	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ <i>Cost to Monmouthshire School Budgets</i>	➤ Delegated SEN budget to schools
➤ Not enough schools buying in to the SLA to sustain the present central support levels.	➤ Consultation with all Monmouthshire schools and annual review of SLA.
➤ <i>Lack of consistency of support to pupils if schools purchase support independently.</i>	➤ Moderation of pupil outcomes through individual tracking.
➤	➤

Signed S Hawkins
Dated 13 March 2015

Designation Principal Officer ALN

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
--------------------------------------	---------------------

Stage 2 of the ALN Review	ALN
Policy author / service lead	Name of assessor and date
Stephanie Hawkins	Stephanie Hawkins

1. What are you proposing to do?

Background November 2012 Estyn, Her Majesty's Inspectorate for Education and Training in Wales reported that the quality of local authority education for children and young people with additional learning needs in Monmouthshire County Council was Unsatisfactory; the number of statements of educational needs was too high and resources were directed towards the statutory assessment process, strategic planning was weak, data was not collected regarding pupil progress and there was a lack of specialist facilities for pupils with ASD, behavioural difficulties and severe learning difficulties, resulting in pupils travelling long distances to attend out of county placement.

In order to address the issues identified, Monmouthshire County Council, Children and Young People's Directorate, engaged in a review of the strategy and policy for pupils with Additional Learning Needs (ALN). This proposal is Stage 2 of a 3 Staged approach:

Stage 1 To Review of the Strategy, Policy and Procedure for ALN,

Stage 2 Changes to the Services provision for ALN to include a Service Level Agreement for the provision of Educational Psychology. Specific Learning Difficulties Service, Training, HI, VI, COMiT and Outreach for schools within Monmouthshire,

Stage 3 To Review the Specialist education provision for children and young people in Monmouthshire.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below. No.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

This strategy review is designed to ensure equality of opportunity to all pupils in Monmouthshire and to direct resources and support where they are most needed in a transparent and robust way. The model has been drawn up in close consultation with the SE Wales Consortium who are currently undertaking reviews of provision within their Local Authorities.

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

n/a

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Consultation with:

Headteachers of all Monmouthshire Schools,

Individual sessions with Schools and clusters,

Monmouthshire Association of Primary Schools.

Schools Funding Forum

CYP Senior Leadership Team

CYP Director's Management Team.

Signed...S Hawkins

Designation Principal Officer, ALN

Dated 3rd March 2015

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Stephanie Hawkins		Please give a brief description of the aims proposed policy or service reconfiguration ALN Review Stage 2	
Name of the Division or service area		Date “Challenge” form completed 13 March 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		N/A	
Improve housing quality and provision		N/A	
Reduce ill health and improve healthcare provision		N/A	
Promote independence			To improve levels of independence for children and young people who are supported in schools.
Encourage community		N/A	

participation/action and voluntary work			
Targets socially excluded			To reduce exclusions and increase accessibility of mainstream schools in Monmouthshire.
Help reduce crime and fear of crime		N/A	
Improve access to education and training			Increased inclusion for all learners.
Have a positive impact on people and places in other countries		N/A	
PLANET			
Reduce, reuse and recycle waste and water		N/A	
Reduce carbon dioxide emissions			There will be a reduction in transporting children to out of county placements.
Prevent or reduce pollution of the air, land and water		N/A	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		N/A	
Protect or enhance visual appearance of environment		N/A	

PROFIT			
Protect local shops and services		N/A	
Link local production with local consumption		N/A	
Improve environmental awareness of local businesses		N/A	
Increase employment for local people			Possibility of increased staffing in schools to support CYP in mainstream settings within Monmouthshire.
Preserve and enhance local identity and culture			Children and young people are educated within their own community.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		N/A	
Increase and improve access to leisure, recreation or cultural facilities			Children and young people are educated within their own community.

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
-----------------------------------------	-----------------------------------------------------------------------------------------------------------------

➤	➤
➤	➤
➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

This Service Level Agreement supports the regional approach of working identified by Welsh Government as the direction of travel for Local Authorities with delegation of ALN Services into a centralized structure with an appropriate Service Level agreement for schools. This will give an effective and coherent inclusion package to schools and support the identification of children with special educational needs and give a transparent pathway of intervention.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

This SLA will impact upon school's budgets but this will be mitigated by the Local Authority devolving funding directly to schools.

Signed Stephanie Hawkins

Dated 3 March 2015.

INDIVIDUAL SCHOOL BUDGET FORMULA

FINANCIAL YEAR 2015-16

SCHOOL NAME

Cost per School

CALDICOT COMPREHENSIVE	£7,500
CHEPSTOW COMPREHENSIVE	£7,500
KING HENRY V111 COMPREHENSIVE	£7,500
MONMOUTH COMPREHENSIVE	£7,500
MOUNTON HOUSE SPECIAL SCHOOL	£4,000
PUPIL REFERRAL UNIT	£1,000
ARCHBISHOP ROWAN WILLIAMS C.IN W.	£2,000
CASTLE PARK	£3,000
CANTREF PRIMARY	£2,000
CROSS ASH PRIMARY	£2,000
DERI VIEW PRIMARY	£3,000
DEWSTOW PRIMARY	£3,000
DURAND PRIMARY	£2,500
GILWERN PRIMARY	£2,500
GOYTRE FAWR PRIMARY	£2,000
KYMIN VIEW PRIMARY	£2,500
LLANDOGO PRIMARY	£1,000
LLANFAIR KILGEDDIN CHURCH IN WALES PRIMARY	£1,000
LLANFOIST FAWR	£3,000
LLANTILLIO PERTHOLEY CHURCH IN WALES PRIMARY	£3,000
LLANVIHANGEL CROCORNEY PRIMARY	£1,500
MAGOR CHURCH IN WALES PRIMARY	£3,000
OSBASTON PRIMARY	£2,000
OLSM R.C. PRIMARY	£2,500
OVERMONNOW PRIMARY	£3,500
PEMBROKE PRIMARY	£3,000
RAGLAN V.C. PRIMARY	£2,000
ROGIET PRIMARY	£3,000
SHIRENEWTON PRIMARY	£2,000
ST. MARYS (CHEPSTOW) R.C. PRIMARY	£2,000
THE DELL PRIMARY	£3,000
THORNWELL PRIMARY & NURSERY UNIT	£3,000
TRELLECH PRIMARY	£2,000
UNDY PRIMARY	£2,000
USK C.V. PRIMARY	£2,000
YSGOL GYMRAEG Y FENNI	£2,000
YSGOL GYMRAEG Y FFIN	£2,500

TOTAL

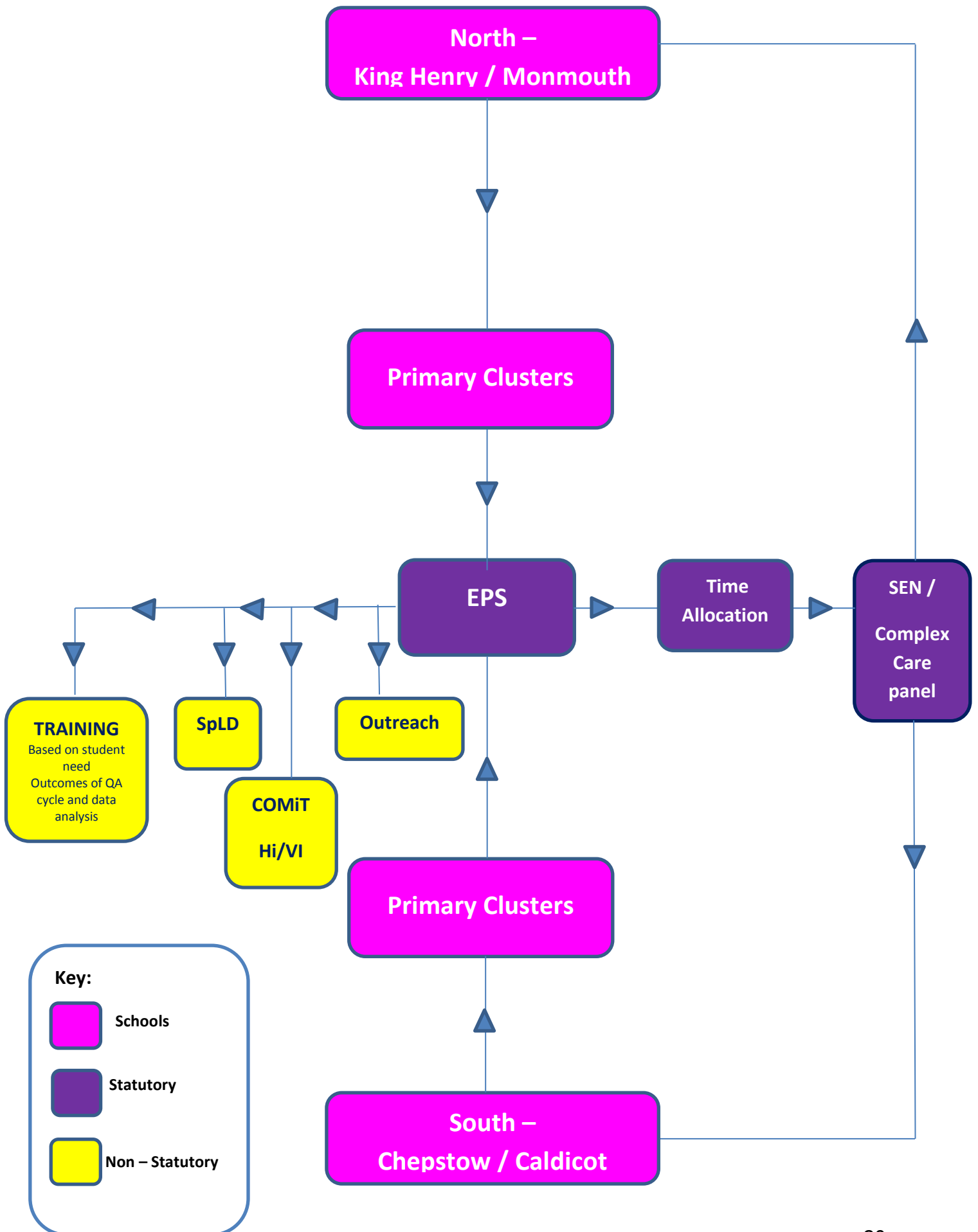
£108,500

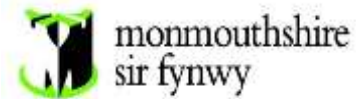
Cost of SLA

Group 1	£1,000
Group 2	£2,000
Group 3	£3,000
Mounton House	£3,000
Comps	£7,000
Over 10% FSM	+£500
Over 15% FSM	+£1,000

FSM % based on 14-15

Regional Structure ALN in the North and South of the County





SUBJECT: REVIEW OF CHILDREN AND YOUNG PEOPLE'S DIRECTORATE SUITE OF PERFORMANCE MEASURES

MEETING: CABINET

DATE: 15 APRIL 2015

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To propose a rationalised suite of performance measures for CYP, focusing on the key areas of performance, to sit within the Authority's performance management framework.

2. RECOMMENDATIONS:

- 2.1 It is recommended that Cabinet approve the proposed suite of performance measures as shown in appendix A.

3. KEY ISSUES:

- 3.1 Following the Estyn inspection report in February 2013, a revised Performance Management Framework for CYP was commissioned that would allow senior leaders, Select Committee and other elected Members to: understand the performance of the directorate; support decision making and; understand the impact of decisions, both proposed and taken.
- 3.2 This framework, which included a suite of performance measures for CYP, was subsequently agreed by Cabinet on 1 May 2013 and was the basis for all performance monitoring until a decision was taken to expand the framework in late 2013. This expansion was designed to capture the broadest management information.

- 3.2 The current suite of performance measures for CYP is very comprehensive, comprised of 126 measures. The volume of information is valuable for professionals who look at it on a daily basis. However there are some concerns that the quantity of data in the framework is too great for some audiences, may inhibit effective questioning and may not allow incisive analysis.
- 3.3 On 27 November 2014, a recommendation was agreed by CYP Select Committee that officers be tasked with the rationalisation of the measures to afford users with greater clarity and to bring the focus back to the key areas for monitoring performance.
- 3.4 The rationalised suite of measures is intended to present a medium to high level view of the performance of the directorate, drawing together many of the indicators and targets that feature in the Authority's Single Integrated Plan, Outcome Agreement with Welsh Government, CYP and SCH Service Plans.
- 3.5 The reduced set of measures will still ensure that Members have information on: attainment at the end of each of the key phases and the gap between those who are eligible for free school meals and those who are not; gender gap; Additional Learning Needs; attendance; behaviour; outcomes and; leadership. This will enable a focus on the key areas – 'are pupils in school?', 'are they behaving well?' and 'are they achieving their full potential?' in addition to presenting an overview of performance in the three areas of national priority: Literacy, Numeracy and reducing the impact of poverty on attainment.
- 3.6 It is intended that the proposed measures will form part of the suite of performance information presented via the HUB. It should be noted that many of the indicators that have been removed from the current set of measures are also available via the HUB to afford more detailed interrogation by users if required.
- 3.7 The presentation via the HUB will contain a RAG (Red, Amber, Green) rating mechanism that gives users the context to understand performance in the national arena. The Authority was criticised by Estyn in 2012 for not understanding its performance in relation to other statistically similar Welsh Authorities. The RAG rating is based upon Welsh ranking and reflects that Monmouthshire should be placed 3rd or better:
- **Green =** 1st to 3rd
 - **Amber =** 4th to 10th
 - **Red =** 11th to 22nd

4. REASONS:

- 4.1 To ensure that Members are able to understand and scrutinise performance and hold officers to account.

4.2 To ensure that our Administration satisfies Estyn that we have effective Local Authority education services.

5. RESOURCE IMPLICATIONS:

None.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

This report does not propose a change of policy or service delivery.

7. CONSULTEES

CYP Select Committee
CYP Directorate Management Team

8. BACKGROUND PAPERS

A Report on the Quality of Local Authority Education Services for Children and Young People. Estyn, Feb. 2013.
Children and Young People's Service: Planning and Performance Framework. Cabinet, 1 May 2013.
Quarter 2 2014/15 Performance Management Framework. CYP Select Committee, 27 November 2014.

9. AUTHORS:

Matthew Lloyd

10. CONTACT DETAILS:

Tel: 01633 644949
Mob: 07816955174 E-mail: matthewlloyd@monmouthshire.gov.uk

Measure	Frequency
Foundation Phase	
% pupils achieving expected level - FPI	Annual
% pupils achieving expected level +1 - FPI	Annual
FPI eFSM gap (Non eFSM - eFSM)	Annual
FPI gender gap (Boys-Girls)	Annual
% pupils achieving expected level in Language, Literacy and Communication (LLC)	Annual
% pupils achieving expected level in Mathematical Development (MTD)	Annual
% pupils achieving expected level in Personal and Social Development (PSD)	Annual
% Schools in Uppermost Performance Quartile for FPI	Annual
Key Stage 2	
% pupils achieving expected level - CSI	Annual
% pupils achieving expected level +1 - CSI	Annual
CSI eFSM gap (Non eFSM-eFSM)	Annual
CSI gender gap (Boys-Girls)	Annual
% pupils achieving expected level in English	Annual
% pupils achieving expected level in mathematics	Annual
% pupils achieving expected level in science	Annual
% Schools in Uppermost Performance Quartile for CSI	Annual
Key Stage 3	
% pupils achieving expected level - CSI	Annual
% pupils achieving expected level +1 - CSI	Annual
CSI eFSM gap (Non eFSM - eFSM)	Annual
CSI gender gap (Boys-Girls)	Annual
% pupils achieving expected level in English	Annual
% pupils achieving expected level in mathematics	Annual
% pupils achieving expected level in science	Annual
Key Stage 4	
% pupils achieving Level 2 Threshold including English and mathematics (L2inc)	Annual
L2inc eFSM gap (non eFSM - eFSM)	Annual
L2inc gender gap (Boys-Girls)	Annual
% pupils achieving Level 2 Threshold	Annual
% pupils achieving Level 1 Threshold	Annual
% pupils achieving CSI	Annual
Average Capped Point Score	Annual
Average Wider Point Score	Annual

APPENDIX A

Measure	Frequency
Inclusion	
Primary attendance	Termly
Primary attendance - eFSM pupils	Termly
Primary attendance - LAC	Termly
Secondary attendance	Termly
Secondary attendance - eFSM pupils	Termly
Secondary attendance - LAC	Termly
Days lost to Fixed Term Exclusions	Termly
Days lost to Fixed Term Exclusions - eFSM pupils	Termly
Days lost to Fixed Term Exclusions - LAC	Termly
ALN	
Number of pupils with Statements of SEN	Quarterly
Number of pupils with School Action Plus Resource Assist	Quarterly
Number of tribunals	Quarterly
Number of statements issued within 26 weeks without exceptions	Quarterly
Number of statements issued within 26 weeks with exceptions	Quarterly
Outcome Measures	
Leaving school without qualifications - all pupils	Annual
Leaving school without qualifications - LAC	Annual
16 year olds not in Education, Employment or Training	Annual
16 - 24 year olds claiming Job Seeker's Allowance	Quarterly
Resource Management	
School in deficit and balance	Quarterly
Schools in surplus and balance	Quarterly
CYP variation to budget	Quarterly
Days lost per FTE to sickness CYP	Quarterly
Days lost per FTE to sickness school based staff	Quarterly
Glossary	
FTE - Full time equivalent employee	
eFSM - Eligible for free school meals	
LAC - Looked after children	
Level 2 Threshold - 5 GCSEs A*-C	
L2inc - Level 2 Threshold including English and mathematics	
Level 1 Threshold - 5 GCSEs A*-G	
FPI - achieving the expected level in LLC, MTD and PSD	
CSI - achieving the expected level in English, mathematics and science	



REPORT

SUBJECT: Community Coordination and Small Local Enterprise: Interim Evaluation

MEETING: Cabinet

DATE: 14th April 2015

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

- 1.1 To provide an interim evaluation of the business case agreed by Cabinet in October 2013 to develop community co-ordination and small local enterprises (micro enterprises) in two pilots sites (Abergavenny and Caldicot).
- 1.2 To remind Cabinet of the actions that will be taken forward during the second year of the pilot.

2. RECOMMENDATIONS:

- 2.1 To receive the report for information only.

3. KEY ISSUES

- 3.1 The Chief Officer for Social Care and Health Annual Report 2014 describes an overarching purpose for Adult Services of 'helping people live their own lives.' This is underpinned by the outcome "that people are engaged in and supported by the communities and not dependent purely on statutory services." This is aligned with the council's priority of support for vulnerable people.
- 3.2 We identified two methodologies to help us achieve this - community coordination and the development of small local enterprises. Through these approaches we aim to reduce dependency on statutory services while meeting needs within the demographic pressures of an ageing population. This is clearly allied with the Partnership Administrations Continuance Agreement. Specifically the approaches aim to:

- Help people to pursue their vision for a good life
- Learn about place based approaches to wellbeing and to build on the assets of individuals and communities
- Strengthen the capacity of communities to welcome and include people
- Develop small local enterprises to deliver more personal, flexible and accountable services
- Co-produce community opportunities and support

3.3 We produced a business case which was presented to Cabinet in October 2013. Cabinet agreed to fund a two-year learning pilot. The pilot has been taken forward in two areas of the county, Abergavenny and Caldicot. The first community coordinator began on 1 April 2014. The second community coordinator and small local enterprise coordinator began on 9 June 2014.

3.4 To date coordinators have:

- engaged with 1000+ individuals
- worked/continue to work directly with 43 people. An additional 202 people are beneficiaries of 49 small local enterprises (including up and running enterprises), between which 80 job opportunities are provided
- made themselves known in and have developed connections with local people and local communities
- are developing a range of projects and partnerships across Abergavenny and Caldicot (community coordination) and countywide (small local enterprise)

3.5 The approaches were intended to contribute, as part of the whole adult services transformation, to a reduction in the number of people needing long term care packages, something that had been forecast to rise significantly as a result of demographic pressures. The number of packages has actually fallen by 5% from 1620 in 13/14 to 1542 in 14/15. The target for cost avoidance was between £123K and £246K in 2014/15. The actual cost avoidance figure at quarter 3 is £211,978. The performance figures are shown as appendix 1 of this report.

3.6 As part of the original decision made by Cabinet, authority was delegated to the Chief Officer, Social Care and Health, to adapt the approaches based on evidence captured in a learning and evaluation framework. In year one of the pilot we have learned a number of things that will inform how the work is taken forward in year 2.

- The implementation of this cultural change will take many years and needs to be embedded.
- There are connections between this work and the council's whole place approach which need to be developed in the next phase of the project.
- The measurement of personal outcomes (appendix G of the original business case) had the potential to cause a barrier in the early stages of relationship building with people. The authority has now become a pilot site as part of Welsh Government national project on the measurement of personal outcomes which will be used to inform and develop more effective measures.
- We had originally set out to reduce dependence of people already in receipt of statutory services. This proved to be difficult as historically our interventions have created a cycle of dependency through "fixing" people with services.
- In order to divert people from statutory services as set out in the business case we need to intervene much earlier and create connections which are resilient and sustainable. We have discovered a vast wellbeing resource (formal and informal) already in our communities but this is fragmented and disconnected and the benefits for vulnerable and or isolated people is not being effectively realised. We need to join with partners and citizens on the front-line to create new opportunities for people to get involved in and to contribute to. One example of this is the development of the 'Men's Shed' a partnership between MCC, Monmouthshire Housing Association and Abergavenny Community Enterprise which creates the chance for men to engage with peers socially as a substitute for day centres and which offers an alternative to craft classes and coffee mornings.

4. RESOURCE IMPLICATIONS:

- 4.1 Cabinet have already identified funding for this project. There are no new resource requirements as a result of the interim evaluation.

5. EQUALITY AND SUSTAINABILITY IMPLICATIONS

- 5.1 An equality and sustainability assessment was completed as part of the original proposal to Cabinet. There are no further implications at this stage of the pilot over and above those already specified.

6. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 6.1 Keeping vulnerable people safe is a key priority for us. Community coordination and small local enterprises are about building relationships at a person to person level. We believe, through these approaches, by increasing the connections people have at an individual and community level they will be better supported and better safeguarded.

7. CONSULTEES:

Cabinet Members
SLT

8. BACKGROUND PAPERS:

Cabinet Report – 3rd October 2013
[Annual Report of the Director of Social Service 2014](#)
Partnership Administrations Continuance Agreement

9. AUTHOR:

Nicki Needle – Changing Practice, Changing Lives Lead
Matthew Gatehouse – Policy and Performance Manager

10. CONTACT DETAILS:

Tel: (07825) 431387
Email: nicolaneedle@monmouthshire.gov.uk

Tel: (07785) 556727
Email: matthewgatehouse@monmouthshire.gov.uk

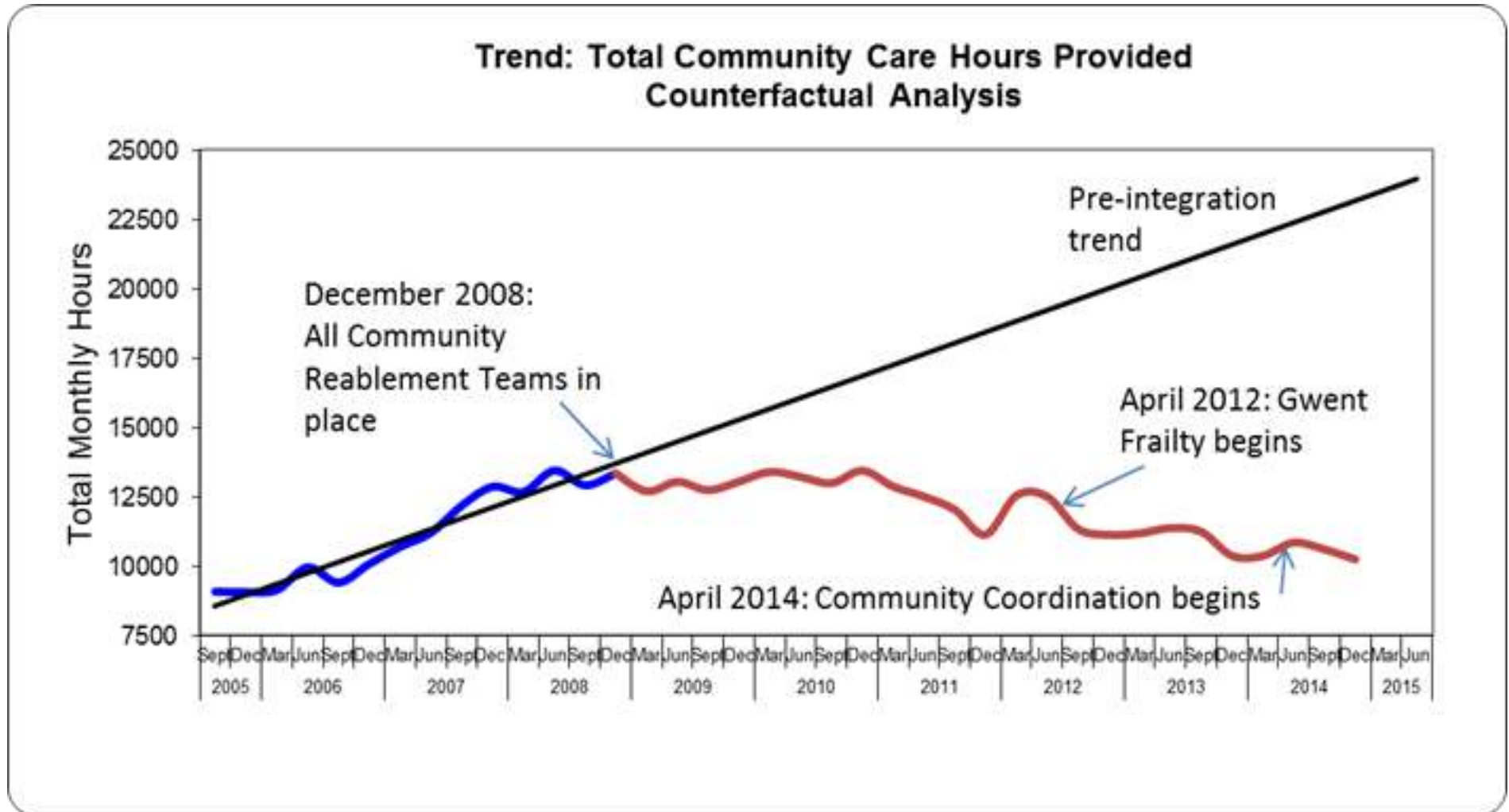
Appendix 1 – Performance Figures

Performance	2012/13	13-14 Target	2013/14	14-15 Target	2014/15 as at Q3
Number of people (18+) in receipt of traditional care packages to keep them at home (monthly average for year)	1668	1693 or lower	1620	1667 or lower	1542
The number of people supported by a community coordinator ¹	0	n/a	0	78	43 ²
Number of small local enterprises currently being supported:					
i) up and running					i) 25
ii) close to happening	n/a	n/a	0	0	ii) 8
iii) at the idea stage					iii) 11
iv) working group					iv) 5
Cost avoidance against forecast expenditure associated with an ageing population (£) (whole adult services transformation including community coordination and small local enterprises)	Not yet under way	22 – 44K	27,352	123 – 246K	211,978
Net Investment to deliver community coordination and small local enterprise (£)	n/a	0	0	211,875	185,611 (as at 22/03/15)
No of people supported through small local enterprises (including up and running enterprises)	n/a	0	n/a	not set	202
Number of people employed through small local enterprises					
i) paid					i) 17
ii) volunteer	n/a	0	n/a	not set	ii) 50
iii) training					iii) 13
iv) total					iv) 80

¹ Community Coordinator caseload =
provision of information and signposting
provision of information, advocacy, advice and options
support in the community as an alternative to medium to long term care and support

² This figure does not include people provided information via engagement activities – community consultation events, Facebook etc.

The following chart illustrates our initial projections for the amount of care hours the Authority would need to provide each month. This allows elected members to see the impact of whole adult services transformation including community coordination and small local enterprises.

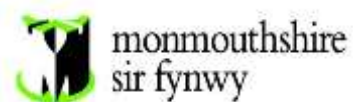


Appendix 2 – Action Plan

Action	Expected impact of this action	Strategic Plan it aligns to (If directly applicable)	Outcome it contributes to (If directly applicable)	Timescale
<p>Integrate whole place, community coordination and small local enterprise approaches</p> <p>Request LSB to support pilot to develop place based wellbeing team in line with the Better Bryn y Cwm priority “no one gets left behind”</p> <p>Help 110ⁱ individuals pursue their vision for a good life</p> <p>Support the development of 50 small local enterprises</p>	<p>Increased resilience and sustainability of approaches through the development of place based wellbeing teams.</p> <p>Enhanced capacity and partnership working at community level</p> <p>Reduction in silo working and duplication of support/resources</p> <p>Integrated performance management and governance framework</p> <p>people are supported: through the provision of information and signposting through the provision of information, advocacy, advice and options in the community as an alternative to medium to long term care and support</p> <p>More personal, flexible and accountable services are delivered through small local enterprises</p>	<p>Single Integrated Plan</p>	<p>No-one gets left behind</p> <p>Helping People Live their own lives</p>	<p>March 2016</p>

Align measures with national project work on the measurement of personal outcomes	Ability to measure impact of support	ACRF	Helping People Live their own lives	March 2016
Test the concept of social prescriptions with selected GP surgeries Use action learning methodology to support people to achieve personal outcomes specifically within Learning Disability and Physical Disability	Practice change from “fixing” people with services to helping people find their own solutions People are supported to achieve personal outcomes with reduced reliance on services	Single Integrated Plan ACRF	No-one gets left behind Helping People Live their own lives	March 2016
Continue to develop the “offer” of alternative support within and across communities. Including the continued development of small local enterprises	Co-production of a range of new opportunities for people to get involved in and to contribute Support people via contribution to connect themselves - builds sustainability at individual and community levels	Single Integrated Plan ACRF	No-one gets left behind Helping People Live their own lives	March 2016
Work with program lead (a county that serves) to develop volunteer roles and profiles, support arrangements and impact stories Develop volunteer recruitment marketing strategy with Cardiff Business School	The assets and strengths of local people are utilized People stay strong and well through contribution	Single Integrated Plan ACRF	No-one gets left behind Helping People Live their own lives	March 2016
Continue to develop community involvement and engagement strategy	People are aware of and encouraged to join and use developing opportunities	Single Integrated Plan ACRF	No-one gets left behind Helping People Live their own lives	March 2016

¹ Caseload numbers taken from original figures in business case



SUBJECT: Disciplinary and Dismissal Procedures for School Staff, including a Model Disciplinary Policy for Schools – revision

MEETING: CABINET

DATE: 15th April 2015

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

The purpose of this report is to advise school governing bodies of the changes required to the existing schools Disciplinary Policy as a result of the Staffing of Maintained Schools (Wales) (Amendment) Regulations 2014, and also as a result of the revised statutory guidance Safeguarding Children in Education: Handling Allegations of Abuse against Teachers and Other Staff which was published by the Welsh Government in April 2014.

2. RECOMMENDATIONS:

That the revised Disciplinary and Dismissal Procedures for School Staff (schools Disciplinary Policy) be accepted and commended to governing bodies for adoption as soon as possible.

3. KEY ISSUES:

The Welsh Government requires all local authorities, school governing bodies and management committees of pupil referral units to have regard to this statutory guidance when carrying out their duties relating to allegations against teachers and other staff. The statutory guidance relates to all adults working with children and young people whether in a paid or voluntary position. This includes those who work on a temporary, supply or relief/casual basis.

The statutory guidance is about dealing with allegations that might indicate a person would pose a risk of harm if they continue to work in regular or close contact with children in their present position or in any capacity. It relates to all cases where a person has: -

- behaved in a way that has harmed or may have harmed a child;
- possibly committed a criminal offence against or related to a child; or

- behaved towards a child or children in a way that indicates s/he would pose a risk of harm if they work regularly or closely with children.

All children have a right to be safeguarded and protected from harm. All allegations made by or on behalf of a child must be taken seriously with the child listened to and dealt with sensitively. Employers also have a duty of care to their employees and should provide reasonable support to minimise the stress inherent in the allegations process. It is essential, therefore, that such allegations are dealt with fairly, quickly and consistently in a way that protects the child and supports the person who is the subject of the allegation.

All schools must have procedures in place for dealing with allegations of abuse. The procedure will: -

- make it explicit what staff and volunteers are required to do if they receive an allegation or have concerns about another member of staff; and
- make it clear that all allegations of abuse are reported immediately normally to the Head-teacher (the Chair of Governors if the allegation is against the Head-teacher) or the school's Child Protection Co-ordinator.

4. REASONS:

The statutory guidance makes one change to the existing schools Disciplinary Policy which previously advised that all allegations related to child protection that were likely to amount to gross misconduct should be independently investigated.

Under the Staffing of Maintained Schools (Wales) (Amendment) Regulations 2014, however, the appointment of an independent investigator will no longer be required where the person has admitted the allegation or has been convicted of a criminal offence relating to the allegation. In such circumstances there should be sufficient information and evidence available from the police and/or social services that could be shared with the school for it to complete the disciplinary process.

Where the case is being dealt under the schools Disciplinary policy the process must be completed even if the alleged perpetrator resigns or ceases to provide their services. Where the allegation is substantiated and the alleged perpetrator is dismissed or would have been dismissed if they had not resigned or ceased to provide their services the case manager and (LCPO) with advice from HR must decide whether to refer the case to the Disclosure and Barring Service for consideration and inclusion on the barred list for children and young people. This is a legal requirement where it is considered that the person has engaged in conduct that harmed or was likely to harm a child or poses a risk of harm to a child.

Changes to the Schools Disciplinary Procedure

Changes required to the existing schools Disciplinary Policy are in relation to Section 10 and specifically 10.14 Referral for independent investigation and are as follows:

'The requirement in education law is that the governing body must refer child protection allegations for independent investigation. However, the appointment of an independent investigator is not required where the person has admitted the allegation or has been convicted of a criminal offence relating to the allegation. In such circumstances there should be sufficient information and evidence available from the police and/or social services that could be shared with school for it to complete the disciplinary process. In order to make the process easier this task has been delegated to the (Chair of Governors) and the governing body's decision to this effect has been minuted. This must be done prior to the hearing of any disciplinary proceedings. The independent investigator's contact in relation to the running of the investigation will be with the governing body e.g. the (Chair of Governors) and not the Local Authority or Head-teacher. The purpose of an independent investigation is to enable the governing body to comply with the law and to provide members of the (Staff Discipline & Dismissal Committee) with a thorough and unbiased investigation report, produced by persons with appropriate skills and training, to enable them to reach fair and balanced decisions.'

5. RESOURCE IMPLICATIONS:

None

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The Equality Impact Assessment is attached.

7. CONSULTEES:

All recognised trade unions

JAG

8. BACKGROUND PAPERS:

Disciplinary and Dismissal Procedures for School Staff: WG circular 002/2013.

9. AUTHOR:

Sally Thomas HR

10. CONTACT DETAILS:

Tel: 07900 651564

E-mail: sallythomas@monmouthshire.gov.uk

The “Equality Initial Challenge”

Name:Sally Thomas Service area: HR Date completed:January 2015		Please give a brief description of what you are aiming to do. Revision to the Schools Disciplinary Policy to take account of legislative changes under the Staffing Regulation (of Maintained Schools) 2014.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		Applies to all staff employed in schools equally	
Disability		“ “	
Marriage + Civil Partnership		“ “	
Pregnancy and maternity		“ “	
Race		“ “	
Religion or Belief		“ “	
Sex (was Gender)		“ “	
Sexual Orientation		“ “	
Transgender		“ “	
Welsh Language		“ “	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed: Sally Thomas
Dated: 12 January 2015

Designation: HR Lead

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Implenatation of policy changes	HR
Policy author / service lead	Name of assessor and date
Sally Thomas	Sally Thomas 12 January 2015

1. What are you proposing to do?

To ensure that Governing Bodies adhere to statutory guidance as set out by the Welsh Government.

To develop a consistent approach with regard to the management of discipline matters by Governing Bodies across Wales

To provide a fair, transparent and robust policy framework for dealing with discipline and dismissal matters in schools.

To ensure the legislative changes required as a result of the Staffing Regulations (Wales) 2014 are incorporated into policy.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

Consultation with all trade unions.

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Legislative changes as a result of the Staffing Regulations Wales 2014.

Signed...Sally Thomas.....**Designation HR Lead**.....**Dated**...12 January 2015.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Sally Thomas		Please give a brief description of the aims proposed policy or service reconfiguration. Revision of the Schools Disciplinary Policy as a result of legislative changes	
Name of the Division or service area HR		Date “Challenge” form completed 12 January 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE		The policy changes apply to all staff employed in schools – on an equal basis	
Ensure that more people have access to healthy food			
Improve housing quality and provision			
Reduce ill health and improve healthcare provision			
Promote independence			

Encourage community participation/action and voluntary work			
Targets socially excluded			
Help reduce crime and fear of crime			
Improve access to education and training			
Have a positive impact on people and places in other countries			
PLANET			
Reduce, reuse and recycle waste and water			
Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			

Protect local shops and services			
Link local production with local consumption			
Improve environmental awareness of local businesses			
Increase employment for local people			
Preserve and enhance local identity and culture			
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			
Increase and improve access to leisure, recreation or cultural facilities			

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤

➤	➤
➤	➤

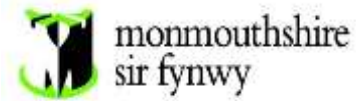
The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed Sally Thomas

Dated 12 January 2015



SUBJECT: Shared Parental Leave Policy

MEETING: CABINET

DATE: 15th April 2015

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To introduce the Shared Parental Leave Policy. The Policy will apply to all employees, including school based employees

2. RECOMMENDATIONS:

That the Shared Parental Leave Policy be accepted.

3. KEY ISSUES:

Shared Parental Leave is a new legal entitlement for eligible parents of babies due or children placed for adoption, on or after 5 April 2015. It provides both parents with the opportunity to consider the best arrangement to care for their child during the child's first year.

The regulations give parents the right to take shared parental leave and place a duty on employers to ensure that their employees are not penalised for using their entitlement or put pressure to cancel/change a leave notification.

The amount of leave available is calculated using the mother's entitlement to maternity/adoption leave, which allows them to take up to 52 weeks leave. If they reduce their maternity/adoption leave entitlement then they and/or their partner may opt-in to the shared parental leave system and take any remaining weeks as shared parental leave. This means their partner could begin to take shared parental leave while the mother is still on maternity /adoption leave.

Shared Parental Leave enables parents to share the caring responsibilities evenly or have one parent taking the main caring role, depending on their preferences and circumstances. Unlike maternity/adoption leave, eligible employees can stop and start their shared parental leave and return to work between periods of leave with each eligible parent able to submit three notices booking periods of leave.

4. REASONS:

The Shared Parental Leave regulations provide an opportunity for parents to take advantage of additional flexibility in the way they choose to care for a new arrival.

The Shared Parental Policy ensures consistency in making and responding to notifications regarding shared parental leave

5. RESOURCE IMPLICATIONS:

Cover costs during shared parental leave absences from work.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The Equality Impact Assessment is attached.

7. CONSULTEES:

All recognised trade unions

JAG

8. BACKGROUND PAPERS:

WLGA template policy

ACAS Shared Parental Leave: a good practice guide for employers and employees

9. AUTHOR:

Sally Thomas HR

10. CONTACT DETAILS:

Tel: 07900 651564

E-mail: sallythomas@monmouthshire.gov.uk

The “Equality Initial Challenge”

Name:Sally Thomas Service area:HR Date completed:12 January 2015		Please give a brief description of what you are aiming to do. To introduce a Shared Parental Leave policy – for all employees , including those employed in schools	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		The policy will be applied equally to all staff.	
Disability		“ “	
Marriage + Civil Partnership		“ “	
Pregnancy and maternity		“ “	
Race		“ “	
Religion or Belief		“ “	
Sex (was Gender)		“ “	
Sexual Orientation		“ “	
Transgender		“ “	
Welsh Language		“ “	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed Sally Thomas

Designation HR Lead

Dated 12 January 2015

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The implementation of a new policy on shared parental leave	HR
Policy author / service lead	Name of assessor and date
Sally Thomas	Sally Thomas 12 January 2015

1. What are you proposing to do?

A new policy called shared parental leave has been produced to ensure that MCC complies with its legal obligations of enabling employees to take shared parental leave.

The shared parental leave regulations provide an opportunity for parents to take advantage of additional flexibility in the way they choose to care for a new arrival to their family.

Shared parental leave is a new legal entitlement for eligible parents of babies due or children placed for adoption on or after 5 April 2015. It provides both parents with the opportunity to consider the best arrangement to care for their child during the child's first year. The policy incorporates the necessary criteria and good practice information for the implementation of the new requirement.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

WLGA template ACAS guides

Signed.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Sally Thomas		Please give a brief description of the aims proposed policy or service reconfiguration To ensure that MCC has information/policy on shared parental leave so that we can ensure effective application of legal requirements and entitlements for employees.	
Name of the Division or service area HR		Date “Challenge” form completed 12 January 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food			
Improve housing quality and provision			
Reduce ill health and improve healthcare provision			
Promote independence			

Encourage community participation/action and voluntary work			
Targets socially excluded			
Help reduce crime and fear of crime			
Improve access to education and training			
Have a positive impact on people and places in other countries			
PLANET			
Reduce, reuse and recycle waste and water			
Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			

Protect local shops and services			
Link local production with local consumption			
Improve environmental awareness of local businesses			
Increase employment for local people			
Preserve and enhance local identity and culture			
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			
Increase and improve access to leisure, recreation or cultural facilities			

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤

➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

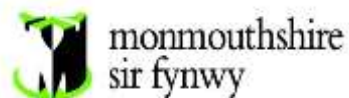
Enabling employees to be able to take advantage of a policy which provides an increased flexibility in relation to child care

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Negative impact could be managers ability/capacity to implement effectively in order to ensure business continuity during periods of absence. Identified need at this stage will be that throughout implementation (or introduction of the policy) , there may be a requirement for additional guidance for managers to be produced. Policy will need to be reviewed and monitored accordingly.

Signed Sally Thomas

Dated 12 January 2015



SUBJECT: INVEST TO REDESIGN BUSINESS CASE 2015/16-2016/17
MEETING: CABINET
DATE: 14 APRIL 2015
DIVISION/WARDS AFFECTED: ALL

1 PURPOSE:

1.1 To set out a business case on behalf of Senior Leadership team for strategic deployment of Invest to Redesign funds to support whole-authority budget and outcomes delivery in 15/16 and 16/17.

2. RECOMMENDATIONS:

2.1 That Cabinet approves a draw on the Invest to Redesign fund of £210k in 15/16 and £210k in 16/17 to create and enhance the capacity, skills and specific expertise to supplement and support delivery of challenging financial and outcome targets;

2.2 To agree in particular, the specific areas and priorities to which this investment will be directed:

- Marketing support in respect of income generation targets;
- Volunteer co-ordination to add value to service redesign and enhance support for community initiatives that build sustainability and resilience;

- Levering in new external strategic investment to build opportunities to develop the local economy and ensure Monmouthshire is well placed to take advantage of regional and national growth programmes; and,
- Specialist programme management to facilitate effective monitoring and implementation of the budget mandates and service re-modelling in CYP

2.3 To oversee and gauge the effectiveness of the investment and the way in which it supports delivery of budget programmes via the quarterly reports to Cabinet on Budget Mandate preparedness, implementation and monitoring.

3. KEY ISSUES:

- 3.1 The Invest to Redesign fund has been used across the Council to shape and support a wide variety of projects and programmes set out in the 'budget mandates' that underpin delivery of the Medium-Term Financial Plan. Whilst this investment has demonstrably contributed to effective budget delivery year-on-year, yielding both financial and social returns, the approach to date has been to allow services to identify and seek, on a mandate-by-mandate basis, the investments needed to support delivery.
- 3.2 The financial climate is becoming increasingly challenging. As such it is important we develop more strategic and considered ways in which opportunities for income generation and efficiencies are identified and realised. This means consolidating smaller projects into larger cross-cutting programmes of activity – as reflected in a smaller number of high-level mandates for 15/16.
- 3.3 In preparation for the 15/16 budget process, Senior Leadership Team undertook an exercise to determine the priority 'invest to redesign' needs across those service areas making the most significant and sustained contributions to budget delivery. The exercise concluded that priority Support needs were clearly identifiable around:
- **Specialist marketing support.** The aggregate income generation target in 15/16 budget is some £811,000. Services such as Leisure, Youth Service, Careline, Estates/ Sustainability, Events and Waste, all have challenging income generation tar-

gets. In fact, to call it 'income generation' belies the fact that £811k is, in real terms, profit generation. In areas such as the Youth Service, Community and Outdoor Education – for which core subsidies are either being wholly or partially removed – there is a sense of urgency around the need for professional sales and marketing. Opportunities clearly exist in wider areas to become more commercial, monetise offerings and respond to market needs, but the skill-set does not exist at the scale and pace now needed.

- **Harnessing and co-ordinating volunteer support.** Volunteers exist in abundance across the county. From Tourism Ambassadors to Wikipedians, Sports Champions, to Youth Service Volunteers and Town Teams to School Governors – Monmouthshire has a long and proud history of civic participation and local action. We are able to unleash community action and we record the hours and volume contributed by volunteers. However, given the priorities now emerging around new service redesign - Community Hubs, the Events Strategy, Youth Service, TICs, Cultural Services, Operations and more locally-led services – there is a need to harness volunteer support to enhance and add value to re-purposed services.
- **Levering in new external investment.** In view of the very small team that leads Business Growth and Enterprise and the responsibility soon upon us to oversee and administer RDP programmes in both Monmouthshire and Newport – there is no capacity to explore and secure a growing range of external investment options. With new forms of institutional investment, Horizon 20/20, Innovate UK competitions/ SBRI, EU Heritage and Enterprise and social investment bonds, not to mention a plethora of strategic infrastructure and investment developments around the Cardiff Capital Region – it is important Monmouthshire positions itself to take advantage of unprecedented opportunities for local growth and contribution to regional and national GVA.
- **Programme management for service re-modelling.** a) There is a significant requirement and responsibility attached to ongoing monitoring of the implementation of the budget mandates and ensuring relevant objectives are achieved in a timely and efficient way. However, the MTFP is just one part of this process and whilst the mandates provide a pivotal focus for delivery – the schemes and programmes they contain seek to respond to those things communities have said matter most. The role is therefore more than just managing and monitoring a budget process – it is about making a contribution to upholding the commitments made to communities; facilitating growth and improvement and ensuring we remain true to core purpose. b) 62% of our total net revenue budget is invested in Schools and Social Care services. Currently, a well embedded programme of work around Community Co-ordination is underway in SCH and is set to yield significant returns to the MTFP. CYP is therefore an area in which we are yet to fully explore potential. Within this, the Youth Service with its challenging in-

come target is a priority area for intervention and given the target set against ALN over the next few years – it is clear that support will be required to realise these. In addition, schools currently work in ‘clusters’ and potential has been identified to explore taking ‘shared service’ and more integrated working to the next level via considering potential for a federated model.

3.4 The attached Business Case outlines these priorities in further detail and taking into account key evidence and insights; risks and issues, potential for Return on Investment and options appraisal and investment – recommends £210k is sought in both 2015/16 and 2016/17 to establish:

- A dedicated 2 year fixed term Marketing role to develop, scale and embed professional sales and marketing expertise across the Council, attached to the Policy and Performance Team;
- A dedicated 2 year fixed term Volunteers’ Co-ordinator to develop and harness volunteer activity and align with those areas undergoing change and transformation, attached to Commercial and People Development;
- A jointly funded 2 year fixed term External Investment post (part funded through new Peer Investment platform), attached to Commercial and People Development;
- A 2 year fixed term Programme Manager post to monitor and evaluate progress with mandate implementation and wider service realignments and transformation, attached to the Policy and Performance Team; and,
- A 2 year fixed term Programme Manager post to develop feasibility and options around driving sustainable futures for Youth Service provision, ALN and schools efficiency, attached to both CYP and Enterprise.

4. REASONS:

4.1 Evidence demonstrates that in order to create the conditions for successful delivery of the budget in 15/16 & 16/17 and associated service redesign and income levels in line with ‘what matters’; investment in the specialist skillsets and expertise is critical to driving and sustaining progress.

5. RESOURCE IMPLICATIONS:

5.1 The major resource implication associated with this report is an investment of £210k in both 15/16 and 16/17, broken down as follows:

Role	£ in 15/16	£ in 16/17
Marketing	45,000	45,000
Volunteer Co-ordination	40,000	40,000
External Investment	25,000	25,000
Programme Management		
i) Budget Mandates	40,000	40,000
ii) CYP	60,000	60,000
Totals	210,000	210,000

5.2 As one off funding is required it is proposed to use the Invest to Redesign reserve. This reserve is expected to hold a balance of £688K at the end of 2014/15 and this investment will reduce the balance to £268k.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 The report seeks to make a contribution to the economic and social sustainability of the council and county.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS:

7.1 In both direct and indirect terms this report and the proposal it contains provides the best chance of investing in redesigning and re-purposing services in order they remain accessible, available and relevant to our young people.

7. CONSULTEES:

SLT
Cabinet
SMT

8. BACKGROUND PAPERS:

Invest to Redesign Business Case

9. AUTHOR:

Kellie Beirne, Chief Officer Enterprise on behalf of Senior Leadership Team

10. CONTACT DETAILS:

kelliebeirne@monmouthshire.gov.uk

01633 664041

Business Case – Invest to Redesign 15/16

1.0 Executive Summary

There is a clear need to make informed decisions about the future of council services and limited budgets require us to understand the business needs of our organisation and prioritise strategic investments in the areas where they can make most impact. In the context of the 15/16 budget and the project mandates that support its delivery, there is a growing emphasis on income generation and securing new recurrent revenue streams. The business case for the allocation of Invest to Redesign monies therefore provides evidence in support of specific business requirements and aligns the Leadership Team around what needs to be accomplished. Beyond cash flow and the bottom line, this collective Invest to Redesign business case reinforces the wider context of our purpose – to create sustainable and resilient communities – and talks explicitly to the value base of the Council.

This paper thus focuses on four main areas for suggested investment. These are:

- 1) Marketing expertise – particularly around income generation proposals and requirements;
- 2) Co-ordination support for a ‘County that Serves’ Volunteer Programme – especially in terms of prioritising support for services that can add most value to our communities and the re-shaping of local services;
- 3) Levering in new/ external/ strategic investment to support our priority around business growth and enterprise and ensure we maximise external finance opportunities; and,
- 4) Specialist programme management to facilitate:
 - a. Effective implementation & monitoring of 15/16 budget schemes
 - b. Service re-modelling in Children and Young People: Youth Service, Additional Learning Needs and School’s Federations

2.0 Vision and outcomes

The proposal focuses upon making the strategic investment needed to *deliver the 2015/16 budget in an efficient and effective manner; whilst simultaneously enabling us to transform, and enhance services and contribute to achieving the outcomes set out in the annual Improvement Plan.*

Investing in this strategic and comprehensive ‘whole authority’ way is about much more than just achieving our financial goals. This proposal of course enables delivery of challenging efficiency and income generation objectives, but most importantly, enables alignment of resources to ‘what matters’ most to our communities. Ensuring delivery of both financial and social objectives is key to achieving our core purpose of creating communities that are viable, resilient and increasingly, self-reliant.

3.0 Business need: the gaps and opportunity

3.1 Marketing

Our approach to managing our finances aims to balance achieving savings and efficiencies with generating additional income. Increasingly, services and products that have a market dimension and appeal such as Leisure, Events, Careline, Cultural Assets, Software, Waste,

Grounds Maintenance, Training, Passenger Transport, Development and Building Control and aspects of Public Health, are identifying opportunities to attract new customers and develop and expand their market share. Some services already operate trading accounts and in areas such as Leisure and Grounds Maintenance – investment in understanding market opportunity and applying professional selling techniques – already demonstrate significant and ongoing returns. Other areas though, are less well advanced and a clear priority has emerged in terms of identifying new markets and opportunities and ensuring services are able to effectively design into demand. For services such as the Youth Service, Community Learning and Outdoor Education for which core subsidies are being either wholly or partially removed, there is a sense of urgency surrounding the need for professional marketing. This work has been evidenced extensively by the ‘Mandate Preparedness’ work undertaken by the Policy and Partnerships Team.

The business need in this case is two-fold – identifying opportunity and competitive advantage and; providing the skills, expertise and tools to help co-ordinate and support delivery of both existing and potentially new, income generation proposals. The problem to be solved is that this specific skill-set does not exist in the way that is now needed. In the areas in which there is some experience, the capacity for knowledge transfer and mobilisation is in short supply.

Services are increasingly understanding ‘what matters’ to customers; mapping customer journeys, developing pay portals, thinking about up-selling opportunities and understanding the bits of services for which customers would be most willing to pay. In many areas we possess unique experience and have legitimacy as market leaders; with track record, credentials and the ability to compete with the private sector. However, telling our story in an appealing and polished way, incorporating ‘real-time’ promotional techniques and embracing the latest tools, is not a strong feature of our collective skill-set.

There could be many other ‘value added’ aspects to this. We know our customers and communities want relevant, accessible, dynamic and responsive services and ways of talking to and interacting with us. Our digital marketing presence in particular will form a key part of this. As more and more of our communication is undertaken through social media channels that means queries, complaints and compliments are more public, visible and often viral, ‘real-time’ marketing marks an opportunity for meaningful engagement and getting the right message to the right person at the right time. Effective marketing also gives us entry to new tools such as predictive analytics which would enable us to improve our understandings of customer and community needs and predict and solve problems before they occur.

3.2 A County that Serves – volunteering programme

As our financial resources become more severely constrained, the one resource we have in abundant supply is social capital. Monmouthshire has a long and healthy history of volunteering and local action. From our 220 newly trained Tourism Ambassadors, to the Wikipedians who pioneered Monmouthpedia; Youth Service volunteers to our Countryside Wardens and Town Teams to Schools’ Governors – there is an inherent sense of civic pride and local activism in Monmouthshire. However, the problem is that our current model is predicated in the main on unleashing community action, rather than harnessing, organising and co-ordinating it; and, supporting volunteerism as a non-core activity where and if we have the time and means to do it. We also currently measure volume and numbers of

volunteers as opposed to the quality and the nature of the contributions they make to delivering services and adding value.

With the scale of the problems and challenges now upon us, our business need is for a structured, coherent and strategic approach to 'people power' that aims to provide solutions and unlock opportunities. The Cities of Service initiative that started in the US by New York Mayor, Michael Bloomberg and is now supported by a large coalition of city Mayors provides a blueprint. The model, now being replicated in parts of England with the support of NESTA, puts citizen service at the heart of efforts to develop local solutions to local challenges. Citizens are galvanized, trained and supported to make an impact on the issues that matter most in their areas. Channelling the energy, passion and talents of volunteers to meet some of our counties most significant priorities and provide a focus on addressing specific problems, has to be the most effective means of truly benefiting from this natural resource.

We have a strong base upon which to build with the new Volunteer Toolkit, a ROI Calculation based upon the economic value contribution of volunteers and a People and Organisational Development Strategy that provides a clear policy framework. Monmouthshire Made Open also provides a crowdsource platform for capturing and co-developing the ideas of our 90,000+ population and fits with work being led by Economy and Enterprise to develop a peer-to-peer funding model.

With unprecedented opportunities for community ownership, devolution of power to localities and greater participation in budgets and area based service development and delivery via Whole Place and Community Co-ordination, we must take the opportunity to sustain service delivery and maximise the ROI to the council and county. In the first instance, the programme will seek to:

- Co-ordinate disparate approaches across the council
- Co-ordinate disparate approaches across the county
- Develop a toolkit with which to align and integrate activity
- Focus on developing robust support and 'added value' models in the services and areas undergoing the most dramatic redesign and changes: Community Hubs, Events, Youth Service, Leisure, Tourism, Cultural Services, Whole Place and Operations
- Establish the ROI tools that can be used consistently to measure social and economic returns

3.3 Levering in new external investment

Identifying, securing and optimising external and new forms of strategic investment requires a unique knowledge, network and skill-set. With the multiplicity of funding sources now available from social investment bonds to new 'civic-regarding' institutional investment and the sheer wealth of opportunities on offer via Horizon 20/20; crowd-funding; Innovate UK, SBRI, EU Heritage and Enterprise and Industry Portals to name but a few, it is imperative we are on the front foot.

Much of this also plays into wider regional and national developments with the Cardiff Capital Region, the City Deal for Newport, Bristol and Cardiff (with Wales' most economically competitive county lodged in between) and infrastructure developments such as Superfast

Cymru, the Metro, Rail Electrification and potential around the proposed Tidal Lagoon. Whilst these major investment sources are important and will play a role in positioning Monmouthshire as part of a potential economic anchor region, there are also opportunities more locally with investment alignment through Whole Place, which resonates with the vision and principles, set out in both the Planning Bill and Local Government White Paper. In Severnside alone, with the scale of new development finance, potential through Community Infrastructure Levy, s106 funds, the new Rural Development Plan, other public/ private funds and 21st C schools, estimations show the potential for significant infrastructure (capital) investment. Whilst this is good news, it will mean very little if this investment is spent in neat linear rows with no attempt to leverage further potential and develop new ways of running localised services that could play a role in reducing demand at our front-door.

Implementing a co-ordinated and expert approach to new and external investment could thus, play a key role in assisting delivery of our 'pyramid of plans' – iCounty, Events, People Strategy, Asset Management, 21st Century Schools, Whole Place, LDP, Business Growth and Enterprise, RDP, Older Persons' Strategy and the Single Integrated Plan. Through linking with the [Economic Prioritisation Framework](#) and opportunities to lever in a greater share of EU competitiveness funds like the [Interreg VB](#) (Co-operation projects), we could shape the potential to define our sense of place and contribution to regional and national competitive advantage. Great examples exist of how to do this. We could adopt the approach of England via the successful Local Enterprise Partnerships - <http://europeanfundingnetwork.eu/news/how-leps-are-engaging-with-the-sector> - whereby Investment Fund Strategies are prepared to set out long-term plans for the areas and which funding streams will be explored.

Inbuilt within this proposal is a desire to seek contributions from partners such as Town Teams, GAVO, LSB, RSLs and others via Made Open, that would also benefit from such an approach in the manner of <http://southribblepartnership.org.uk/funding-and-advice/funding-advice/>. This proposal does not take us to a place of seeking hand-outs – it is understood that grants and similar 'funding programmes' often annihilate the ability to fund programmes. Neither is this about creating a fundraising officer post, which then spends the next year finding the funds to support the continuation of the post. This is high-value, high-yield strategic investment.

3.4 Programme Management for Re-Modelling

a) Implementation and monitoring of budget schemes

This clumsy title and reference to the 'budget' belies the complexity and the true and broader nature of the role. Our Medium Term Financial Plan is just one part of this process and whilst the budget mandates provide a pivotal focus of delivery – the schemes and proposals they contain go the heart of the Council's commitment to delivering what matters most to communities. The proposals set out within the mandates do not contain a straight set of budget cuts or reductions and whilst some shrinkage is inevitable, examples of services have been prioritised over buildings show that proposals are shaped around local priorities. The role is therefore more than just managing and monitoring a budget process – it is about making a contribution to upholding our commitment to communities; in many cases,

facilitating growth and improvement and overall, ensuring we remain true to our character and direction.

The business need for the role thus, stems from the Council's commitment to localism, improved outcomes and delivering on the priorities the community has defined. A healthy bottom line and a balanced budget is a by-product of this. The problem we are seeking to address is that a budget cannot be delivered in isolation. We need to better understand the different operating contexts of the services and sections challenged with delivery; appreciate markets and customers; help overcome roadblocks; make links and connections across schemes and projects; understand critical success factors and generally, through light-touch but robust project management support, create the conditions for effective delivery.

b) Redesign in CYP

To date, much of the lowest hanging fruit has been picked and typically, Directorates that contain the highest proportion of more flexible, discretionary services have been challenged to deliver the largest part of the reductions required. However given the size and scale of these budgets relative to the more significant resources within SCH and CYP, it is acknowledged that if we are to sustain delivery of 'what matters' – a plan to reduce spend in these 'big ticket' areas is urgently required. In 15/16, CYP schools' budgets are effectively 'flat-lined' meaning schools will get the same amounts they did in 14/15, but with no uplifts, which in real-terms means managing small reductions. Beyond 15/16 however, it is clear that potential on another scale exists. The business need thus, is to develop a coherent and strategic sequential plan to realise sustainable efficiencies in our area of highest budget spend. The foundations for this are starting to be developed with a comprehensive review underway of ALN services - and in-principle support throughout key parts of the schools community to develop the principles of a Federation Model.

The resources, expertise and capacity however to bring this approach together in a blended way that draws on good practice – and in a short timescale – does not exist in-house. Whilst there are key individuals who would make an important contribution to such work, there is a need for a strategic approach that enables a specific focus on each of the component parts, whilst simultaneously connecting them as one coherent programme of activity.

The opportunity is to draw on the experiences of many others who have grappled with the same challenges from identifying a sustainable means through which to operate Youth Services to developing shared service business support models for schools which enable more efficient practices and creative development potential.

4.0 Evidence and feedback

In relation to *Marketing*, the preparatory work done to date with lead officers for the 15/16 budget mandates highlights a significant need for specialist skills relating to the income generation proposals. The following areas have reinforced the need for this support and SLT has previously received a report on the importance of a professional sales approach in: Housing (Careline); Leisure (Memberships and Events); Cultural Services (Fundraising and Events); IT (SRS services and software development); Estates (Markets, Accommodation) Regulatory Services (Public Health, DC and BC) ; Operations (Property, Waste, Advertising) and Youth Service. We know from an in-depth study of Leisure Services, an investment made three years' ago in buying into the marketing and sales expertise advice and input

from market leaders, that adopting a more commercial approach; refreshing branding; applying new digital marketing techniques and identifying and focussing on target markets – can yield a significant and sustained impact. For events such as the National Road Race Championships, we have evaluated the ROI on media coverage, social media visibility; TV and radio reach, web presence and the feedback of the global cycling community. With over 1.7m European TV viewers; 40,000 spectators; a radio audience of 3.7m and 45,000 unique visits in five months to the website, our conclusion is that without a dedicated marketing presence, we couldn't have achieved this kind of reach.

In terms of co-ordination support for volunteering; our evidence base shows significant achievement and potential. In Countryside last year, the council secured direct over 5,000 hours of volunteer time on its Rights of Ways networks and almost 7,000 hours were contributed by volunteers to the upkeep of green spaces in Abergavenny alone. When we take into account the work of Town Teams, the new BID delivery group in Abergavenny, those supporting the Co-Co Hub network; countless 'Friends of' groups; our 220 trained Tourism Ambassadors, the 2,000+ hours secured annually via our Sports Leadership programmes, events marshals, staff volunteers and sports' ambassadors, to name but a few, the volume is immense. However, measuring effectiveness has to be about more than output and calculating volume and numbers. Work undertaken by NESTA on bringing the 'Cities of Service' model to the UK demonstrates that unleashing potential is just the start of developing the opportunity – it is harnessing and channelling the contributions that yield the greatest and longer-lasting results. With our work on the National Road Race Championships, we took a more in-depth approach to quantifying the potential which included using British Cycling formulae to calculate equivalent economic and social returns.

In the case of leveraging new money into Monmouthshire, much of the evidence is embedded as a series of links within the business need section above. Additionally, we have engaged with partners <http://www.inputyouth.co.uk/jobguides/job-localgovernmentfundingofficer.html>http://www.plymouth.gov.uk/b8010_finance_and_external_funding_officer_a133.pdf and Shropshire and Liverpool Councils which have developed similar approaches. Feedback demonstrates that to secure a 12 month funded post for this work is unworkable since what tends to happen is the post-holder often spends the time looking for funding to maintain their post, rather than focus on the wider strategic opportunity. It is also important at the outset to identify the potential source of opportunities i.e. EU, National or both and spend time developing relationships and understanding what really fits with our context and represents competitive advantage rather than an indiscriminate approach. Opportunities to sustain the role or function can also be explored through similar arrangements to RDP where a management fee is gained for managing funding secured and there are opportunities to share the approach with partners who might benefit – as suggested above. In addition there might be potential to wrap the approach into the new Peer-to-Peer funding platform with a link to Made Open, using the commission from funding pledges to support the role. Further potential has been identified to sell our economic profile data as part of the service since this is a pre-requisite for all bids.

Finally, the financial evidence to support strategic programme management approaches to managing and redesigning our 'big ticket' services, speaks for itself. Our self-evaluation work in CYP in particular highlights the importance of being clear about what we are aiming to achieve at the outset; our appraisal of all viable options; setting out key milestones, outputs

and targets and putting in place the relevant means of measuring and gauging impact and outcomes. Our experience with programme management for 21st Century Schools is one which we wish to replicate since the arrangements for establishing clear purpose; good governance and financial accountability and strong performance management are in evidence in the form of robust Strategic Investment Plans, options appraisals, the 21st Century and Place programme boards and the relationships with and approvals provided by our funding partner, Welsh Government. In relation to sourcing innovative practice to inform new ways of working, a wealth of commentary and case studies exist on new ways of working from the latest ALN reference material and SEN practice <https://www.gov.uk/schools-colleges-childrens-services/special-educational-needs-disabilities> <http://www.innovatemyschool.com/industry-expert-articles/itemlist/category/24-special-educational-needs.html> to leading youth provision projects <http://www.nowproject.co.uk/youth-service>; http://youngfoundation.org/?press_releases=campaign-for-youth-social-action . Several national reviews have also been undertaken of efficiency within the school context, the role and potential for collective business units and improved budget effectiveness: <http://dera.ioe.ac.uk/2096/1/download%3Fid%3D134049%26filename%3Defficiencies-helping-schools-balance-the-budget.pdf>; <http://www.investopedia.com/financial-edge/0810/public-schools-get-creative-with-their-budgets.aspx>

5.0 Options and Investment Needs

The options considered and investment needs relating to the four main proposals are as follows:

5.1 Options – Marketing

- i) To secure a dedicated 2 year fixed-term internal post to be attached to the Communications Team Post @ c£45,000 p/a (inclusive of on-costs) wholly funded through Invest to Redesign and subject to Job Evaluation.
- ii) To purchase on a consultancy or retainer basis, external specialist support. Desktop research estimates this at a cost of c£60,000 p/a and on a project-by-project basis.

Recommendation: To support option i) in light of the cost differential and the ability to have a dedicated in-house resource that can upskill others.

5.2 Options – Cities that Serve

- i) To secure a dedicated 2 year fixed-term (via secondment) to be attached to the Head of People and Commercial Development c£40,000 p/a (inclusive of on-costs) wholly funded through Invest to Redesign and subject to JE
- ii) To purchase similar on a consultancy basis is hard to cost since this does not appear to be a conventional area of operation. The closest is generic programme management support and is c£500 per day.

Recommendation: To support i) given the need to embed a local approach and resource that can adapt to needs, issues and opportunities as they arise.

5.3 Options – External investment

- i) To secure a 2 year fixed term post @ £50,000 p/a and subject to Job Evaluation wholly funded through Invest to Redesign
- ii) To purchase similar through a consultancy basis @ c£600 per day
- iii) To establish a crowd-funded jointly commissioned 2 year role, through the peer/investor network @ a total cost of £50,000 to Invest to Redesign (£25,000 p/a)

Recommendation: To support iii) given the potential to part-fund the role through the Peer Lending Platform

5.4 Options – Programme Management support

- i) To secure two x 2 year fixed term posts @ c£40,000 and £60,000 respectively, wholly funded through Invest to Redesign and subject to Job Evaluation
- ii) To purchase similar through consultancy support @ c£400-600 per day

Recommendation: To support option i) to secure the posts internally in order to support existing officers and provide opportunities to work in a close and dedicated way in the same manner as the Programme Manager for 21st Schools – an arrangement which has proved both effective and efficient.

Total investment required

2015/16	2016/17	Total
210,000	210,000	420,000

5.0 Return on Investment

In the main, the ROI is successful delivery of the 15/16 budget. However, extending the approach across a two year period, allows lead-in and continuity of approach to 16/17 and development of proposals and business cases further into the Medium Term Financial Plan which build on the expertise and experience earned in bringing forward these new approaches. The ‘additionality’ captured to support this includes:

- In 15/16 the combined income generation target for which the Marketing role is required is £811,000 (see attached breakdown);
- Extending this approach to 16/17 would facilitate a further set of proposals and opportunities and a forward marketing plan (aligned with the forthcoming Income Generation Strategy) to ensure a head-start. This could represent some further 10-15% of income in 16/17;
- In 15/16 volunteer support and co-ordination is specifically required around the mandates for Tourism, Cultural Services, Leisure and Community Hubs. However based upon both activity and discussions with Town and Community Councils and Town Teams, there is a growing appetite and a desire in some cases for transfer of services, joint commissioning programmes and Community Asset Transfer. The ROI in this case would be on a project-by-project basis. As one small example, the effect of local collaboration around Abergavenny TIC has reduced the Council's

contribution from £40k per annum to £10k and there is scope to reduce this further still through incorporation of the Tourism Ambassadors;

- ROI calculations on volunteer time for the Road Race Championships showed that of the c80 volunteers, based upon gross average UK pay, an economic value of £9507 was generated with 89% of the volunteers having a 'more positive view' of the Council after volunteering. It is thus possible to calculate equivalent economic values;
- In new and external finance terms, based upon our largest funding programme of the type referred to in the Evidence section above, our RDP is worth in direct terms, approx. £3m to the local economy. In 15/16, based on the work undertaken in Shropshire (comparable county to Monmouthshire), we could expect to see a 10% increase on this with an additional £300k secured;
- The ROI on programme management of the budget mandate process speaks for itself, with a focus upon creating the conditions for delivery. Beyond this and an in-year focus on 15/16, there should be a natural link with 16/17 in terms of the delivery process yielding ideas, options and opportunities for future years which must be captured tested and appraised for inclusion within the wider MTFP; and,
- The ROI on programme management in CYP relates in 15/16 to the Youth Service work (income target of £200k); and, an accelerated programme of delivery around ALN. The target for ALN in 15/16 is a £120k efficiency saving. However, in 16/17 this rises to £500k. Significant benefits are highly likely to be connected with a Schools' Federation model or similar – both in terms of improving efficiency and effectiveness.

6.0 Risks and issues

There are many operational risks attached to delivery of the budget in 15/16 and beyond to the remainder of the lifespan of the MTFP and in the main, these proposals seek to mitigate these by filling the gaps that exist around them. In short, not putting this investment plan in place is the biggest risk we face because it would mean a collective failure to create the right conditions for effective delivery. Notwithstanding this, there are some specific potential risks around the proposals:

- Marketing capacity is insufficient to meet need and a reliance is placed upon an individual as opposed to teams and services learning and embracing some of the skillsets required;
 - *Mitigating this will require a structured and prioritised programme of work and 'commissioning' teams being clear about the support that can be provided and what is required of them*
- The volunteer programmes are too large and varied in their purpose and organisation to co-ordinate and organise and we fail to derive the impact needed.
- The view prevails that volunteer programmes aim to substitute the role of paid staff and so we fail to secure the necessary support
- It appears initially that we are doing great things with our volunteer force, however problems could appear later down the line with some models proving to be unsustainable if we don't build the right package of support and in-build resilience checks.
 - *Mitigating this will require a clear strategy and a prioritisation of those groups and individuals who can help us deliver results in the areas that matter most*

- *A clear strategy and communication and engagement plan will be key in getting the right messages out and involving key stakeholders such as staff and Trades Unions*
- *Working with Mon Enterprise, Training Team, CMC2 and the voluntary sector, we need to create a package that enables us to help build capacity and skills within communities*
- The external investment function fails to secure the investments identified
- The external investment function become reliant on grants and hand-outs to sustain its work
 - *Significant preparatory work will be carried out in the form on an Investment Strategy to chart the course*
 - *Other partners and potential beneficiaries will be involved and linked with the Peer-to-Peer funding platform to ensure plural approaches and sharing of risk and reward*
- The work around ALN will be high profile and contentious
- We fail to engage teachers, service users and other partners in the options process for sustaining and developing Youth Services and shared business models
- There will be no support for a schools federation model
 - *The business case for all work will be robust, subject to scrutiny and challenge and will engage all relevant stakeholders*
 - *We configure the process of redesign so that it is led by those needing to embed and apply the changes*
 - *The business case for sharing support services across schools must set out a clear and impartial picture of the challenges and opportunities and threats and risks.*

SUBJECT: SECTION 106 EDUCATION FUNDING IN CHEPSTOW 2015/16

MEETING: CABINET

DATE: 15th April 2015

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To seek member approval for the use of Section 106 Education contribution from the 1997 Bryant Homes development at Mount Pleasant / St Lawrence Hospital Site (Planning Application Ref M862) Chepstow.

2. RECOMMENDATIONS:

- 2.1 A capital budget of £16,000 be created in 2015/16 for the Section 106 Education contribution held by the County Council in respect of the Mount Pleasant/ St Lawrence Hospital site developments by Bryant Homes (Planning Application M862)
- 2.2 Agree to spending the above funding at The Dell Primary School to enhance ICT provision for Foundation Phase and Key Stage 2 pupils.

3. KEY ISSUES:

- 3.1 Section 106 Education contribution was received from Glan Hafren NHS Trust for the above development in the Chepstow area.
- 3.2 There is no school specified within the agreement as to where the money must be spent. However it does state that the money should be spent on a primary school site 1500m from the development. Unfortunately there is and never has been a primary school within this distance however advice has been sought and in the circumstances it would be appropriate to use the money at The Dell Primary School which is the school nearest to the development and where the majority of the pupils attend.
- 3.3 As well as there being no school specified within the agreement, there are no timescales for spending the the money.

- 3.4 Through consultation and engagement with the Headteacher and school staff at The Dell Primary School it is proposed that the funding will be used firstly to extend I Pad / Portable device technology into Foundation Phase through the provision of ipad mini devices into Foundation Phase classes and secondly create a suite of 30 ipad devices in lower Key Stage 2 for use in Years 3 and 4 (4 classes, 120 pupils.)

4. REASONS:

- 4.1 To ensure the effective use of the funding provided by the previous land owners under Section 106 Agreement specified within this report.

5. RESOURCE IMPLICATIONS:

- 5.1 The expenditure recommended in the report will be met in full from the S106 contributions already paid to the authority by the former owners of the site.
- 5.2 The Local Authority will be advising the Governing Body to have a sufficient ICT replacement programme in place
- 5.3 Costs associated with the proposals are outlined in Appendix 1.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified in the assessment (Appendix 2) are summarised below for members consideration :

Complete

The actual impacts from this report's recommendations will be reviewed annually and criteria for monitoring and review will be in line with the School Improvement Plan

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications associated with this report

8. CONSULTEES:

Cabinet
Strategic Leadership Team
Head of Finance & S151 Officer

Chepstow Members
Head of Legal Services
Monitoring Officer

Any comments received on the report have either been clarified or incorporated into the report

9. BACKGROUND PAPERS:

Nil

10. AUTHOR:

Cath Sheen, Client Liaison Officer
21st Century Schools Team

11. CONTACT DETAILS:

Tel: 01633 644470 / 07595 647637

E-mail: cathsheen@monmouthshire.gov.uk

APPENDIX 1**Proposal**

- To extend iPad / portable device technology into Foundation Phase through the provision of 8 iPad mini devices in each of the six infant classes.
- To create a second suite of 30 iPad devices in lower Key Stage 2 for use in Years 3 and 4 (4 classes, 120 pupils).

Foundation Phase

48 iPad Minis @£153	£7344
48 Griffin iPad cases @20	£960
48 sets of apps/software @£10	£480
3 x iPad safe / storage / charging units @£399	£1197
Total Foundation Phase Spend	£9981

Key Stage 2

31 iPad Minis @£153	£4743
31 Griffin iPad cases @£20	£960
31 sets of apps/software @£20	£960
Total KS2 Spend	£5983
Overall Total	£15,964

Appendix 2 The “Equality Initial Challenge”

Name: Cath Sheen Service area: Children and Young People Date completed: March 2015		Please give a brief description of what you are aiming to do. To agree to soend S106 funding at The Dell Primary School	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		x	
Disability		x	
Marriage + Civil Partnership		x	
Pregnancy and maternity		x	
Race		x	
Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	
Transgender		x	
Welsh Language		x	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Spending S106 funding at the Dell Primary School	Children and Young People
Policy author / service lead	Name of assessor and date
Cath Sheen	Cath Sheen 11/3/2015

1. What are you proposing to do?

Spend S106 funding at The Dell Primary School resulting from the Mount Pleasant/ St Laurence housing development. The funding will be used to extend iPad / protable device technology into Foundation Phase and create a suite of 30 iPad devices in lower Key Stage 2 for use in Years 3 and 4 Classes.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative way? If **YES** please tick appropriate boxes below.**

Age	N	Race	N
Disability	N	Religion or Belief	N
Gender reassignment	N	Sex	N
Marriage or civil partnership	N	Sexual Orientation	N
Pregnancy and maternity	N	Welsh Language	N

3. Please give details of the negative impact

N/A

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

N/A

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

N/A

Signed.....Designation.....Dated.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Cath Sheen		Please give a brief description of the aims proposed policy or service reconfiguration Agreement to spend S106 funding from the Bayfiled development at The Dell Primary School in Chepstow	
Name of the Division or service area Children and Young People		Date “Challenge” form completed 11 th March 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence			X Enable children and young people to work independently through curriculum delivery
Encourage community participation/action and		X	

voluntary work			Item 4vii
Targets socially excluded			X Give ICT access to pupils who may not have the opportunity outside of school.
Help reduce crime and fear of crime		X	
Improve access to education and training			X The equipment will support pupils in Technology for Learning
Have a positive impact on people and places in other countries		X	
PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions		X	
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			
Protect local shops and services		X	

Link local production with local consumption		X	Item 4vii
Improve environmental awareness of local businesses		X	
Increase employment for local people		X	
Preserve and enhance local identity and culture		X	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities		X	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ N/A	➤
➤	➤
➤	➤
➤	➤

The next steps

Item 4vii

- If you have assessed the proposal/s as having a **positive impact please give full details** below

The equipment will enhance teaching and learning for all children and young people at the school, it will support curriculum delivery through Technology for Learning and all children and young people at the school will have access to modern ICT equipment which some may not have outside of the school environment.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed

Dated



SUBJECT:	Housing & Communities Medium Term Financial Plan Project Mandate: Joint Housing Solutions Service – Memorandum of Understanding
DIRECTORATE:	Regeneration & Culture
MEETING:	Cabinet
DATE:	15th April 2015
DIVISION/WARDS AFFECTED:	All Wards

1. PURPOSE

- 1.1 To approve the proposed Memorandum of Understanding between the Council and Torfaen County Borough Council to underpin the delivery of the new joint Housing Solutions Service for Monmouthshire and Torfaen. The Memorandum of Understanding supports the implementation of the Housing & Communities Medium Term Financial Plan project, as agreed by Cabinet on 1st October 2014.

2. RECOMMENDATION

- 2.1 To approve the attached Memorandum of Understanding. **See Appendix 1.**

3. KEY ISSUES

- 3.1 Cabinet will recall that the Council, together with Torfaen, has been developing an integrated approach to Housing Options delivery. The main focus of this is a joint approach to homeless prevention, homelessness and the provision of accommodation, particularly the provision of private sector accommodation.
- 3.2 The Council has established an agreed structure, essentially based around new Housing Solutions and Private Sector Housing Teams, for delivering the new service, as approved by Cabinet on 1st October 2014. The new structure was implemented on 2nd March 2015 and new procedures are being finalised.
- 3.3 The Cabinet will recall the following key features of the new service:

- A single Housing Solutions Service for both councils,
- Delivery through the creation of a new Housing Solutions Team and a Private Sector Housing Team made up of employees from both council's
- The new service is being implemented on a pilot basis for one year
- Services will be delivered through more rationalised processes eg shared IT
- Accommodation resources have been pooled
- The new service is part of the Council's preparation for homeless prevention becoming a statutory duty in April 2015.

3.4 Key successes and benefits of the collaboration to date include:

- Shared out of hours service and furniture storage, delivering cost savings
- A single telephone access point for housing advice
- Introduction of a new advice line for applicants, private landlords and agencies in respect of accommodation and private sector housing
- Pooled accommodation and staffing creating additional flexibility
- Shared IT releasing staffing capacity and delivering cost savings

3.4 As part of the implementation of the new service, a key action was to establish a Memorandum of Understanding between the Council and Torfaen County Borough Council. The aim of the document is to:

- Clarify the extent of the arrangement and the nature of relationships
- Mitigate against dispute resolution and provide a framework of indemnity
- Detail the arrangements of accessing Torfaen's Abritas IT system.
- Agree collaboration principles in relation to performance and monitoring

4 REASONS:

- ### 4.1
- The project contributes towards the Council's Medium Term Financial Plan. It also helps to prepare for the impending duty to prevent homelessness in April 2015 arising from the Housing (Wales) Act 2014. Key requirements include the ensuring the provision of 'reasonable steps' to prevent anyone becoming homeless within 56 days and the power to discharge duty using private housing. A key purpose of the legislation is better and more targeted prevention and fewer households experiencing the trauma of homelessness.

5. RESOURCE IMPLICATIONS:

- 5.1 As part of this agreement, the Council has given notice on the existing housing options IT system and has been provided with access to Torfaen's system. The Council will be recharged £10,000 per annum for this provision. This will provide a net saving of approximately £4,000 per annum. The project as a whole will save £55,000 for last year and the forthcoming 2 years.
- 5.2 There may be some burden and potential costs impacting upon finance staff. This is currently being assessed, but may be a potential consequence.

6. SUSTAINABLE DEVELOPMENT & EQUALITIES IMPLICATIONS

- 6.1 No implications have been identified in respect of this proposal. The Equalities Impact Screening is appended to this report. See **Appendix 2**

7. SAFEGUARDING IMPLICATIONS

- 7.1 There are no safeguarding implications with regards to this proposal.

8. **CONSULTEES:** Cabinet; Senior Leadership Team; Chair Adults Select Committee; Head of Housing – Torfaen County Borough Council.

9. **BACKGROUND PAPERS:** 'Delivering a Combined Housing Solutions Service for Monmouthshire & Torfaen' Reports No.1 & No.2 - Andy Gale, Housing Consultant, November 2013 and February 2014

10. **AUTHOR:** Ian Bakewell, Housing & Communities Manager

11. CONTACT DETAILS:

Tel: 01633 644479 E-mail: ianbakewell@monmouthshire.gov.uk

DATED.....2015

BETWEEN

TORFAEN COUNTY BOROUGH COUNCIL

AND

MONMOUTHSHIRE COUNTY COUNCIL

**AGREEMENT
FOR THE DELIVERY OF A JOINT HOUSING
SOLUTIONS SERVICE FOR TORFAEN AND
MONMOUTHSHIRE**

THIS AGREEMENT is made on the 1st March, 2015.

BETWEEN

- 1) **TORFAEN COUNTY BOROUGH COUNCIL** of the Civic Centre, Pontypool, Torfaen NP4 6YB (“Torfaen”) and
- 2) **MONMOUTHSHIRE COUNTY COUNCIL** of Rhadyr, Usk, Monmouthshire, NP15 1GA (“Monmouthshire”)(hereinafter each referred to as a “Party” and together referred to as “the Parties”)

WHEREAS

- (1) The Parties are Principal Councils established by the Local Government (Wales) Act 1994 (“the 1994 Act”) and are local authorities for the purposes of the Local Government Act 1972 (“the 1972 Act”) and the Local Authorities (Goods and Services) Act 1970.
- (2) This agreement is to make provision to establish and deliver a Joint Housing Solutions Service for and on behalf of the Parties whereby staff retain terms and conditions of employment respective to the employing Parties. (No TUPE applies).
- (3) This Agreement is made pursuant to S.101 of the Local Government Act 1972
- (4) The Parties have each passed the necessary resolutions for the purposes of entering into this Agreement.

NOW IT IS HEREBY AGREED AS FOLLOWS:

Definitions

In this Agreement the following words and expressions shall have the meanings hereby assigned to them, save where the context otherwise requires:

<u>"Arrangements"</u>	means the arrangements described in this Agreement for the establishment of the Joint Housing Solutions Service
"Chief Executives"	shall mean the Chief Executives, or Heads of Paid Service for the time being of the Parties or such other persons as they may nominate to act on their behalf from time to time
"Commencement Date"	agreed by the Parties as the 1 st March 2015, and shall continue for a period of 12 months, subject to review and termination period as per Clause 6.2.
"Contract/Agreement"	means this Contract/Agreement entered into between Torfaen and Monmouthshire for the provision of a Joint Housing Solutions Service, and includes any Appendices and Schedules annexed hereto.
"Torfaen Staff"	means staff employed by Torfaen County Borough Council to undertake the duties of their role within the Housing Department of

Torfaen County Borough Council prior to the commencement date of this agreement.

“Monmouthshire Staff” means staff employed by Monmouthshire to undertake the duties of their role within the Housing & Communities of Monmouthshire County Council prior to the commencement date of this agreement.

“Joint Housing Solutions Service” means the joint Service that incorporates staff from each of the parties who provide housing, homeless prevention and homelessness advice and assistance, and related administration and support services to the Parties.

“The Service(s)” means the provision of a Housing Solutions Service to the parties as detailed in Schedule 1 of this Agreement

1. Interpretation

- 1.1 The masculine includes the feminine and in the case of a corporation the indefinite article and words importing the singular also include the plural and vice versa where the context requires.
- 1.2 Any reference to any statutory provision shall include a reference to any modification, amendment or re-enactment thereof.
- 1.3 The headings and marginal notes in this Agreement shall not be deemed to be part thereof or to be taken into consideration in the interpretation or construction thereof or of the Agreement.

2. **Agreement**

The Parties agree that they will implement a Joint Housing Solutions Service to be provided by Torfaen Staff and Monmouthshire Staff as described in this Agreement and the Schedules annexed hereto.

3. **Commencement**

This Agreement will commence on the Commencement Date and shall continue thereafter unless terminated in accordance with Clause 6.

4. **Indemnity**

- 5.1 Each Party (the indemnifying party) shall indemnify and keep indemnified the other party against all actions, proceedings, costs, claims, demands, liabilities, losses and expenses whatsoever whether arising in tort (including negligence) default or breach of contract to the extent that such actions, proceedings, costs, claims, demands, liabilities, losses and expenses arise as a result of the actions or omissions of the indemnifying party.

6. **Termination**

- 6.1 This Agreement may be terminated immediately where;
- 6.1.1 One Party commits a material breach of any of its obligations hereunder which is not capable of remedy; or
- 6.1.2 One Party commits a material breach of any of its obligations hereunder which is capable of remedy but has not been remedied within 60 days after receipt of written notice of the breach from the other Party,
- 6.2 This Agreement may be terminated by either party giving to the other at least 6 months notice

7. Complaints

- 7.1 To the extent permitted by law, Service User complaints relating to the Arrangements will be dealt with as follows:
- 7.2 Complaints regarding any service provided by (or the responsibility of) Torfaen shall be dealt with in accordance with Torfaen's corporate complaints procedure.
- 7.3 Complaints regarding any service provided by (or the responsibility of) Monmouthshire shall be dealt with in accordance with Monmouthshire's corporate complaints procedure.

8. Dispute Resolution

- 8.1 The Parties will use their best endeavours to negotiate in good faith and settle any dispute or difference that may arise out of or in connection with this Agreement. The Parties will attempt to resolve any difficulties through negotiation at an early stage, and each will make themselves available at reasonable notice to discuss the issues under dispute.
- 8.2 In the event that any such dispute or difference cannot be settled within 28 days through ordinary negotiations by the responsible managers of the Parties the dispute shall be referred to the Chief Executives of the Parties or their designated representatives, who will meet in good faith to try and resolve the dispute or difference.
- 8.3 If after 28 days (or such longer period as the parties may agree) the dispute or difference has not been resolved then either of the parties may give notice that it wishes to attempt to settle the dispute by mediation in accordance with the Centre for Effective Dispute Resolution ("CEDR") Model Mediation Procedure 2001"the

Model Procedure”) or such later edition as may be in force from time to time.

- 8.4 If the Parties do not agree on the identity of the Mediator then either party may require that CEDR appoint one.
- 8.5 The Model Procedure shall be amended to take account of any relevant positions of this Agreement or any other agreement that the parties may enter into or in relation to the conduct of the mediation.
- 8.6 The Parties shall use their best endeavours to ensure that the Mediation starts within twenty working days of the service of the notice of mediation and to pay the mediator’s fees in equal shares.
- 8.7 Any agreement reached by the Parties as a result of mediation shall be binding on the Parties, as set out in the Model Procedure, but if the dispute has not been settled by mediation within 10 working days of the mediation starting then any of the Parties may commence litigation proceedings (but not before then).
- 8.8 None of the Parties shall be precluded by Clause 8.7 from taking such steps in relation to Court proceedings as they may deem necessary or desirable to protect their position, including but not limited to, issuing or otherwise pursuing proceedings to prevent limitation periods from expiring and applying for interim relief.

9. **Statutory Requirements**

- 9.1 The Parties shall in all matters arising in the performance of this Agreement and comply with all relevant Acts of Parliament and with all Orders Regulations Byelaws and European Directives and shall indemnify each other accordingly.

10. **Rights Reserved**

10.1 Nothing contained in or implied by this Agreement shall prejudice or affect the rights and obligations of the Parties in exercise of their statutory functions as local social services authorities and all such rights and obligations are hereby expressly reserved.

11. **Assignment and Sub-Contracting**

11.1 The Parties shall not be entitled to assign transfer charge or sub-contract or purport to assign transfer charge or sub-contract this Agreement or any of their rights and obligations hereunder or any part thereof.

12. **Contracts (Rights of Third Parties) Act 1999**

12.1 The Parties do not intend that the provisions of this Agreement may be enforced by any third party pursuant to the Contracts (Rights of Third Parties) Act 1999.

13. **Severance**

13.1 If any provision of this Agreement shall become or shall be declared by any Court of competent jurisdiction to be invalid or unenforceable in any way, such unenforceability shall in no way impair or affect any other provision all of which shall remain in full force and effect.

14. **Waiver**

14.1 Failure by any of the Parties at any time to enforce any of the provisions of this Agreement or to require the performance by any of the other Parties of any of the provisions of this Agreement shall not be construed as a waiver of any such provision and shall not affect the validity of the Agreement or any part thereof or the right to that party to

enforce any provision in accordance with its terms.

15. **Entire Agreement**

15.1 This Agreement embodies the entire understanding of the Parties in respect of the matters contained or referred to herein and supersedes all prior arrangements agreements or undertakings between the parties.

16. **Variation**

No addition to or modification or variation of any provision of this Agreement shall be binding upon the Parties unless made by a written instrument signed by a duly authorised representative of each of the Parties.

17. **Notices**

17.1 Any notice given under this Agreement shall be in writing and may be served personally, by registered or recorded delivery mail, by telex or facsimile transmission (the latter confirmed by telex or post) or by any other means which the Parties specify by notice to the other.

17.2 The address for service of the Parties shall be those given above..

17.3 Such notice shall be deemed to have been served:-

17.3.1 If it was served in person, at the time of service;

17.3.2 If it was served by first class post, 48 hours after it was posted,

17.3.3 If it was served by telex or facsimile transmission, at the time of transmission.

18. **Law and Jurisdiction**

18.1 This Agreement shall be governed and construed in accordance with the laws of England and Wales and the Parties consent to the

exclusive jurisdiction of the English and Welsh Courts in all matters regarding this Agreement.

19. **Counterpart Execution**

19.1 This Agreement may be executed by the Parties on separate counterparts but shall not be effective until each of the Parties has executed at least one counterpart. Each counterpart shall constitute an original of this Agreement but both of the counterparts shall together constitute one and the same Agreement.

20. **Governance, Monitoring, Review and Reporting**

20.1 The Joint Housing Solutions Service shall be responsible for reporting to the Parties on a monthly and annual basis in accordance with the service specifications set out in Schedule 1 - 3. It will be the responsibility of each partner organisation to ensure appropriate performance reporting and scrutiny takes place within their authorities at both officer and member level. The Joint Housing Solutions service will support all requests in relation to performance and scrutiny activity.

20.2 The Chief Executives of the Parties or their delegated representatives shall meet on a regular basis (at least quarterly) to review the compliance of the service with this agreement and the service standards and specification set out in Schedules 1 - 3.

21. **Freedom of Informati**

21.1 Each Party acknowledges that the other Party is subject to the

requirements of the FOIA and the Environmental Information Regulations 2004 and each Party shall assist and cooperate with the other (at their own expense) to enable the other Party to comply with these Information disclosure obligations.

21.2 Where a Party receives a Request for Information in relation to Information which it is holding on behalf of the other Party, it shall (and shall procure that its sub-contractors shall):-

(a) transfer the Request for Information to the other Party as soon as practicable after receipt and in any event within [two] Working Days of receiving a Request for Information;

(b) provide the other Party with a copy of all Information in its possession or power in the form that the other Party requires within [five] Working Days.

(c) provide all necessary assistance as reasonably requested by the other Party to enable the other Party to respond to a Request for Information within the time for compliance set out in section 10 of the FOIA [or regulation 5 of the Environmental Information Regulations].

21.3 Where a Party receives a Request for Information which relates to this Agreement , it shall inform the other Party of the Request for Information as soon as practicable after receipt and in any event within [two] Working Days of receiving a Request for

21.4 If either Party determines that Information (including Confidential Information) must be disclosed pursuant to Clause 21.3, it shall notify the other Party of that decision at least [two] Working Days before disclosure.

21.5 Each Party shall be responsible for determining at its absolute discretion whether the Commercially Sensitive Information and/or any other Information:-

(a) is exempt from disclosure under the FOIA or the Environmental Information Regulations;

(b) is to be disclosed in response to a Request for Information.

21.6 Each Party acknowledges that the other Party may, acting in accordance with the Department for Constitutional Affairs' Code of Practice on the Discharge of Functions of Public Authorities under Part I of the Freedom of Information Act 2000", be obliged under the FOIA or the Environmental Information Regulations to disclose Information:-

(a) without consulting with the other Party, or

(b) following consultation with the other Party and having taken its views into account.

21.7 Each Party acknowledges that any lists or schedules provided by it outlining Confidential Information are of indicative value only and that the other Party may nevertheless be obliged to disclose Confidential Information in accordance with Clause 21.6.

22. Financial Services Support

22.1 Each authority will act as lead for the management and administration of its own respective budget(s) allocated to the provision of the Service as outlined in Schedule 3.

22.2 Where a single shared budget exists, the respective hosting party will manage and administer.

**THE COMMON SEAL of TORFAEN
COUNTY BOROUGH COUNCIL**

was hereunto affixed in the presence of:

Authorised Officer

**THE COMMON SEAL of MONMOUTHSHIRE
COUNTY COUNCIL**

was hereunto affixed
in the presence of:

Authorised Officer

SCHEDULE 1

**SERVICES TO BE PROVIDED BY THE JOINT HOUSING SOLUTIONS
SERVICE**

Each Local Authority has a statutory duty to provide housing advice and assistance to households in housing need. Through the Joint Housing Solutions service, an integrated service across both Torfaen and Monmouthshire will be offered. The benefits of this approach are a combination of skills and resources, which will place both Local Authorities in a much better position for meeting the demands of the new housing and homeless duties as per the Housing (Wales) Act 2014 that will be enacted in Wales from late April 2015. Both Councils have already approved this approach and the development of a joint Housing Solutions Memorandum of Understanding.

1. MAIN REQUIREMENTS

	The Joint Housing Solutions Service will function in compliance with all relevant Council policies and codes of practice
	The Joint Housing Solutions Service will ensure the timely observance of all new and amended legislation and of changes to relevant Council policies and codes during the period of the agreement
	The Joint Housing Solutions Service will comply with the local government new obligations as a result of the Homes (Wales) Act 2014, Part 2 regarding the prevention of homelessness, as applicable.
1.	To be able to respond fully to the new Welsh Government 'Preventing Homeless' duty without any increase in costs to either local authority.
2.	The service will operate, as with any business, by adhering to a strict budget and able to deliver an excellent customer service.
3.	The service would be business-like but not a business
4.	Innovation and cultural change would be critical to its success. Accountability will remain to the local authority but the service should reach out to the voluntary sector and business to guide its development through an advisory group/board providing direction.
5.	The service will be independently branded of both Authorities
6.	Have scope for additional services to be added in at in the future

2. SERVICE DELIVERY

THE COMBIINED HOUSING SOLUTIONS SERVICE WILL FALL INTO 2 DISTINCT TEAMS:

- HOUSING SOLUTIONS TEAM
- PRIVATE SECTOR HOUSING TEAM

HOUSING SOLUTIONS TEAM

The Housing Solutions Team will have responsibility for the provision of comprehensive housing advice and ensuring that all reasonable steps are taken in the prevention of homelessness and assisting those households to which the authority owes a full duty under homelessness legislation. An emergency out of hours service will also be delivered for homeless households requiring assistance outside of normal working hours.

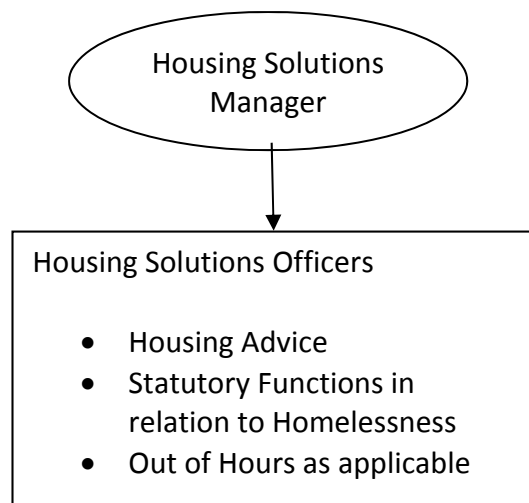
To ensure a multi-agency approach the service will have an active involvement in MAPPA and MARAC and, by working with various partner organisations, both internal and external, the service will provide a range of homelessness services to deliver the prevention agenda.

The team will build upon existing business processes and systems of working to ensure a strong customer focus through the effective monitoring, review and evaluation of the services provided, complying with best practice, relevant codes of professional practice and standards of the principles of equality of opportunity.

The team will ensure that both authorities are compliant with Housing and Homeless Law and that the service is ready for the changes being introduced through the implementation of the Housing Wales Bill. The combined service will use the Abris software system to ensure that Performance and Monitoring Systems are accurate and that the authorities can produce robust performance data to meet Welsh Government requirements and report on National Strategic Indicators.

Where necessary, the Housing Solutions Team will support the Community Covenant, signed by both Council's eg encourage support for the armed forces community working and residing in both Counties.

Structure



PRIVATE SECTOR HOUSING TEAM

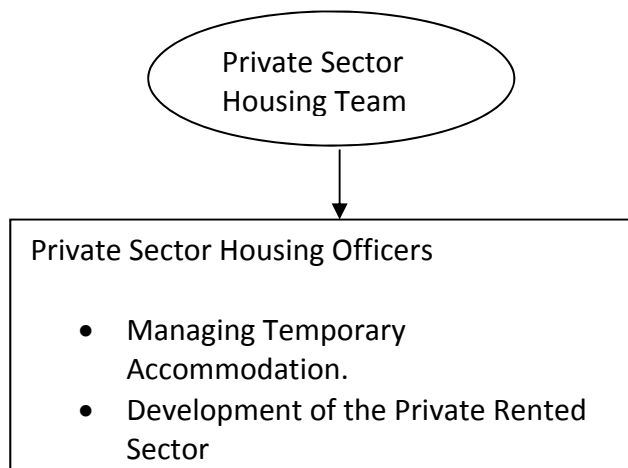
The Private Sector Housing Team will deal primarily with the allocation and management of private sector accommodation across both Torfaen and Monmouthshire, including temporary accommodation for homelessness, hostel accommodation and shared housing.

The team will lead on the development of the private rented sector as a housing solution of choice for residents, ensuring that the availability of good quality accommodation in this sector is increased across both boroughs and establishing good relationships with bond schemes and credit unions to improve access to the sector. As part of the Council's approach to preventing homelessness, the team will be responsible for identifying private rented accommodation that can be utilised to discharge the local authority's duty in relation to homelessness, to develop single person accommodation and continually review and monitor stock to ensure sufficient supply to meet statutory duties across both boroughs.

The team will take an active role in developing positive relationships with private sector landlords, developing a range of incentives and schemes to encourage and support landlords to provide a better service, whilst also working closely with colleagues across the two Council's, in particular environmental health, to ensure improved quality standards in the sector.

The team will be responsible for maintaining a detailed understanding of the private sector housing market in both boroughs, to contribute to the work of the Torfaen and Monmouthshire Landlord Hub and to maintain a comprehensive database of landlords in both counties.

Structure



SCHEDULE 2

PERFORMANCE and MONITORING

The performance of the Joint Housing Solutions Service will be monitored through joint governance arrangements. The development and implementation of suitable, business functions including budget, IT and performance systems and infrastructures will be recorded and monitored closely to ensure that risks are mitigated and accountability is clear.

The following Collaboration principles will be adopted and followed:

Better outcomes for service users (Effectiveness) resulting from:

- Housing Services sharing what works in service delivery and learning from successful innovation, resulting in effective services for citizens.
- Bringing together the joint Housing Teams, which will increase capacity and promote the sharing of knowledge and expertise amongst staff across both local authority areas.
- ***Customer engagement and satisfaction levels that demonstrate effective and efficient service delivery and reflect services are making a difference and/or having a positive impact***

● ***Reduced cost of Service Provision (Economy)*** resulting from:

- Streamlining management structures for the delivery of services.
- Innovative governance that supports the modernisation agenda and growth of front line services.
- Offering services that individually would be more costly to provide, resulting in a more efficient services for citizens.

● ***Better use of existing resources (Efficiency)*** resulting from:

- Services being delivered, commissioned or procured together and realising savings as a result of introducing more efficient delivery models and economies of scale.
- Redesigning services drawing on each authority's strengths.
- Staff time saved from duplication of tasks across local authority areas.

● ***Improved access, range and availability of services (Promoting Equality)*** resulting from:

- Services sharing what works in service delivery and learning from successful innovation.
- Innovative governance that supports the modernisation agenda and growth of front line services.
- Offering services that individually would be too costly to provide, resulting in a wider range of services for citizens and their diverse needs.
- Redesigning services to ensure that the customer is at the heart of service planning, design and delivery.

Key performance and monitoring information that will be recorded, monitored and reported on include:

- WHO12 Performance Indicators
- Local Service Board(s)
- Corporate Plan(s)
- Service Improvement Plan(s)
- WG Grant funding (e.g. Homes (Wales) Act 2014 National Grant, Section 180 Grant)
- Private Sector Housing Leasing Schemes/Hostels/Shared Housing
- Customer satisfaction levels that demonstrate effective and efficient service delivery
- Efficiency savings as per respective budget pressures
- Income generation as per respective budgets
- Common resource, service and procedural activities and investment (e.g. ICT, MAPPA, MARAC, external contracts)
- Implementation of consistent recognised good practice
- Void rates of LA owned and private rented temporary accommodation stock
- Access rates to private rented sector accommodation and associated services and products
- Levels of homelessness reviews appeals
- Private sector landlord engagement

The Abrisas software system is also made available to MCC for the purposes of providing ICT functionality that records data pertinent to Welsh Government and other performance requirements relative to the delivery of the joint Housing Solutions service to be recharged as per Schedule 3.

SCHEDULE 3**FINANCIAL SERVICES SUPPORT**

Each authority will act as lead for the management and administration of its own respective budget(s) allocated to the provision of the Service as outlined in Schedule 3. Where a single shared budget exists, the respective hosting party will manage and administer.

Each Council is aware that both authorities may have financial targets to achieve. Both Council's will work in partnership to support the other Council to achieve any applicable targets

For the purposes of a delivering a single shared Housing Solutions IT functionality, TCBC will allow Monmouthshire CC Housing Services use of the Abris software system to record and monitor Advice & Prevention, Homelessness and Temporary Accommodation cases, which will include the following:

Access to the Abris system for the use of the following modules:

- Property Register
- Households
- Advice & Prevention
- Homelessness Register
- Temporary Accommodation
- Reports

TCBC Housing Service will provide System Administration Support to include:

- System Security
 - Adding/editing/deleting users and ensuring they have correct access to the system
 - Changing passwords when required
- Assist in creating and running required reports
- Assist in resolving any problems that may arise with the system

TCBC recognise and acknowledge that Monmouthshire related data belongs to Monmouthshire County Council and will remain the ownership of Monmouthshire County Council. In the eventuality of the ending of this agreement, TCBC will allow the release of Monmouthshire County Council owned data for transfer by Monmouthshire County Council to an alternative system

This will be recharged on an annual basis and be subject to annual review, with an initial recharge of £10,000.

The “Equality Initial Challenge”

Name: Service area: Housing & Communities Date completed: 24 th October 2014		Please give a brief description of what you are aiming to do. 1. Restructuring of Housing Options Team as part of the proposal to establish a new Housing Solutions Team with Torfaen CBC 2. Expansion of the Shared Housing & Lodging Scheme 3. On-going reductions of the use of B & B in respect of homelessness 4. Increasing the number of Careline clients through active marketing 5. Flexi-retirement of the Housing Renewal Manager	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		x	
Disability		x	Expansion of Shared Housing will support the provision for disabled people due to increase availability of stock
Marriage + Civil Partnership		x	
Pregnancy and maternity		x	
Race		x	
Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	
Transgender		x	
Welsh Language		x	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ None	➤
➤	➤
➤	➤
➤	➤

Signed Ian Bakewell **Designation:** Housing & Communities Manager **Dated** 24th October 2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
1. Restructuring of Housing Options Team as part of establish a new Housing Solutions Team with Torfaen CBC 2. Expansion of the Shared Housing & Lodging Scheme 3. On-going reductions of the use of B & B in respect of homelessness 4. Increasing the number of Careline clients through active marketing 5. Flexi-retirement of the Housing Renewal Manager	Housing & Community Services
Policy author / service lead	Name of assessor and date
Ian Bakewell	Ian Bakewell – 24 th October 2014

1. What are you proposing to do?

- In order to deliver Housing Option Services jointly with TCBC it is necessary to restructure the Housing Options Team. A new combined structure has been established with Torfaen CBC. This has provided advantages in terms of additional resilience and capacity. Part of the re-structure is to delete the Senior Housing Options Officer post and create a Housing Support Officer to strengthen the prevention focus. This releases salary savings of £13,334.
- The intention is to increase the current number of Shared Housing units from 21 to 38 to support homeless prevention. This will generate additional income of £20,000
- The expansion of the Shared Housing Scheme will reduce the need to provide B & B releasing £6,522
- Careline will continue to be actively and commercially marketed to encourage take-up and generate additional income.
- It is proposed to support the flexi retirement request from the Housing Renewal Manager. The post-holder's hours will reduce to 0.8 wte. This request can be facilitated due to previous steps taken to introduce more efficient working methods.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

No impact

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

No specific action taken as not necessary.

Staff engagement has been and continues to be a key component to the development of the joint Housing Solutions Service service and has commenced already through the circulation of proposal reports to staff and staff meetings to discuss with staff. The Union and Personnel have and will continue to be engaged in the development of this proposal

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Homelessness and prevention related statistics

Signed Ian Bakewell

Designation Housing & Communities Manager

Dated 24th October 2014

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ian Bakewell		Please give a brief description of the aims proposed policy or service reconfiguration Integrated delivery of Housing Option Services with TCBC	
Name of the Division or service area Housing & Communities		Date “Challenge” form completed 23 rd October 2013	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision			X The aim is to prevent more homelessness and help reduce the use of B & B
Reduce ill health and improve healthcare			X

provision			The aim is to prevent more homelessness and help reduce the use of B & B
Promote independence		X	
Encourage community participation/action and voluntary work		x	
Targets socially excluded			X Proposal will benefit many households, particularly vulnerable, who are often excluded for a variety of reasons
Help reduce crime and fear of crime		x	
Improve access to education and training			X The proposal will target households with homelessness and threatened with homelessness and link them with opportunities
Have a positive impact on people and places in other countries		x	
PLANET		x	
Reduce, reuse and recycle		x	

waste and water			
Reduce carbon dioxide emissions			X Through being a more telephoned based service, there will be a positive impact on staff travelling
Prevent or reduce pollution of the air, land and water			X As above
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	
Protect or enhance visual appearance of environment		x	
PROFIT		x	
Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local businesses		x	
Increase employment for local people		x	
Preserve and enhance local identity and culture		x	

Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities		x	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤
➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

The next step is to implement this proposal and establish the new Housing Solutions Service for Monmouthshire and Torfaen and create the two new integrated teams – Housing Solutions Team and Private Sector Housing Team.

On completion of this, key next steps will include: Rationalise and streamline business processes and procedures; Develop a memorandum of understanding; Establish an alternative branding for the new service; Consideration to establishing an advisory board; establishing a mechanism for engaging and involving service users; and an interim evaluation of the pilot before the end of March 2015 and a final review and evaluation by November 2015.

do to

N/A

Signed Ian Bakewell

Dated 1st September 2014

SUBJECT: 3rd Annual Report on the Council's Strategic Equality Plan

MEETING: Cabinet

DATE: 15th April 2015

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

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

2. RECOMMENDATIONS:

That Members endorse the progress made by the Council in the third year of the Strategic Equality Plan as detailed in its third annual monitoring report.

3. KEY ISSUES:

One of the specific duties in the Equality Act 2010 requires Public Bodies to publish an Annual Report detailing the progress on achievement of the actions outlined in the plan covering the period 1st April 2013 to 31st March 2014.

4. REASONS:

Whilst the Objectives and Plan fundamentally build on the existing culture and values of the Council, the Annual Report highlights not only many examples of good practice but also some outstanding actions and issues that need addressing.

5. RESOURCE IMPLICATIONS:

The Annual Report does not highlight any requirement for additional financial resources.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

By its very nature, the Annual Report on the Strategic Equality Plan will have positive implications for all the protected characteristics and so an Equality Impact Assessment and sustainable development assessment checklist will not accompany this report.

7. CONSULTEES:

Corporate Equality Network, MEDG.

8. BACKGROUND PAPERS:

Equality Act 2010, EHRC Guidance WLGA Guidance, MCC Strategic Equality Plan.

9. AUTHOR:

Alan Burkitt Policy Officer Equality and Welsh Language

10. CONTACT DETAILS:

Tel: 01633 644010

E-mail: alanburkitt@monmouthshire.gov.uk

Equality and Diversity Cydraddoldeb ac Amrwyiaeth



Strategic Equality Plan

3rd Annual Report

Period 2013 – 2014



monmouthshire
sir fynwy

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Version Control

Title	Monmouthshire County Council Strategic Equality Plan second Annual Report 2013 - 2014
Purpose	Legal document required under the Equality Act 2010
Owner	Monmouthshire CC
Approved by	Cabinet
Date	15 th April 2015
Version Number	One
Status	Official version
Review Frequency	Annual
Next review date	01/04/2016
Consultation	<i>GAVO, Abergavenny Carers(affiliated to Carers Wales), CAIR (Monmouthshire Disablement Association) ,Monmouthshire Equality and Diversity Group (MEDG), Corporate Equality Network (CEN) Management Teams, Internal (The Hub), external (Council website).</i>

Strategic Equality Plan

Annual Report 2013 to 2014

This document is available on the Council's website at

www.monmouthshire.gov.uk

If you require a hard copy of this document or a copy in a different format, e.g. large print, Braille, audio version, word format for screen readers etc. please contact the:

Policy Officer Equality and Welsh Language

Monmouthshire County Council

County Hall

Y Rhadyr

Usk

NP15 1XJ

Phone: 01633 644010 or 07793798920

Email: alanburkitt@monmouthshire.gov.uk

Foreword

The Public Sector Equality Duty requires that all public authorities covered under the specific duties in Wales should produce an annual equality report by the 31st March each year and are, therefore, we are delighted to present Monmouthshire County Council's third annual report on its Strategic Equality Plan. The Equality Act 2010 has represented a real challenge for Monmouthshire County Council to ensure that its functions, decisions and behaviours fully take into account the impact they make on people/groups of people with protected characteristics despite continuing to find itself in a very challenging financial environment. It is worth noting that Monmouthshire has taken a different set of approaches to most other Council's in so much that rather than ceasing to provide certain services it has engaged with its public and looked to provide services in different ways whilst also looking to raise revenue levels. Having said that, no matter how we endeavour to make the best of our financial settlement, our adoption of the obligations under the Act require that we fully take into account the impacts and effects these decisions have on those that the Equality Act 2010 seeks to protect. As you will see from our outstanding good practice examples Monmouthshire County Council has worked exceptionally hard to deliver for its citizens who come under the umbrella of having protected characteristics .

Councillor Phylip Hobson

Paul Matthews

Deputy Leader of the Council

Chief Executive

& Equality and Welsh Language Champion

Glossary of acronyms

EqIA – Equality Impact Assessment

WLGA – Welsh Local Government Association

EHRC – Equality and Human Rights Commission

SEWREC – South East Wales Regional Equality Council

STONEWALL CYMRU – an organisation that engages with lesbian, gay and bi-sexual people

CAIR – Monmouthshire Disablement Association

SACRE - Standing Advisory Council on Religious Education

GAVO – Gwent Association of Voluntary Organisations

MEDG – Monmouthshire Equality and Diversity Group

CEN – Corporate Equality Network

Introduction

Links to strategies

The Council's Strategic Equality Plan 2011-16 is not a standalone plan and has close links to a number of other key council, partnership and national strategies, plans and policies. Some of these have been specifically focussed on equality and others which have included equality as a key theme. Examples being:

- Welsh Language Scheme (2012-2015).
- Welsh Language Measure (Wales) Act 2011 (draft)
- “Strategaeth Mwy na geiriau”/”More than words strategy” 2011
- Monmouthshire Inclusive and accessible Events Guide 2013
- Monmouthshire Local Development Plan 2011-21
- Strategy for Older People Wales Phase 3
- Monmouthshire Domestic and Sexual Abuse Strategy 2011-14
- Monmouthshire Single Integrated Plan 2013-17
- Monmouthshire County Council Improvement Plan 2014- 17

The Equality Act 2010 not only requires the Council to comply with its general and specific duties (highlighted below), but also provides an opportunity for it to demonstrate its commitment to the principles of equality which have been a feature of its functions prior to the implementation of the Act.

The 3 aims of the General Duty of the Equality Act 2010

In exercising its functions the Council must have due regard to:

1. eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act;
2. advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
3. foster good relations between people who share a protected characteristic and those who do not;

The act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The Specific Duties in Wales

The broad purpose of the specific duties is to help public bodies, such as this Council, in their performance of the general duty, and to aid transparency. In Wales the specific duties are set by the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

The following are the specific duties:

- Setting equality objectives and publishing strategic equality plans
- Engagement
- Assessment of impact
- Equality information
- Employment information, pay differences and staff training
- Procurement
- Reporting and publishing

Setting equality objectives and publishing Strategic Equality Plans

Monmouthshire's **Equality Objectives** are listed below:

1. Make Equality a key element of our thinking and decision making process.
2. Be an equal opportunity employer, with a workforce and leadership that is aware of, understands and respects the equality agenda
3. Getting to Know the people we serve and employ
4. Protect and support vulnerable people in our communities
5. Encourage people to become more active and involved in helping to shape the Council decisions and service provision.

Outstanding actions from the SEP action plan – 2013 – 2014

A high proportion of the actions from the action plan in relation to 2013 – 2014 and 2014- 2015 are complete and a small number need further work. Progress has been detailed in Appendix 1 of this report

Date	Engagement	Who was engaged?	Methods used	What was info used for?
Jan – March 2013	Single Integrated Plan	Children and Young People Parents Older People Communities via I pads	Children and young people friendly document for C+YP I Pad Survey and Paper Survey Workshops with partners or our Local Service Board and Sub Groups.	To inform the Monmouthshire Integrated Plan.
July - September 2013	Ageing Well	Older People Worked in partnership with housing associations, care and repair, local action 50 + groups, Older People's Strategic Partnership Board, MCC Adult Services. Exercise Referral Groups: Abergavenny and Caldicot and Luncheon Clubs.	Informal sessions that focussed on conversations opposed to a formal structured questionnaire. The information was evaluated using Thematic Analysis. Drawing out key themes that were important to older people living in Abergavenny and Caldicot.	To provide evidence to support the need for Local Area coordination in Monmouthshire. Following the engagement we have two community connectors based in Abergavenny and Caldicot.
October- February 2013	Budget Engagement	Local communities Older People Groups Visually Impaired Group CAIR People with disabilities Young People – specific event planned for YP and led by YP.	I Pad surveys, public meetings where ideas were generated, YP event	To inform the budget 14-15
January – February 2014	Safer Routes to School Consultation	Children in Primary and secondary Schools Young people at Monmouthshire Youth Service.	Paper questionnaires, session held in schools.	To inform the Welsh Government Safer Routes to School Policy.

						<p>schemes and inclusive youth clubs.</p> <p>Concerns were raised that there are still young people paying for daily transport costs</p> <p>The group agreed that directorates such as CYP, Social Services, should start talking to each other to understand the full needs of the child or young person affected.</p>
December 2014	Caldicot School	Young People	Year 12/ 13 Pupils	Workshop	Transport Schools	
December 2014	King Henry VIII School	Young People	Year 12/13	Workshop •	Transport Youth Service Leisure Services Recycling Library Services	

January 2015	Chepstow School	Young People				
January 2015	Monmouth School	Young People				
December 2014	Friends of Chepstow Library	Age Disability Parents	Members of Friends groups from: <ul style="list-style-type: none"> • Chepstow Library • Caldicot Library • Abergavenny Library 	Friends of Chepstow Library were meeting and officers went along.	Hubs	<p>People were concerned about the level of training and consistency of service that will be available in the hubs.</p> <p>No objection to the principle of merging but there has to be space available for users of the OSS to be dealt with privately if they want to discuss confidential information.</p> <p>Some members at the meeting felt they could not volunteer in a library where staff had been made redundant or left. They would feel uncomfortable doing their job.</p>
January 2015	Access for All Group	Disability	Expected groups:	The group is being invited	Adult Services	'I applaud the three goals to keep

			<p>People First Monmouth and Abergavenny SEWEREC CAIR People with disabilities MAGIC Parent Network Carers British Deaf Association ENGAGE My Day My Life Hafal Monmouth Visually Impaired Group.</p>	<p>to stay after their meeting to an Extended Budget Meeting in County Hall.</p>	<p>Grey Bags /Waste ALN</p>	<p>economy strong and education but your third vulnerable people: How do you protect vulnerable people when services are being cut which will affect them?’ Grey Bags: are you going to change the collection is it still going to be fortnightly? Concerns raised about ALN support being provided in mainstream schools. Post 16 transport for ALN young people is a huge issue.</p>
<p>January 2015</p>	<p>Monmouthshire Equality and Diversity Group</p>	<p>Disability LGBT Age Race Young People Pregnancy and Maternity</p>	<p>GAVO Monmouthshire Youth Service SWERC Gwent Police CAIR Housing Associations</p>	<p>The group is being invited to stay after their meeting to an Extended Budget Meeting County Hall.</p>	<p>ALN</p>	<p>ALN Merger in to Mainstream – you need to make sure the staff that look after those with complex needs / High Dependant are trained enough to have the support children. Also a fear that other children may bully or not understand the disability of those pupils who are now in mainstream school.</p>

					Community Council / Town Council	What does a good working relationship look like? Partnerships with the community and town councils is necessary. It seems only Town Councils were involved in discussions last year – where do you see community councils fitting in with the service delivery for coming years?
January 2015	Monmouthshire Older Peoples Network	Age	Action 50+ Monmouth and Abergavenny Monmouth Visually Impaired Group MHA Senior Voice Group Members of the Network	The group is being invited to stay after their meeting to an Extended Budget Meeting County Hall.		Concerns about the venue for the Library/Hub in Monmouth. Where will the library be based? Are you going to sell or rent buildings? No objection to Library Merger but there was objection to the amount of privacy that is needed for OSS users. Libraries need to be quiet peaceful places. Volunteers are good and reinforce the The Big Society is very nice but the member making

						<p>the comment has been approached to be a volunteer individually and her members of Action 50+ members have also been approached.</p> <p>In the future there will no longer be enough volunteers. We will have more and more elderly no one - young politicians saying more about the elderly. They are requiring more and more services form the health services</p> <p>Monmouth Pool – Could it be taken into consideration when building a pool the need for competition size pool not just leisure. You will waste money by building a pool just of leisure purpose. You will attract clubs and individuals from all over Monmouthshire and nearby towns and counties.</p> <p>Post 16 Transport</p>
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						reduction on concessionary fares
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Engagement 2014 – 2015 – An evaluation of Monmouthshire Engages

Autumn Engagement, September and October 2014

Initial engagement for the 2015/2016 Budget started in September 2014, it enabled people to become informed but also provide their feelings about what they feel is important when looking ahead. The engagement took place prior to our settlement being released from Welsh Government – this information would later impact on future budgets. The engagement has two distinct elements: roadshows and public meetings.

Why did we engage so early? We wanted to ensure the public were aware of the struggles the local authority was facing from an early stage.

How did we find out what people think?

Publicity

- **Poster**
- **Leaflets**
- **Social Media**
- **Website**
- **Emails** : to All Staff, Communalities and Ton Councils, Local Service Board Partners, **internal and external** our networks including third sector groups so that as many people and groups.

Surveys: People were asked their views on the importance of services via survey both paper and online via our website and iPad's at the roadshows.

Roadshows: Opportunity to talk to people in each of our towns find out what's important and we promoted the public meetings which took place two weeks later in October. We invited partners of the Local Service Board to our roadshows and public meetings. Partners were supportive and came along to the roadshows, ABHB used the experience as an opportunity to engage with communities for their Gwent Wide GP Satisfaction Survey. This showed excellent partnership working.

Public Meetings: A mix of information sharing and an opportunity for the public to ask questions and discuss what they had heard. They were able to have their say, scribes took notes and they were encouraged to sign up to Made Open. Monmouthshire Made Open – our new online engagement tool will provide the public with way to improve services and their communities. The Public meetings were held in leisure centres across Monmouthshire, these are DDA compliant. Young people were supported by Monmouthshire Youth Service to attend the meetings and the youth service are helping providing more sessions in youth centres.

Social Media: Facebook and Twitter were used to promote the roadshows and public meetings. We shared our posters and urged our followers to retweet and share our posts.

The meetings were not as well attended as our previous Monmouthshire Engages meetings in October 2013 and January 2014. Those who attended participated and provided meaningful ideas. It is important that we provided people with the opportunity to talk to us.

Winter Engagement December and January 2015

The next stage of our Budget engagement process took place in December and January. Since the earlier engagement sessions that took place in September and October we were informed of the settlement from Welsh Government. This was worse than expected it also meant that the way we would provide services in the future would be affected.

Mandates were drawn up that provided our ideas to continue to provide services that were important to our communities. Including some of the suggestion that had been provided by our communities in the last round of public engagement session in September and October.

In November 42 mandates were proposed discussed at Cabinet, November 5th 2014 saw the beginning of the second round of Monmouthshire Engages Budget 15/16. The 12 week consultation process ended January 14th 2015

The culmination of the process would be the proposals and budget set at Cabinet in January 2015.

Our challenge was to engage with our communities within the Christmas and New Year period. Our methods and actions needed to be effective and targeted.

Our Key Message

‘Times are Tough but we are fighting to keep the services that matter’

Yes we had to make changes but we are not closing services but our key message which is different to other local authorities.

We are transforming the way we provide the most important services for our communities. Some of the mandates such as the Community Hub proposal looks at changing the way our Library and one stop services are delivered. Communities are very passionate and feel both services, the staff that provide them and the buildings that they are contained in. Mandate such as this needed targeted approach- making sure we talk to those people involved both staff and the public who use them.

We needed to get this message out into our communities by as many mechanisms possible.

How did we share our information?

Leaflets

‘Times are Tough but we are fighting to keep the services that matter’

The message was clear we have to make savings and we have some ideas (mandates) the leaflet highlighted key mandates. A simplified version of the mandates has been produced and was available on the Roadshows and Public Meeting. The version was also available on the website and links have been made available on our face book page and twitter page. At every opportunity we have provided people with their opportunity to tell us what they think.

Press Release

Press releases were set out to our media colleagues, we had coverage in many local papers. This was important and a traditional methods so that the media printed the information over the Christmas period. We had to rely on the media picking up the information, we have a very good relationship with some of the local journalists and so this reinforced our chances to obtain publicity in our local press

You Tube

We took advantage of our MCC You Tube channel. Information does not just have to be written ready to read, in order to reach out to a wide audience we used You Tube to share our ideas and enable communities to digest our plans. The interviews, live streamed meetings and the Budget Presentation was available on the channel.

Social Media

It was important that the message was constantly on social media, in the press. We started early to publicise the meetings in December to ensure people had a chance to think about it and plan to attend a roadshow or public meeting. This was different to the approach that has been taken in previous engagement sessions. Social Media is key to this method as tweets and Facebook posts were updated over Christmas which was essential to keep the engagement session in people’s minds when they may have not expected any information from us.

Mandate Info Interview with Cllr Phil Murphy

In interview situation was filmed to get the message across. Cllr Phill Murphy and Abigail Barton were filmed talking about the things that we were proposing. The message was consistent 'Times are Tough but we are fighting to keep services'. This is important and we aimed to maintain this throughout the Monmouthshire Engages Budget 15/16 campaign.

Information via a short film

Cllr Phil Murphy filmed the presentation that was presented at the public meetings. This enabled those who were not able to come along to a public meeting or roadshow with hard facts.

Monmouthshire Engages Budget Meeting at County Hall Jan 14th

On Wednesday 14th January Monmouthshire Engages Budget Meeting took place for those people who may not have been able to come along to a public engagement event. The meeting was made up of the following groups Access for All, Monmouthshire Equality and Diversity Group and the Older People's Network coming together was live streamed on our You Tube channel enabling communities to view the meeting.

The meeting provided the group and wider communities with the presentation that was shared at the four public meetings and provided an opportunity for the group to ask questions to the Cabinet Members present.

The publicity generated lots of interest, from those groups affected by some of the mandates and wider communities who felt that being able to have their voices heard and receive information about our proposals. We provided many opportunities to do this:

Wider public: Roadshows

Our roadshows took place on the same day as public meetings in each of the Abergavenny, Caldicot, Monmouth, Chepstow we also explored our more rural areas Tintern, Magor, Devauden, Raglan, Usk and Gilwern.

We used our Local Service Board mini bus to drive around our county and talk to people on the street. Taking their comments onto consideration. The easy read mandate leaflets were very successful and provided a concise overview of the mandates. We also included a feedback form attached to the mandates so that we could capture equality information which is important to ensure we are complying with the Equalities Act 2010.

Public Meetings

The public meetings took place in central locations to enable as many people to attend. We used our local secondary schools and Monmouth Leisure Centre. The venues lent themselves well to the meeting.

The approach we took to our public meeting was different to the previous session. We decided to provide a presentation and an opportunity for the public to ask questions to the Leader, Cllr Phil murphy and other officers and councillors who attended.

The room was set up in theatre style opposed to cabaret style which allowed the public to sit and take in the information that was provided, the Q+A session was a positive approach and allowed everyone to have an opportunity to find out more and ask the officers responsible for the mandates about the issues that care about.

Targeted Groups:

The mandates that people felt very strongly about include Additional Learning Needs, Transport for Young People with ALN and Community Hubs. To enable as many of the groups affected we went out to talk to the groups affected and provided them with the opportunity to ask the questions to the officers leading on the mandates.

We went out to talk to **CAIR** a group that lobby and care about access for disabled people in Monmouthshire.

Monmouthshire Engages Budget Meeting

The meeting took place for those people who may not have been able to come along to a public engagement event. The meeting was made up of the following groups Access for All, Monmouthshire Equality and Diversity Group and the Older People's Network coming together was live streamed on our You Tube channel enabling communities to view the meeting.

The meeting provided the group and wider communities with the presentation that was shared at the four public meetings and provided an opportunity for the group to ask questions to the Cabinet Members present.

Library Users

Friends of Library groups have been engaged with meetings in libraries across Monmouthshire. Officers have been out to talk to them and listen to their concerns and ideas about the changes due to be made to libraries and one stop shops. They care very passionately and so meetings were very well attended.

Young People

Pupils from Caldicot School and King Henry VIII School were provided with an opportunity to become informed of the challenges we are facing as an authority. The approach was different to the public meetings as the session needed to be interactive and the information provided relatable to young people.

The session saw young people take part in a post it note exercise, yes and no card session and an Q+A session with Cllr Fox and Chief Executive Paul Matthews.

How did we capture views?

Questions raised at the public meetings were recorded

Feedback /Equality Form attached to the Easy Read Mandate list it asked two questions:

- 'How will the proposals impact on you?
- How do you think we can continue to provide the services that are important to you?

Live Twitter Q+A session

Comment Cards at Roadshows

Emails to the Future Monmouthshire email account.

Recommendations

Roadshows

The need to go out into the communities may be something we do in future when we target specific issues in specific areas. The Mini Bus is an asset. However there are cons to using the bus.

The mini bus can only be driven by certain people. This has led to in one situation the bus being left in a location waiting for it to be collected by a driver from the Transport Unit.

Public meetings

Public meetings are great, there has been a fall in number attending our meetings. The locations of the meeting have been central however this does restrict those rural communities and these people who cannot attend the meetings due to factors such as:

- Parents can't get childcare
- People who work and are travelling home late or just can't attend the meeting

We could look at going into smaller communities utilising or village halls and community centres. In some ways we may be isolating those communities most affected by our changes to services.

Working in partnership with town and community councils

In order to build up relationships and engage effectively with our Town and Community Councils we need to start the conversation much earlier. If we are going to keep providing services working with them and talking and listening to them on their terms will make working with them in the future easier.

We could go out to ask them to work with us when planning our engagement sessions, they are at the heart of communities they know people just by telling them about our proposed meetings may improve the attendance and encourage more people to come along. It will also build our knowledge of community venues and where the best places are to engage.

Timing of publicity

We overcame the fear of disengagement due to Christmas and New Year taking place within the middle of the last sessions of Monmouthshire Engages but it proved that we need to consistently drip feed information to our communities.

If possible in future we need to plan well in advance and make sure our communities have appropriate amount of time to find out about. Making sure we have our clear messages ready to apply to publicity this is vital when working with designers, it is difficult sometimes as views and information conflicts however it needs to be

recognised by senior leaders and cabinet members that deadlines are important when getting ensuring we get timely information out to our communities.

Next Steps

Continuing our conversations with our communities is essential our Monmouthshire Engages Budget does not just cease once the mandates are accepted. The conversation is constant; updating, informing and continuing the relationships with the people that use or services.

The need is apparent some of the feedback we have received following the engagement process:

'By talking to us from an early point in each year round of savings meetings.'

'Listen to the views of local experienced ad knowledgeable people. Keep consulting'

Positive engagement is taking place following the mandate approval. Waste is an areas that has been changing he way they provide some of their services. The proactive approach taken will hopefully encourage communities to embrace the changes. Posters, Leaflets and drop in Session are planned to enable people to become informed and ready for the changes to the Nappy and Hygiene waste collection and the cessation of grey bags.

More areas will be following. Engaging with people about emotive areas such as libraries, one stop shops and school transport will hopefully enable those people affected to feel informed and able to deal with the changes in a positive way.

Other engagement information/groups and partners

- Monmouthshire Equality and Diversity Group - **MEDG** - (consisting of: Aneurin Bevan Health Board, Crown Prosecution Service, GAVO, Heddlu Gwent Police, HM Prison Service, Charter Housing, SACRE, CAIR, Monmouthshire Housing, The Police Authority, Communities First, Action 50+ Abergavenny, SEWREC, Melin

Housing Association, Gwent Visual Improvement Service and Monmouthshire People First). This group has acted as an independent engagement group and continues to play a key role in advising/challenging and also scrutinising the Council's financial savings proposals 2014 -15.

- **CAIR** – (Monmouthshire Disablement Association) continues to be a critical friend to the Council by reviewing issues for the Highways department, access audits for schools, assisting with drop kerb locations, hedges obstructing pathways and scrutinising developments at Tudor St and Maerdy Parc etc. The Council's Policy Officer Equality and Welsh Language continues to attend regularly and work closely with the group.
- **GAVO** (Gwent Association of Voluntary Organisations) has an extensive database to which they circulate relevant Council information.
- In the financial year 2014-15 It is planned to engage with more groups from the protected characteristics in order to get a greater understanding of their needs and an opportunity for them to have their say and to impact on future service delivery .
- **The Monmouthshire Voices** project run by South East Wales Regional Equality Council (**SEWREC**) identified in December 2013 that there was a need to join up disabled groups from across Monmouthshire, in order for them to have a say in the development and delivery of the local services they receive.
- SEWREC approached Monmouthshire County Council and together they set up an **Access for All Forum** in order to bring together disabled groups tri-annually to discuss with Officers issues that affect them.
- It was agreed that the council would supply the transport for disabled people to attend and that SEWREC would organise and facilitate the Forum.

- To date two Forums have been held, the first on the subject of Public Spaces and the second on Transport. Both forums have been very popular with over 70 people attending each one. Issues raised have included street furniture, dropped kerbs, bus timetables and access to buses. SEWREC has made a short film to raise awareness of the issues disabled people face when getting about towns.
- Both the service providers and service users find the Forum very informative with SEWREC and the MEDG following up asking for reports from the relevant officers about actions being completed. This is designed to ensure that the forum leads to change and not just a 'talking shop'..
- To date the Highways Department has engaged with disabled groups on the setting out of dropped kerbs, new proposals for street furniture and disability awareness when setting out road works. The Transport Department have engaged with Special Educational Needs Transport, the redesign of application forms, the assessment process for SEN transport, bus timetables available in easy read and accessibility for wheelchairs and the elderly.
- As the Forum continues, it is an ongoing process of engagement with disabled groups across the county and provides an opportunity for the council and the service users to consult on issues that affect them.

Assessment of Impact

- The equality impact assessment (EqIA) process has been subject to a number of reviews in order to make it more robust and user friendly. The Council recognises that the EQIA process is a absolutely key in ensuring that the Council meets its obligations under the Equality Act 2010 and provides services that the people of Monmouthshire really want

- The Council once again asked the MEDG to both scrutinise and challenge the Senior Leadership Team (SLT) with regard to the financial savings proposals for 2014/15. This special MEDG meeting took place in November 2013 and a number of comments and recommendations for action were made which were taken on board.
- There continues to be significant progress made in the EQIA process but it is recognised that there are a number of improvements that are still to be made especially in relation to the Financial savings proposals. The Equality and Welsh Language Officer will become involved in the process in September with the MEDG also becoming more involved at an earlier date. Also the Council will continue to organise engagement events which will allow them to engage with more groups representing the protected characteristics.

Equality Information

For the Council the collection of relevant equality information is essential when it comes to knowing our service users and shaping the services that we need to provide. It is widely recognised that there are significant challenges when it comes to collecting accurate information in relation to equality and diversity, particularly for some of the more “sensitive” of the protected characteristics such as sexual orientation and gender reassignment. Indeed, there have already been dissenting voices from members of the public regarding the need to collect some of this information but the Council has remained firm in its support of the principles of the Equality Act 2010.

Significant work still needs to be carried out to ensure that all departments collect consistent data regarding the 9 protected characteristics covered by the Equality Act 2010 and also the Welsh Language under the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011. Also careful consideration needs to be given as to how much detail is required for each individual data collection opportunity on an individual basis.

A great deal of work has been carried out in setting up a more robust data collection process and coupled with greater engagement we have begun to build a more accurate picture of the residents of Monmouthshire to allow us to better tailor our services to meet their needs. It is however acknowledged there is still work to do.

Employment Information

Human Resources in conjunction with the Equality Officer set up an on-line data collection system which will eventually provide all the information the council needs to understand the make up of its staff in respect of the protected characteristics. Even though the system itself is robust it is taking some time for staff to complete these forms and it is recognised that more work needs to be done across the council to ensure that we are in possession of all the data as required by the Equality Act 2010.

Pay Differences

In support of the comprehensive equal pay exercise an Equal Pay Action Plan was developed to support its smooth operation. All of the actions have since been completed well ahead of schedule. The Authority remains fully

committed to the principles of Equality and all new posts are rigorously scrutinised using the GLPC job evaluation process.

Staff and Elected Member Training

- EQIA training sessions with Departmental Management Team's April/May 2013
- WLGA EqIA training to 3 of the Council's departmental management teams on the 5th Sept 2013 (21 officers attended).
- Equality Act 2010 training session with councillors –WLGA 17th June 2013
- School Governor Equality Act 2010 training carried out by the WLGA in September 2013
- Equality Officer presentation to the Town + Community Council on the Welsh Language Act 1993 and Equality Act 2010 – Feb 2014
- Equality Act 2010 presentation to Monnow Vale Social workers 12th Mar 2014
- A Welsh Language training programme including awareness training is devised annually

- The Council's Induction Programme is now run less often as recruitment is now minimal due to the financial climate. Having said that the programme has a specific section which deals with the Equality Act 2010, equalities in general and the Welsh Language.
- The Social Services Sensory Team continue to run 4 half day sessions per annum for staff and partner organisations on sight, hearing and dual sensory loss.
- Lesbian Gay Bisexual Transgender Awareness training for staff – Dec 2013

Procurement

The Council's Procurement process uses the documentation of the Welsh Purchasing Consortium therefore it is comprehensive in how Equalities is considered. A further meeting is scheduled to establish how contracts are monitored for compliance with Equality and Welsh Language.

Reporting and Publishing

This report is being published as per the requirements of the Equality Act 2010 and will be available in alternative formats upon request from the 1st April 2015.

The Welsh Language

- The Council's third Welsh Language Scheme (2012 – 2015) was scheduled to be replaced in the near future but with the anticipated arrival of the Welsh Language Standards the scheme will continue to be our guiding document in relation to Welsh Language compliance until further notice.
- A working group has met regularly to discuss the requirements and potential implications of the “More than words Strategy 2011”/ “Strategaeth Mwy na geiriau 2011”. This strategy from the Welsh Government requires that providers of social care make an “active offer” regarding providing services through the medium of Welsh if the service user so wishes. The Council have made significant progress in respect of their action plan and continue to work in partnership with Aneurin Bevan Health Board to provide this service.
- The Welsh Language Monitoring Report 2013-14 was produced and sent to the Commissioners office by the 30th June 2014
- A Welsh Language Linguistic Skills Strategy 2013 – 2016 was written and went through Council in June 2013
- A Welsh Language training programme including awareness training is devised annually.

- Meetings have been held between the Council and the Eisteddfod Genedlaethol with regards to the forthcoming Eisteddfod taking place in the County in August 2016.

Good Practice 2013-2014

- The Council's financial savings proposals were assessed in October 2013 (last year Feb 2012)
- The financial savings proposals are now discussed at area forums (Bryn y Cwm etc) and on social media (Facebook, Twitter)
- A Bullying Prevention multi agency group established. Developing guidance, information, good practice to support schools.
- KiVa anti bullying programme piloted in schools, along with a challenging attitudes/Healthy relationships 4 week programme for year 5/6 pupils. Also Positive behavior management training including Team Teach has been included.
- A Corporate Equality Network was created met first time on the 1st Oct 2013
- A Hate crime Forum started July 2013
- All Human Resources policies, application forms, procurement docs, equal opportunities forms checked for compliance – Summer 2013

- An Ageing Well Project engagement event took place with over 40 people in attendance – this event was held in partnership with the following – Monmouthshire Housing, Monmouthshire Care + Repair, Aventa and Aneurin Bevan Health Board - October 2013
- A Service level agreement was taken up with WITS (Welsh Interpreter and translation service) to ensure a quality, timely service across the council – Sept 2013
- Community cohesion funding was sourced by Bernadette Kelly – transport and old people projects were funded to the tune of £2K each Sep 2013
- The MEDG were successful in a Big Lottery funded bid to “Monmouthshire Voices”. An officer to engage with hard to reach disabled and BME people has since been appointed and works closely with the Policy Officer Equality and Welsh Language.
- At the Gwent Domestic Abuse Pathfinder Project National Conference – the council were awarded the Supportive Employers Award + Rachel Allen (Domestic Abuse Coordinator) was awarded the Inspirational Individual Award 2013
- In 2013 the first ever wheelchair road race ever held in UK held in Abergavenny
- An Orange wallet scheme- for children on the autistic spectrum was launched at the Autism Information day on the 15th Feb 2014
- The Insport accreditation award run through Disability Sport Wales achieved the “Ribbon Award” in November 2013
- On the 27th September 2012 the council signed a **Community Covenant** that recognised the role of the armed forces. Specifically the role of the Covenant is to: “encourage support for the Armed forces community

working and residing in Monmouthshire and to recognise and remember the sacrifices made by members of the armed forces community”.

Good practice 2014 – 15

- School Governor Equality training taken by WLGA 8th April 2014 (24 attended)
- Insport accreditation run through Disability Sport Wales – Achieved Bronze Award May 2014. Now working towards Silver award in 2015 – 2016
- Stonewall Diversity Champion members June 2014
- Stonewall Equality Employers Index– rated 256th out of 400 employers.
- 8 members of council’s Registrar’s team attended a “Same sex” marriage seminar
- Close partnership working with the “Monmouthshire Voices Project”- Disability (Access 4 All Forum) and BME.
- In conjunction with “Monmouthshire Voices” we have created a network and have met to agree an action plan to attain the BSL Charter for Deaf and hard of hearing people living in Monmouthshire.

- “Time to change” (Mental health awareness) pledge adopted and action plan taken on July 2014. First local authority in Wales to sign the pledge.
- In response to an e mail for champions for the Time to change pledge there have been responses from more than 40 members of staff and elected members.
- Mental Health week was celebrated in conjunction with above
- Monmouthshire received White Ribbon award status July 2014. 2 year implementation plan in place to be completed by 2016. There are now 8 high level ambassadors in place.
- A White Ribbon Rugby Tournament was held on the 25th November 2014 sponsored by the Council.
- The Council has agreed leisure concessions for ex servicemen/women with Disability war pension. This has now provided parity with people claiming disability benefits.
- A memorial walk was held in Monmouth to commemorate the fallen in the world wars on the 2nd of November 2014
- Holocaust Memorial Day was commemorated on the 27th January 2015 with small events held in County Hall Usk, Caldicot Library and Magor Office.
- The council has agreed the relocation of Afghanistan Civilians in Monmouthshire February 2015
- Social care staff received bespoke Welsh language Training to care for a first language Welsh speaker with dementia. This was done under the “Mwy na geiriau” Strategy.

- An EQIA panel consisting of 3 officers was established in October 2014 to ensure the robustness of the EQIA process.
- EQIA training was arranged for 15 departmental managers on the 13th October 2014.
- “Dignity at Work” – anti bullying policy for school based employees was formalised on the July 2014
- School Governor training was held on the Equality Act 2010 on the 18th October 2014 – 10 people attended representing 8 schools.
- Show Racism The Red Card training has been arranged for schools in the Caldicot area for the end of March 2015
- LGBT Forum talking to assemblies (17 pupils revealed homophobic bullying in one assembly to one year group in one school)
- 5 LGBT awareness sessions were held by Youth Services
- 2 bullying sessions were taken at King Henry School Abergavenny by Youth services
- CAIR has been scrutinising access plans for Abergavenny and Chepstow Comprehensive schools and visiting the sites
- A range of events have been arranged to celebrate International womens day- w/c 10th March 2015.

- EQIA training by the WLGA has been arranged for 15 officers and 6 Elected members on the March 12th 2015
- The Council has just had its application to renew its **Fairtrade County status** approved by the national Fairtrade Foundation. A lot of work goes into making Monmouthshire a Fairtrade County, which has to be renewed every 2 years. Monmouthshire has now had its Fairtrade County status since 2008.

To be a Fairtrade County, the Council has to demonstrate that they are using and making Fairtrade products available and promoting awareness and use of Fairtrade products. The Council also support our four very active Fairtrade Town groups to tell people about Fairtrade. The Fairtrade mark guarantees a fair deal and better conditions for farmers and producers in developing countries. Farmers also receive a Fairtrade premium and co-operatives can choose what to spend it on, for example supplying water, building a school, improving health care and so on. We want to promote Fairtrade wherever we can, and we will be using the Eisteddfod in 2016 to help spread the Fairtrade message to an even wider audience.”

- An extension of the Armed Forces Covenant signed by the council in 2012 is the agreement to participate in the **Home Office Afghan National Relocation scheme** which was signed on the 16th July 2014.
- Below are the number of opportunities that have been given by our Disability Sports Officer to disabled people over the period 2012 to 2014.

Year	Total No. of Opportunities	No. of Clubs/Sessions	No. of insport Clubs

2012	8,687	27	13
2013	15,599	36	13
2014	23,896	50	17

In Conclusion

This is the Council's third annual report and is an accurate statement of the steps that we have and are taking to tackle this challenging piece of legislation. In the action plan below the progress is highlighted in bold and there is a healthy completion rate and many areas where things are never completed but that things are ongoing. We are also honest enough to highlight areas that we recognise need developing and we intend to do just that over the next year.

The financial year 2013 to 2014 was once again a very difficult one for the Council in respect of the equality agenda due to the severe financial situation being faced by the Council and some of its key partners. The Council is however proud with what has been achieved and confident that despite these financial constraints it has demonstrated a firm commitment to the Equality Act 2010 and to the people of Monmouthshire who come under the umbrella of the protected characteristics.

Appendix 1 Strategic Equality Plan Action Plan

Equality Objective One - Make Equality a key element of our thinking and decision making process.

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
1	Report annually on progress of Strategic Equality Plan through Council political and professional structures DONE	Annually	Policy Officer Equality + Welsh Language Corporate Equality Network	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
2	Proactively publish the equality information required as part of the Council specific duties e.g. Equality Impact Assessments, Staff information etc DONE	Annually, in-line specific duties	Human Resources Policy Officer Equality + Welsh Language, Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

3	Work with Monmouthshire partner organisations to raise profile of the equality agenda, ONGOING WORK BEING CARRIED OUT	2012 -16	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
4	Promote equality agenda through Monmouthshire Local Service Board Strategic Partnership structure NEEDS MORE WORK	2012 -16	Strategic Partnership + Engagement Lead	S	✓	SO	✓
				A	✓	GR	✓
			Policy Officer Equality + Welsh Language	D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
5	Promote the Monmouthshire Strategic Equality Plan and Equality Objectives DONE	2012 -16	Communications Team	S	✓	SO	✓
			Corporate Equality Network	A	✓	GR	✓
			Monmouthshire Equality + Diversity Group	D	✓	M & CP	✓
			Elected Member Equality Champion	R	✓	P & M	✓
				R&B	✓	W	✓

6	Develop the role and work programme for the Elected Member Equality Champion ONGOING WORK BEING DONE	December 2012	Policy Officer Equality + Welsh Language Democratic Services WLGA Training	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
7	Hold Elected Member Briefing Sessions on relevant equality topics TRAINING ARRANGED	2012 -16	Policy Officer Equality + Welsh Language Members Secretary	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
8	Provide advice and guidance to elected members and Council staff on equality issues as required ONGOING WORK BEING DONE	As required	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

9	Annually review and improve the Equality Impact Assessment process. ONGOING WORK BEING DONE	Annual review and update	Policy Officer Equality + Welsh Language + Performance and Improvement Officer	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
10	Ensure that research and statistics are used to give better quality data when carrying out Equality Impact Assessments NEEDS MORE WORK	2012 -16	Policy Officer Equality + Welsh Language All Council Departments	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
11	Work with partners and colleagues to improve data and information related to protected characteristics NEEDS MORE WORK	2012 -14	Policy Officer Equality + Welsh Language Improvement + Democracy WLGA (Welsh Local Government Association) Other Council's	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

12	Existing strategies, policies and procedures will be subject to a structured programme of review to assess any potential impact on the protected characteristics ONGOING	2012 - 2014	Representatives from departments Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
13	Ensure that the Councils' Contract/procurement process takes into account Equality considerations – review existing contract documentation. COMPLETED	April 2013	Policy Officer Equality + Welsh Language Procurement Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
14	Ensure that Functional public bodies are aware of their obligations under the Equality Act 2010 – Town + Community Councils etc NEEDS MORE WORK	May 2013	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

15	Monitor the Council Complaints and compliments procedure for any equality issues –. ONGOING WORK. COMPLAINTS REDUCED SIGNIFICANTLY	Quarterly	Corporate Complaints Officer Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

Equality Objective Two - Be an equal opportunity employer, with a workforce and leadership that is aware of, and respects the equality agenda

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
16	Draw up a schedule to review all Human Resources policies and procedures e.g. Dignity at Work Policy, Domestic Abuse Policy. Pregnancy/maternity and Adoption etc. COMPLETED	January 2013	Human Resources Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
17	Re-establish the Councils Corporate Equality Network. Members to champion equality agenda across their divisions. COMPLETED	December 2012	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

18	Develop corporate training programme for raising awareness and understanding of Equality Act 2010 and equality and diversity issues LOOKING TO DO MORE IN HOUSE	June 2013	Policy Officer Equality + Welsh Language Workforce Development Manager Departmental Training Officers	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
19	Investigate opportunities to provide training with partner organisations and neighbouring local authorities ONGOING	November 2013	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
20	Research equality related campaigns and promote appropriately. e.g. International Women's Day, Holocaust Week, UN International Day for Older People Celebration DEVELOPING AN ANNUAL PROGRAMME OF CAMPAIGNS	2012 -15	Policy Officer Equality + Welsh Language Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

21	Produce equality focused communications e.g. stories and articles for Team Spirit magazine and the Council website BEING DONE	Bi-monthly	Policy Officer Equality + Welsh Language Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
22	Ensure the relevant Equality web pages of the Council website contain up-to-date equality information COMPLETED	March 2013 and continually update	Policy Officer Equality + Welsh Language Communications Manager	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
23	Re launch the Councils' Corporate Branding Guidelines to raise staff awareness on accessibility and Welsh Language considerations COMPLETED	January 2013	Communications Team Policy Officer Equality + Welsh Language	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓

24	Complete the revised Welsh Language Scheme and get agreed by Council COMPLETED	December 2012	Policy Officer Equality + Welsh Language Welsh Language Support Officer	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
25	Implement the Welsh Language Scheme 3 year Action Plan and produce an annual monitoring plan. COMPLETED	2012 - 15	Policy Officer Equality + Welsh Language Welsh Language Support Officer Corporate Equality Network	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
26	Develop a Welsh Language Linguistic Skills Strategy COMPLETED	April 2013	Policy Officer Equality + Welsh Language Welsh Language Support Officer	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓

27	Implement the Linguistic Skills Strategy 3 year Action Plan and monitor annually COMPLETED	2012 -15	Policy Officer Equality + Welsh Language Welsh Language Support Officer Corporate Equality Network	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
28	Develop a bilingual and accessible Council Website COMPLETED	1 st April 2013	Communication Team Policy Officer Equality + Welsh Language	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓

Equality Objective Three - Getting to know the people we serve and employ.

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
29	Develop and circulate a questionnaire to collect information regarding all existing staff across all the protected characteristics NEED GREATER RESPONSE FROM STAFF	February 2013	Policy Officer Equality + Welsh Language Human Resources	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
30	Ensure the Council's recruitment process collects the relevant equality information COMPLETED	January 2013	Human Resources Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

31	Review customer services data collection methods to ensure relevant equality information being collected COMPLETED	April 2013	Policy Officer Equality + Welsh Language Customer Service Lead Officer	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
32	Utilise research and statistical sources, e.g. Census 2011 (available from July 2012) to help build a better picture of equality NEED TO IMPROVE	September 2013	Policy Officer Equality + Welsh Language Improvement + Democracy	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
33	Develop and promote standardised equality questions for use on questionnaires, consultations and engagement activity COMPLETED	July 2013	Policy Officer Equality + Welsh Language Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

34	Work in partnership with other listed public bodies to engage hard-to-engage citizens. ONGOING WORK BEING DONE	2012 - 16	Policy Officer Equality + Welsh Language Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
35	Work in partnership with organisations that can support and help both the Council and people from protected characteristics (WLGA, Stonewall, SEWREC Transgender Wales, Welsh Language Commissioner etc) ONGOING WORK BEING CARRIED OUT	2012 - 16	Policy Officer Equality + Welsh Language Partnership + Engagement Monmouth Equality + Diversity Group	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

Equality Objective Four - Protect and support vulnerable people in our communities

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
36	Publish the equality information required as part of the Council specific duties e.g. Equality Impact Assessments, Staff information etc DONE IN ANNUAL REPORTS	Annually, in-line specific duties	Human Resources Communication Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
37	Develop a Community Cohesion Action Plan COMPLETED	November 2012	Community Cohesion Officer	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

38	Work with local and regional partners to implement and promote community cohesion in Monmouthshire ONGOING WORK BEING DONE	2012/16	Community Cohesion Officer Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
39	Implement the Monmouthshire Domestic and Sexual Abuse Action Plan. COMPLETED	2012 - 13	Domestic Abuse Co-ordinator	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
40	Improve accessibility for disabled students and staff in our secondary schools through reasonable adjustments being made PROGRAMME OF IMPROVEMENTS IN PLACE AND BEING CARRIED OUT	2012 - 16	Additional Learning Needs + Inclusion Property Services	S		SO	
				A		GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

41	Improve access to services for the sensory impaired BSL CHARTER BEING DISCUSSED WITH PARTNERS	2012 -16	Social Services Policy Officer Equality + Welsh Language Equality + Diversity Group	S		SO	
				A		GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	
42	Ensure that all contractors comply with current equality legislation DOCUMENTATION IN PLACE. NEED TO REVIEW MONITORING PROCESS FOR COMPLIANCE	November 2013	Procurement Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
43	Provide accurate accessible information on Website and key distribution to outlets e.g. surgeries, Hospitals etc WEBSITE DONE. OTHERS SOURCES DO NOT EXIST	2012 - 16	Customer Relations	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

44	Deliver the 5 core elements of the “Frailty Project” COMPLETED	2012 – 13	Social Care + Health	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B	✓	W	✓
45	Develop the School Reporting Toolkit for Bullying and Racial Incidents Pilot for 1 year and review COMPLETED	October 2012 – September 2013	School Improvement	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
46	Continue to run “My Life” courses for post 16 students with learning, physical and mental health illness COMPLETED	2012 – 13	Adult + Community Education Service	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

47	Undertake a recruitment campaign to enhance our pool of foster carers ONGOING PIECE OF WORK	2012 – 13	Health + Social Care (Fostering + Adoption)	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	✓
				R	✓	P & M	
				R&B	✓	W	✓
48	Review + develop the Councils' Telecare services ONGOING PIECE OF WORK DUE TO BUDGETARY PRESSURES	2012 – 14	Social Care + Health	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

Equality Objective Five - Encourage people to become more active and involved in helping shape Council decisions and service provision

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
49	Find out what barriers prevent people from becoming involved with public service providers RECOGNISING BARRIERS AND ENGAGING APPROPRIATELY WITH PEOPLE	October 2013	Policy Officer Equality + Welsh Language Partnership + Engagement CAIR, Abergavenny Carers, Monmouthshire Equality + Diversity Group	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	
				R	✓	P & M	
				R&B	✓	W	✓
50	Encouraging and enabling regional partner organisations to explore innovative ways of encouraging people to become involved with the Council e.g. Stonewall Cymru, Diverse Cymru, Disability Wales etc NEEDS MORE WORK	November 2013	Policy Officer Equality + Welsh Language Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

51	Attend Cair and Abergavenny Carers etc to engage, support and exchange information ONGOING ATTENDANCE	2012 - 16	Policy Officer Equality + Welsh Language	S	✓	SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B	✓	W	✓
52	Attend and Support the 50+ Forum ONGOING ATTENDANCE	2012 -16	Policy Officer Equality + Welsh Language	S	✓	SO	
				A	✓	GR	
				D	✓	M & CP	
				R	✓	P & M	
				R&B	✓	W	✓
53	Support and work with the Menter Iaith, Urdd and Greater Gwent Fforwm Iaith to improve Welsh Language provision within Monmouthshire. WORKING CLOSELY WITH THESE PARTNERS	2012 - 16	Policy Officer Equality + Welsh Language Menter Iaith Blaenau Gwent/ Torfaen, Mynwy. The Urdd	S		SO	
				A	✓	GR	
				D		M & CP	
				R		P & M	
				R&B		W	✓

54	Actively promote the Council 's complaints and compliments policy to members of public with protected characteristics COMPLETED	December 2013	Corporate Complaints Officer Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
55	Implement the agreed action plan for the Monmouthshire Equality + Diversity Group and revisit the remit of the group COMPLETED	2012 -13	Monmouthshire Equality + Diversity Group members	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
56	Develop the role and work programme for the Disability Equality Champion NEEDS ADDRESSING	April 2013	Policy Officer Equality + Welsh Language Leader of the Council Head of Democracy	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

Appendix 2 MCC Employment data

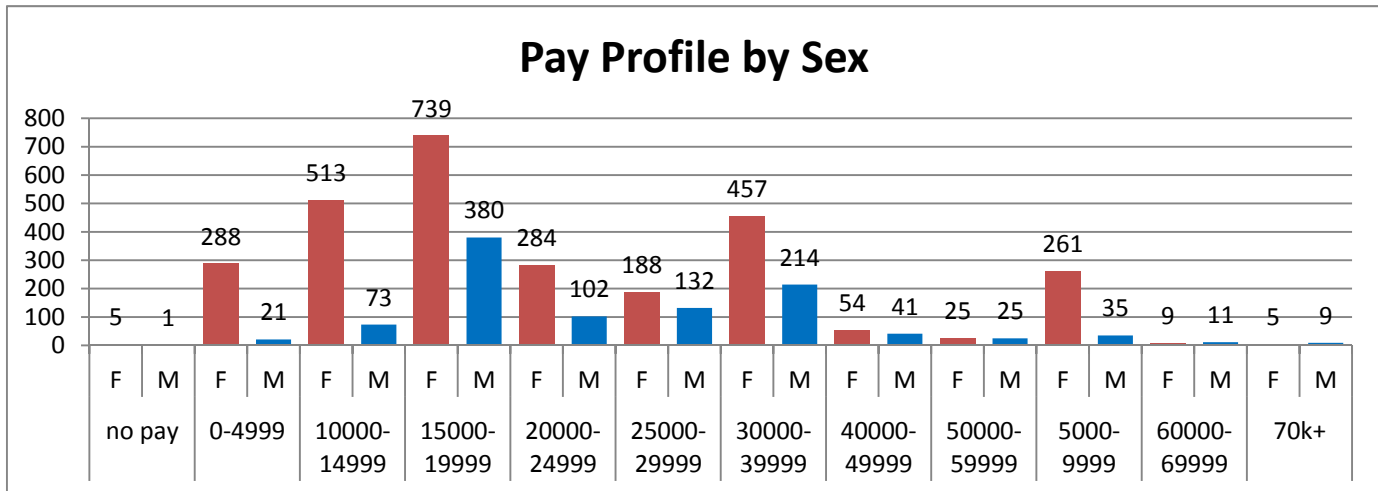
Data must be collected specifically for people:-

- employed by the authority on 31 March each year by the **protected characteristics**
- People who have applied for jobs with the authority over the last year
- Employees who have applied to change position within the authority, identifying how many were successful in their application and how many were not
- Employees who have applied for training and how many succeeded in their application
- Employees who completed the training
- Employees involved in grievance procedures either as complainant or as a person against whom a complaint was made
- Employees subject to disciplinary procedures
- Employees who have left the Councils employment.

Gender monitoring is required by

- Men and women employed, broken down by:
 - job
 - grade (where grading system in place)
 - pay
- contract type (including permanent and fixed term contracts) working pattern (including full time, part time and other flexible working patterns)

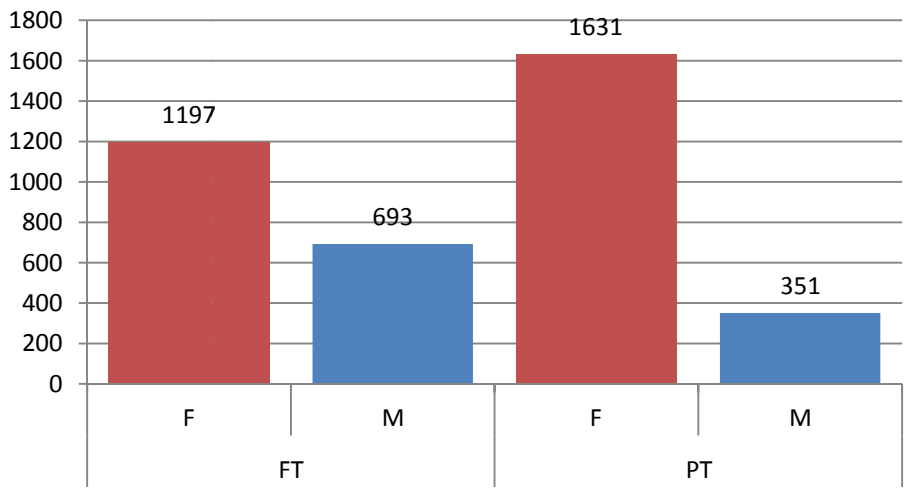
Employees



Salary Profile	Pers Sex	Total
no pay	F	5
	M	1
no pay Total		6
0-4999	F	288
	M	21
0-4999 Total		309
10000-14999	F	513
	M	73
10000-14999 Total		586
15000-19999	F	739
	M	380
15000-19999 Total		1119
20000-24999	F	284
	M	102
20000-24999 Total		386
25000-29999	F	188
	M	132
25000-29999 Total		320

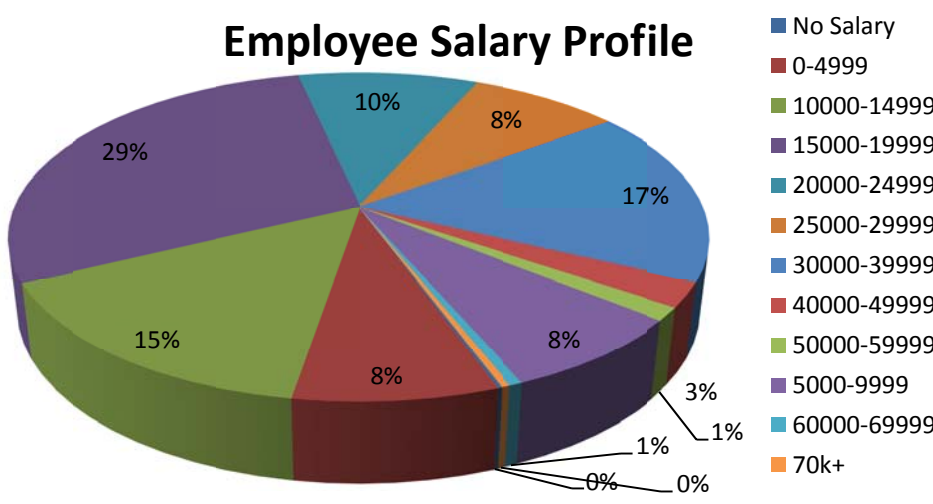
Salary Profile	Pers Sex	Total
30000-39999	F	457
	M	214
30000-39999 Total		671
40000-49999	F	54
	M	41
40000-49999 Total		95
50000-59999	F	25
	M	25
50000-59999 Total		50
5000-9999	F	261
	M	35
5000-9999 Total		296
60000-69999	F	9
	M	11
60000-69999 Total		20
70k+	F	5
	M	9
70k+ Total		14
Grand Total		3872

Employment Occupancy by Sex



Row Labels	Count of Employee Number
FT	1890
F	1197
M	693
PT	1982
F	1631
M	351
Grand Total	3872

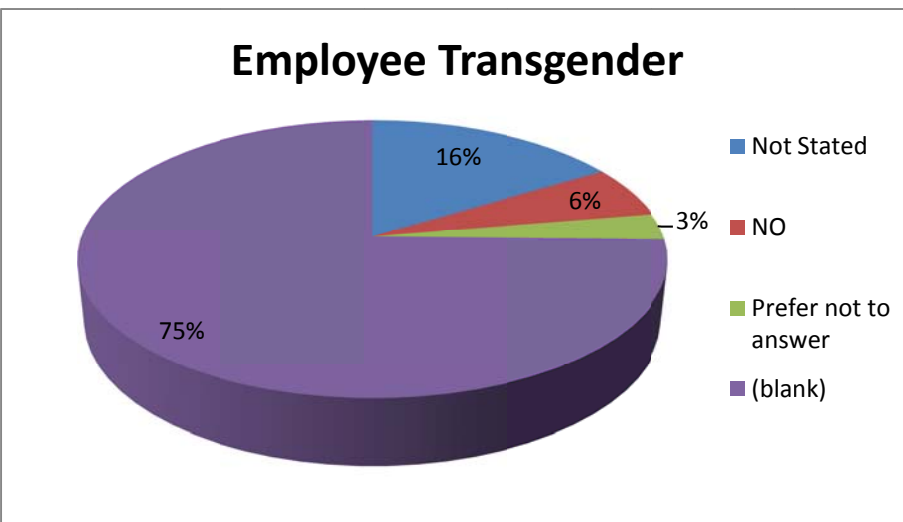
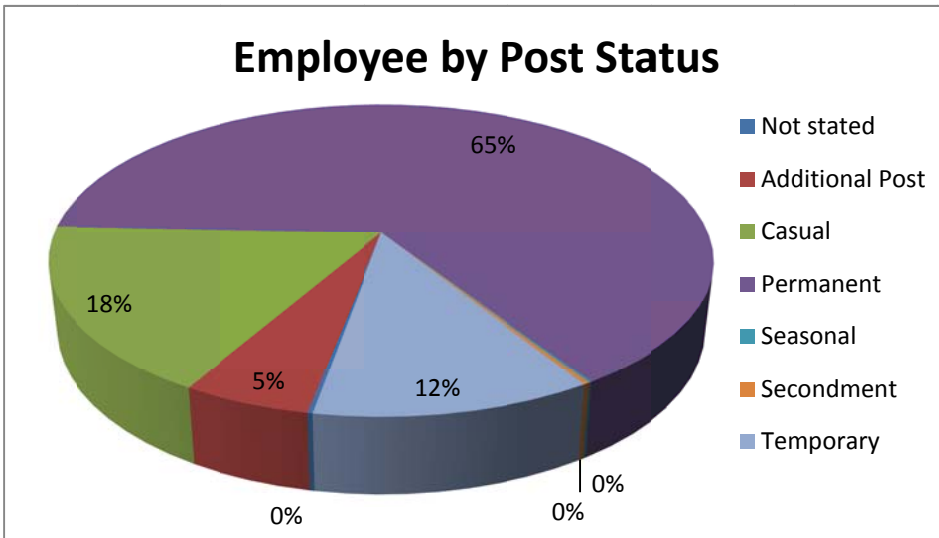
Employee Salary Profile



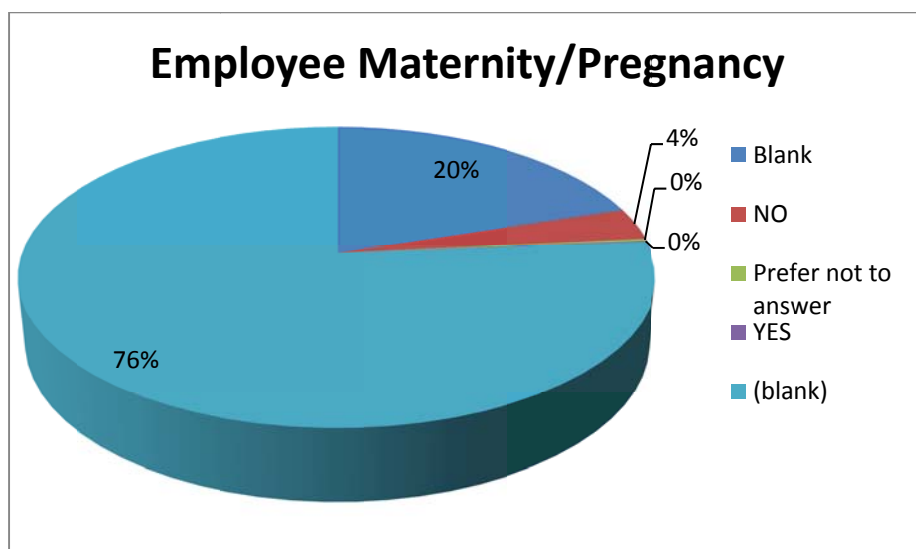
Row Labels	Count of Employee Number
No Salary	6
0-4999	309
10000-14999	586
15000-19999	1119
20000-24999	386
25000-29999	320
30000-39999	671
40000-49999	95
50000-59999	50
5000-9999	296
60000-69999	20
70k+	14
Grand Total	3872

Row Labels	Count of Employee Number
Not stated	8
Additional Post	205
Casual	672
Permanent	2524
Seasonal	5
Secondment	9
Temporary	448

Grand Total	3871
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Count of Employee Number	Total
Pers Transgender	
Not Stated	631
NO	233
Prefer not to answer (blank)	117
Grand Total	2892

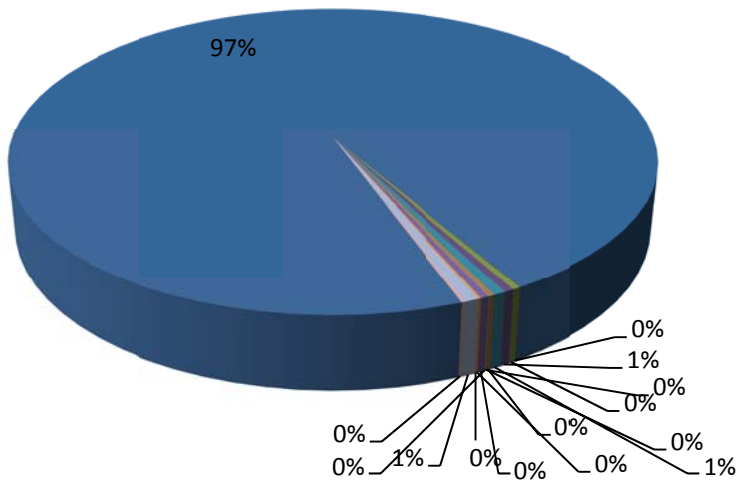


Count of Employee Number	Total
Pers Pregnancy Maternity	
Blank	775
NO	132
Prefer not to answer	9
YES	4
(blank)	2953
Grand Total	3873

Count of Employee Number

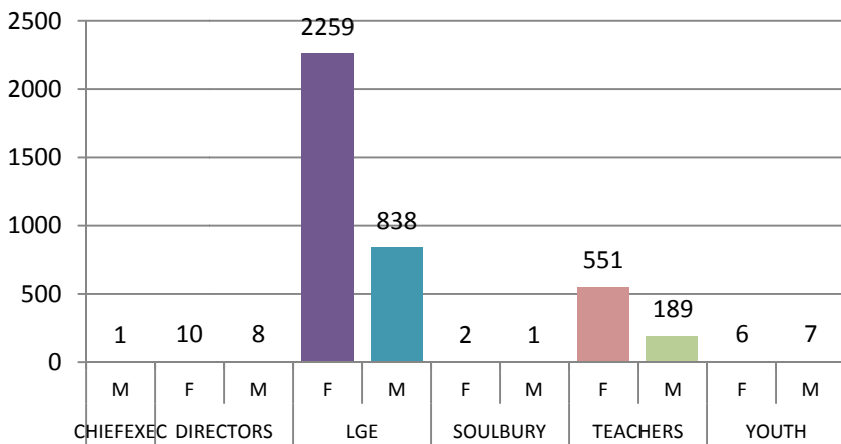
Language	Total
Blank	3764
Braille	1
British Sign Language	13
English	16
French	21
German	5
Italian	1
Maketon	1
N/A	2
OTHER	14
Polish	1
Spanish	4
Welsh	24
(blank)	5
Grand Total	3872

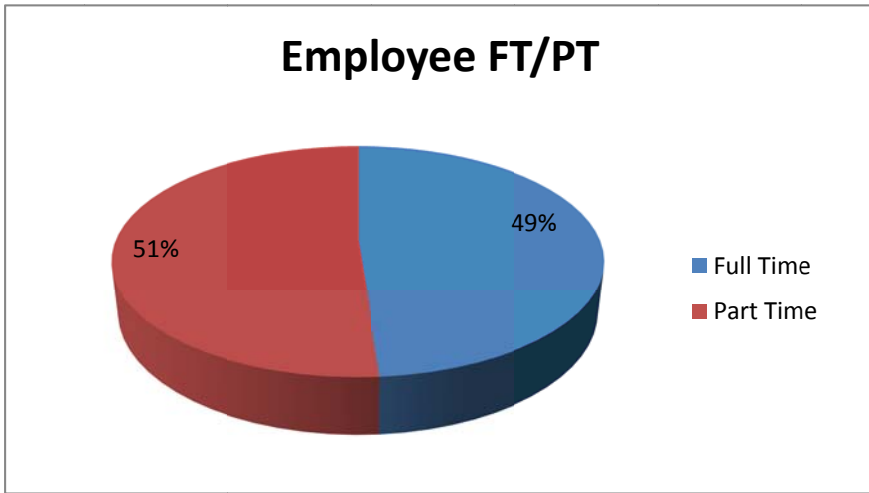
Employee Language Skills



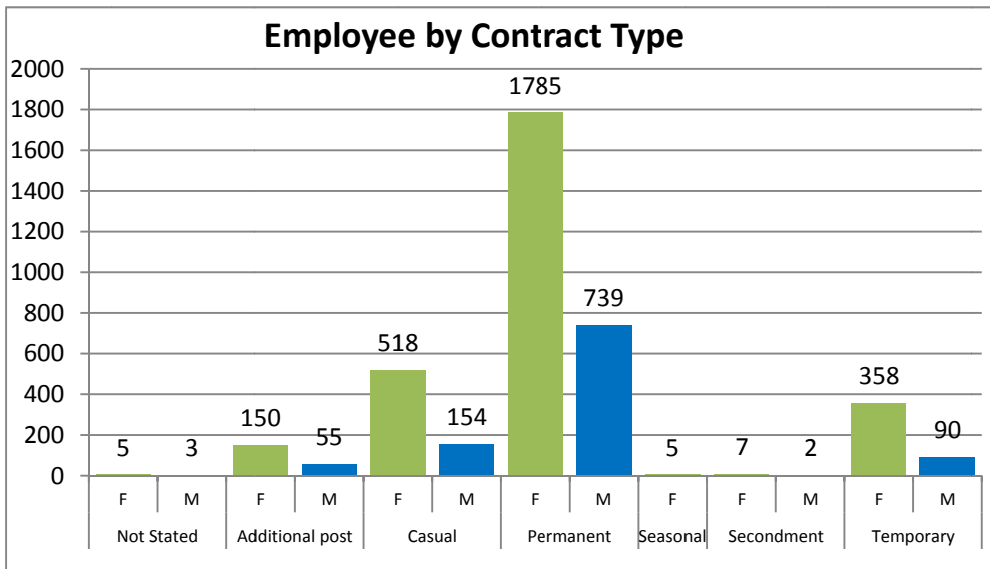
Count of Employee Number		
Job Number	Pers Sex	Total
CHIEFEXEC	M	1
CHIEFEXEC Total		1
DIRECTORS	F	10
	M	8
DIRECTORS Total		18
LGE	F	2259
	M	838
LGE Total		3097
SOULBURY	F	2
	M	1
SOULBURY Total		3
TEACHERS	F	551
	M	189
TEACHERS Total		740
YOUTH	F	6
	M	7
YOUTH Total		13
Grand Total		3872

Employee by Job Category

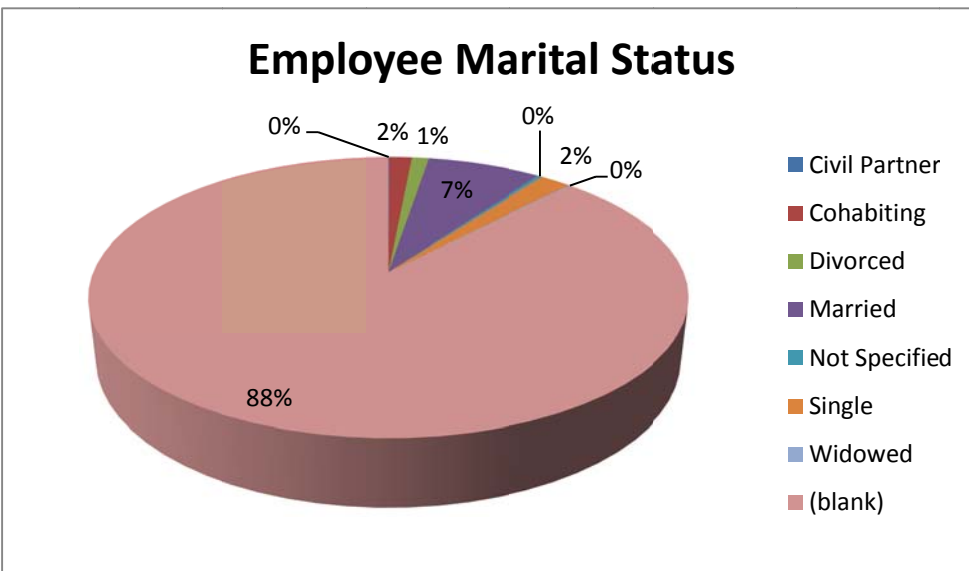
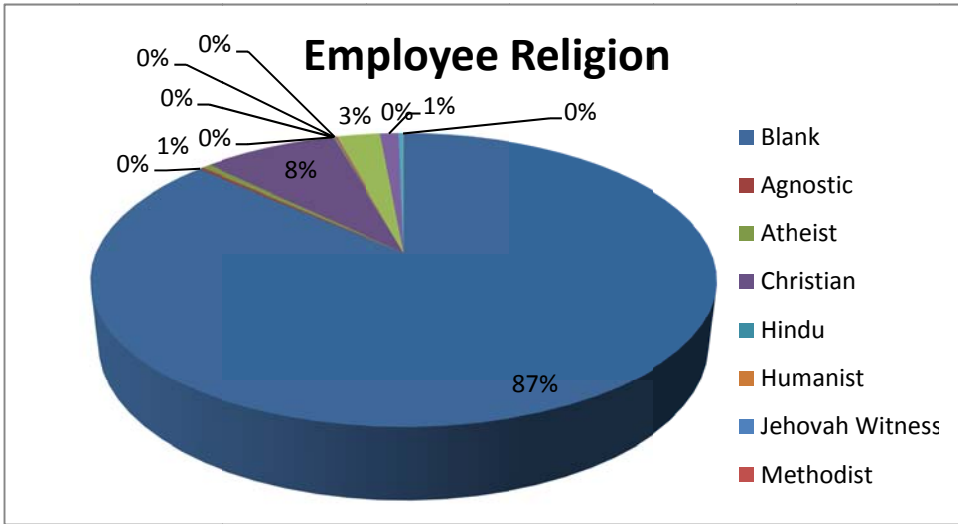




Count of Employee Number		Total
Pers Religion	Total	
Blank		3348
Count of Employee Number		
Agnostic		10
Atheist		21
FT/PT	Total	319
Christian		1890
Full Time		2
Part Time		1982
Grand Total		3872
Humanist		3
Jehovah Witness		1
Methodist		3
None		106
Not Stated		44
Count of Employee Number 1		
Other Religion		
Sikh		
Emp Post Occ Type	Pers Sex	Total
Not Stated	F	5
	M	3
Not Stated Total		8
Additional post	F	150
	M	55
Additional post Total		205
Casual	F	518
	M	154
Casual Total		672
Permanent	F	1785
	M	739
Permanent Total		2524
Seasonal	F	5
Seasonal Total		5
Secondment	F	7
	M	2
Secondment Total		9
Temporary	F	358
	M	90
Temporary Total		448
Grand Total		3871

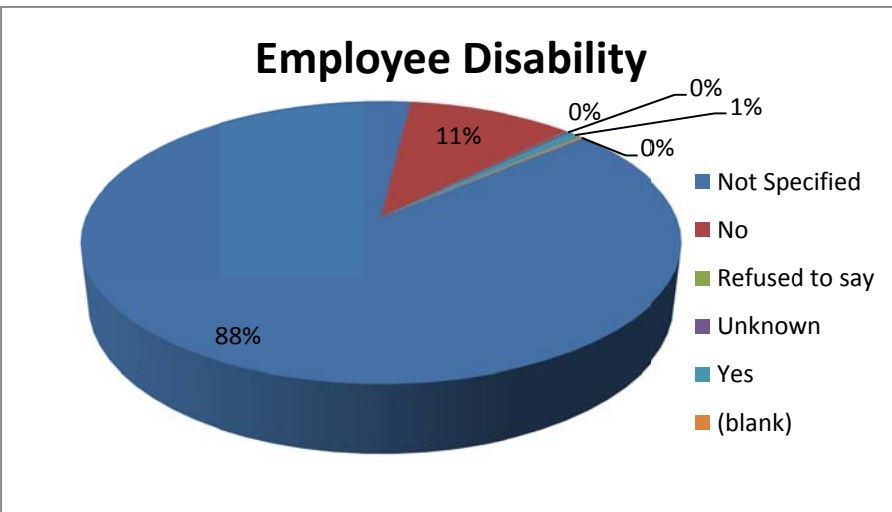
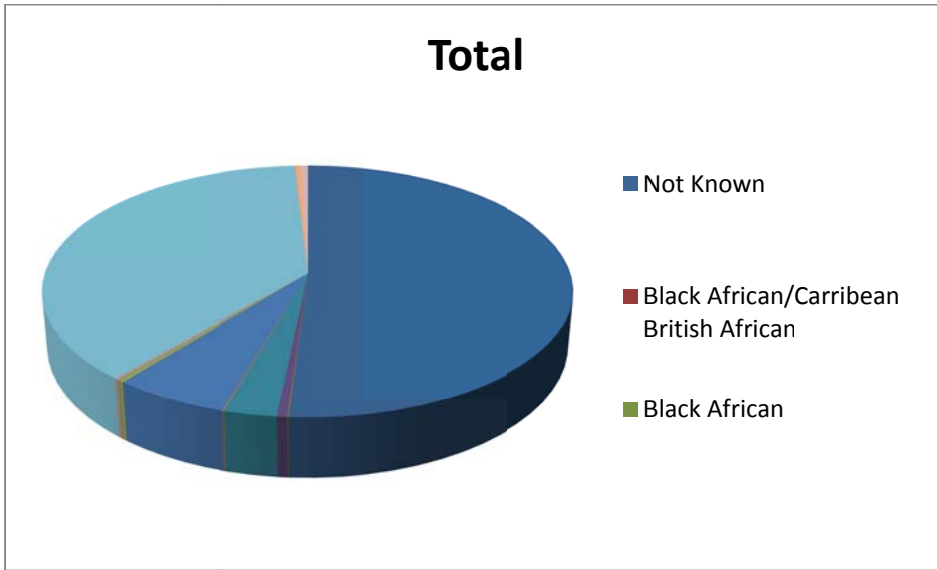


Grand Total	3869
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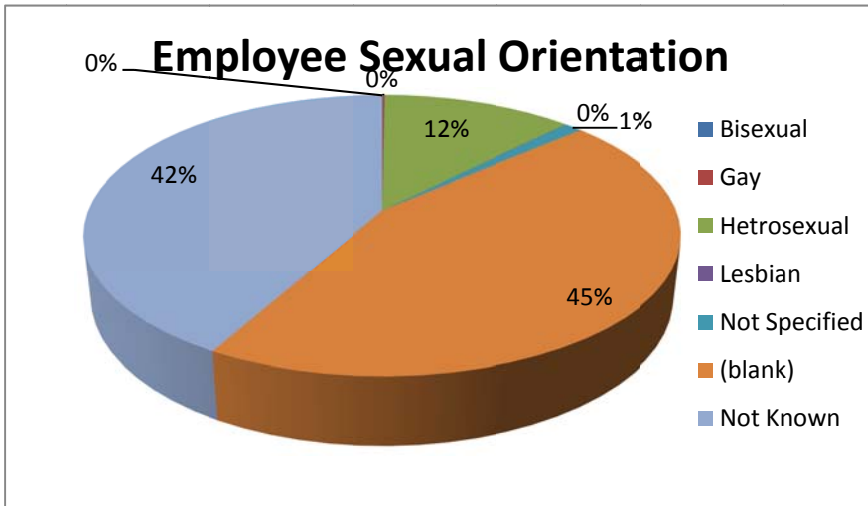


Item 4ix

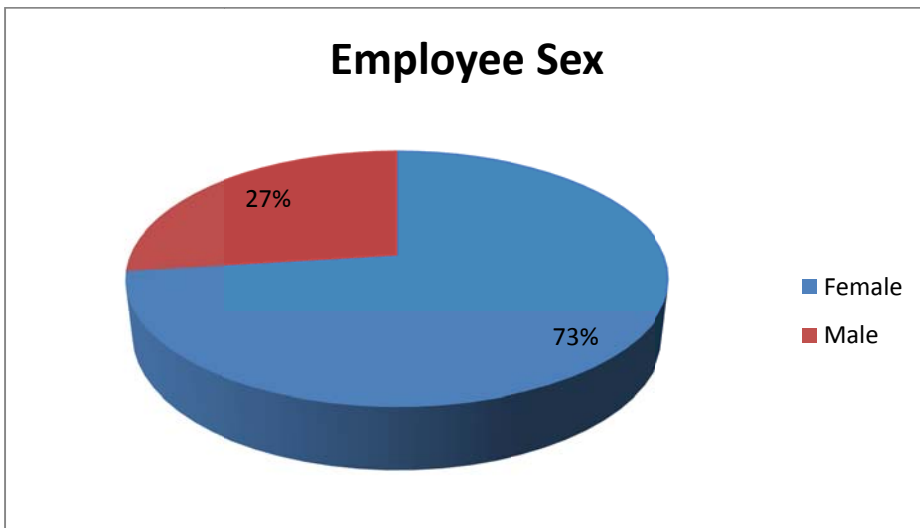
Count of Employee Number	
Pers Ethnic Origin	Total
Not Known	1974
Black African/Carribbean British African	1
Black African	2
Any other white background	21
British	108
Chinese	3
English	242
Indian	1
Irish	9
White and Asian	1
White and Black Carribbean	2
Any other mixed background	4
Northern Irish	1
Not Specified	2
Any other asian background	1
Other ethnic group	2
Welsh	1464
Scottish	15
White any other	1
White English/Welsh/Scottish/N Irish	18
Grand Total	3872



Count of Employee Number	
Pers Disable Flag	Total
Not Specified	3407
No	412
Refused to say	2
Unknown	10
Yes	32
(blank)	9
Grand Total	3872



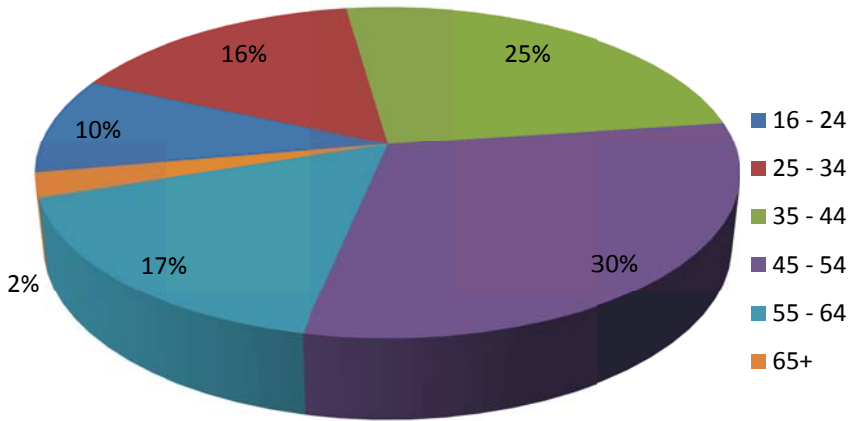
Count of Employee Number	
Pers Sexual Orientation	Total
Bisexual	1
Gay	5
Hetrosexual	470
Lesbian	3467
Not Specified	45
(English)	1775
European Union National	1624
Grand total Non European	3872
European	1
Scottish	3
UK National	90
Welsh	222
(blank)	5
Grand Total	3872



Count of Employee Number	
Pers Sex	Total
Female	2828
Male	1044
Grand Total	3872

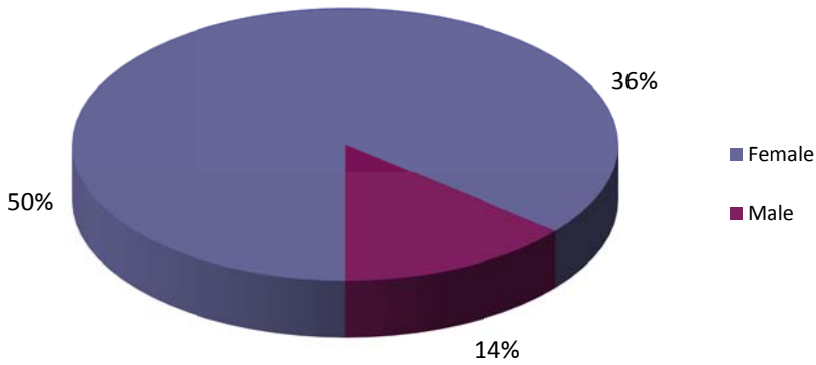
Count of Employee Number		
Age Profile	Employee Number	Total
16 - 24		367
25 - 34		620
35 - 44		970
45 - 54		1177
55 - 64		641
65+		91
Grand Total		3866

Employee Age Profile



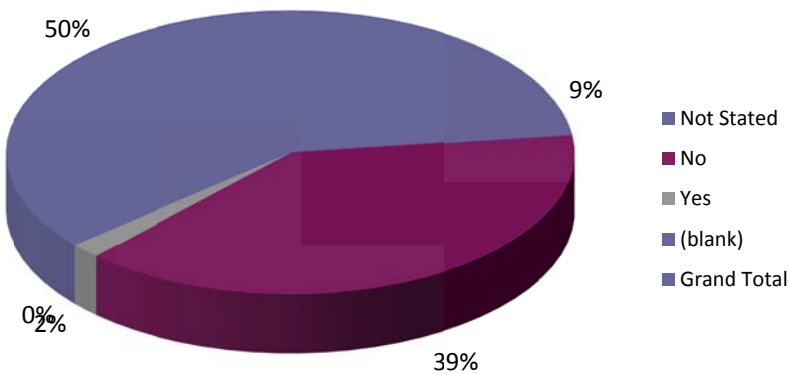
Applicants

Applicants by Sex

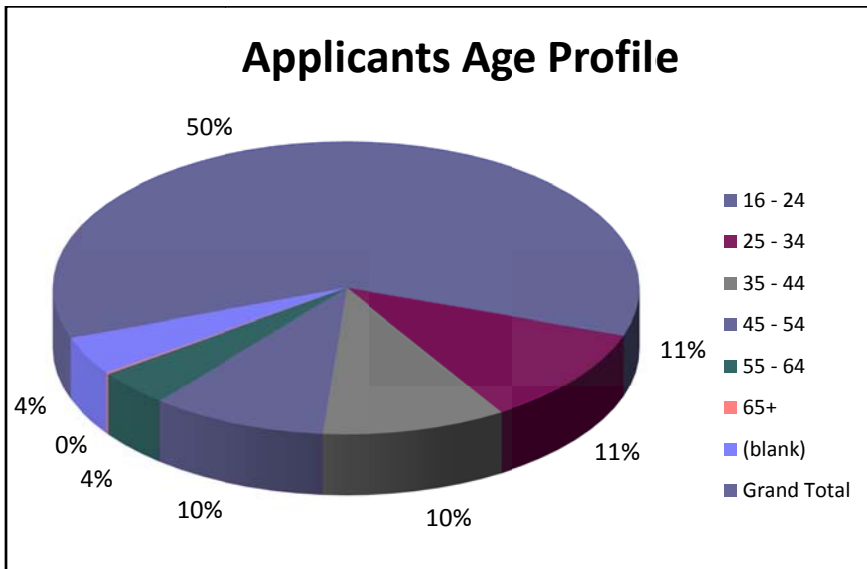


Count of Applicant Id	Total
Pers Sex	Total
Female	1913
Male	744
Grand Total	2657

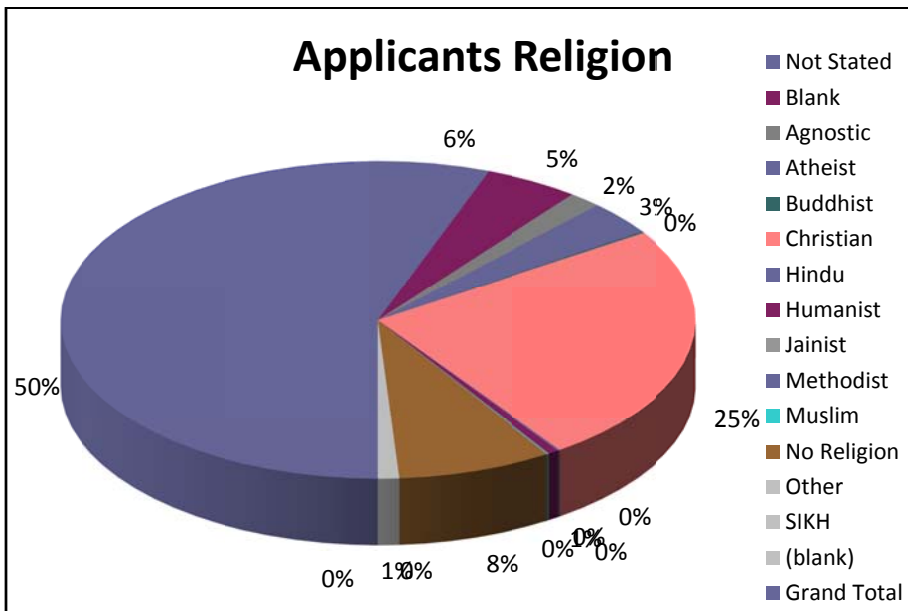
Applicants by Disability



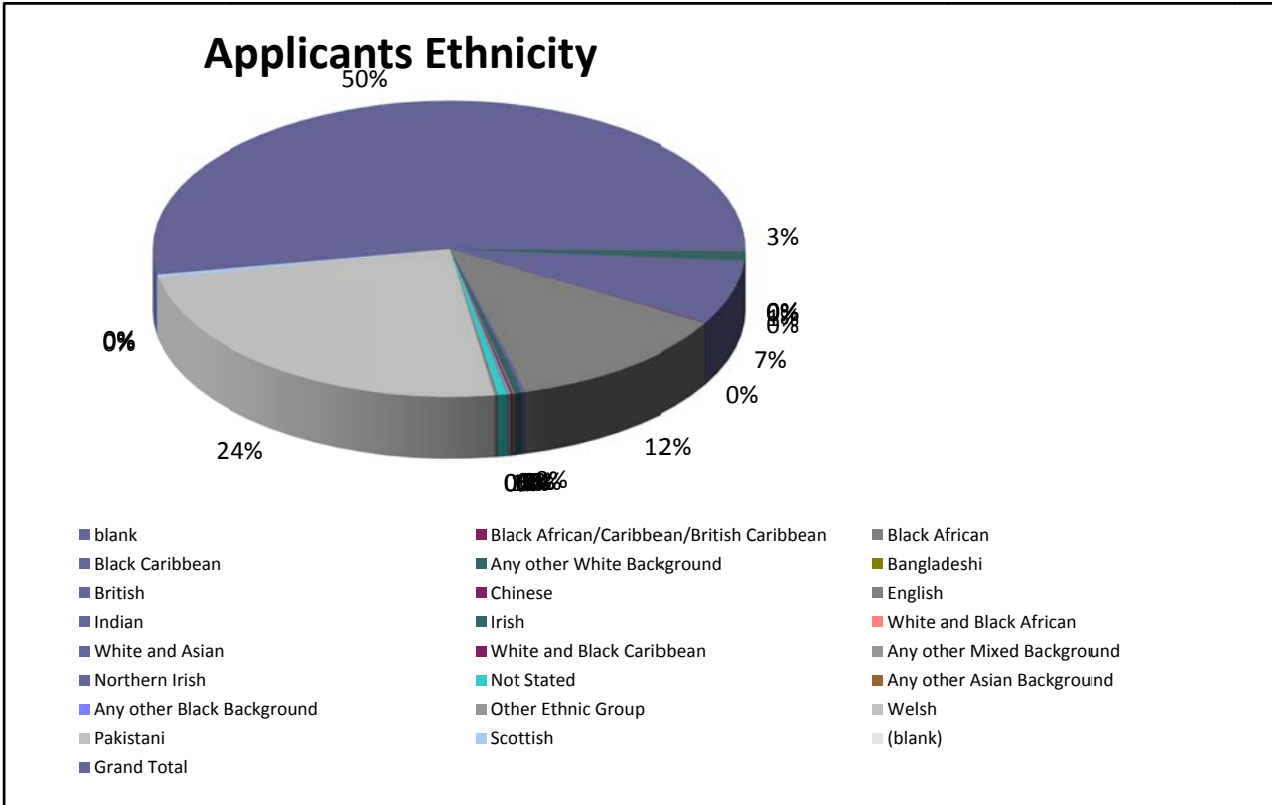
Count of Applicant Id	Total
Pers Disable Flag	Total
Not Stated	481
No	2076
Yes	92
(blank)	9
Grand Total	2658



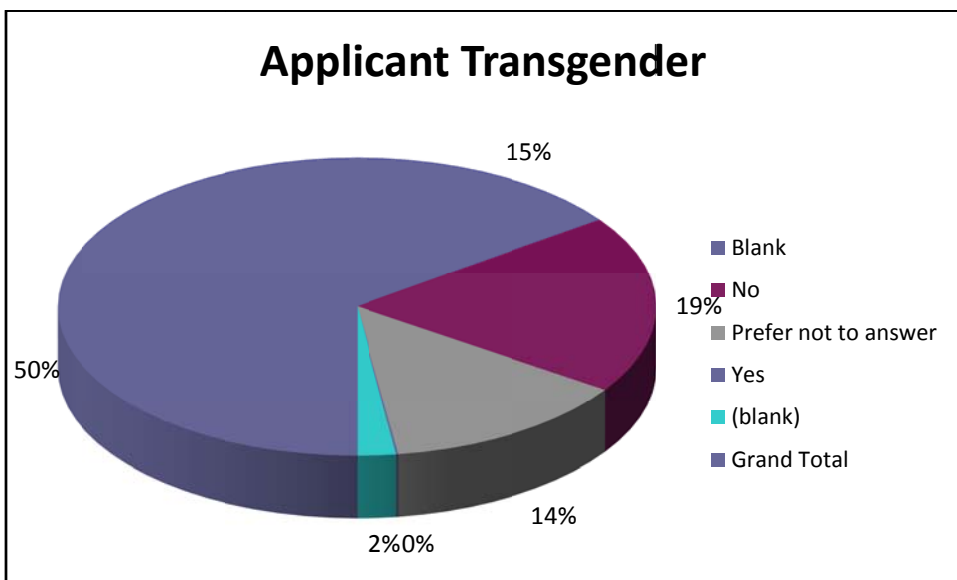
Count of Applicant Id	
Age Profile	Total
16 - 24	575
25 - 34	579
35 - 44	540
45 - 54	514
55 - 64	216
65+	8
(blank)	226
Grand Total	2658



Count of Applicant Id	
Pers Religion	Total
Not Stated	301
Blank	256
Agnostic	88
Atheist	182
Buddhist	8
Christian	1308
Hindu	6
Humanist	28
Jainist	2
Methodist	1
Muslim	3
No Religion	418
Other	43
SIKH	7
(blank)	7
Grand Total	2658

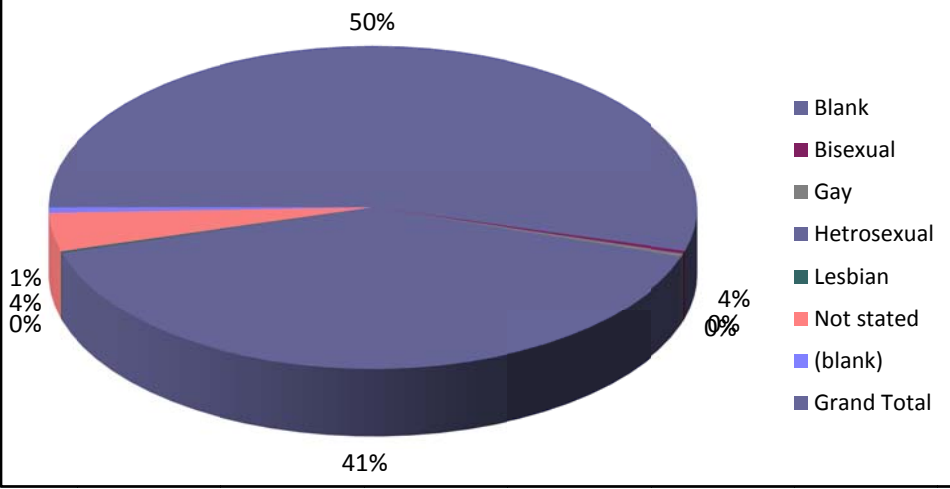


Count of Appli	Pers Ethnic O
	blank
	Black African/Caribbean
	Black African
	Black Caribbean
	Any other White
	Bangladeshi
	British
	Chinese
	English
	Indian
	Irish



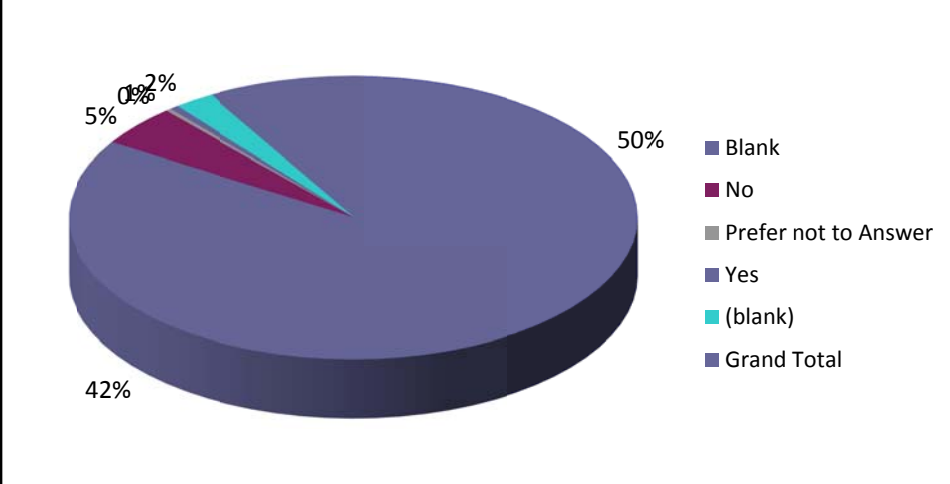
Count of Applicant Id	Total
Blank	803
No	1027
Prefer not to answer	709
Yes	6
(blank)	113
Grand Total	2658

Applicant Sexual Orientation



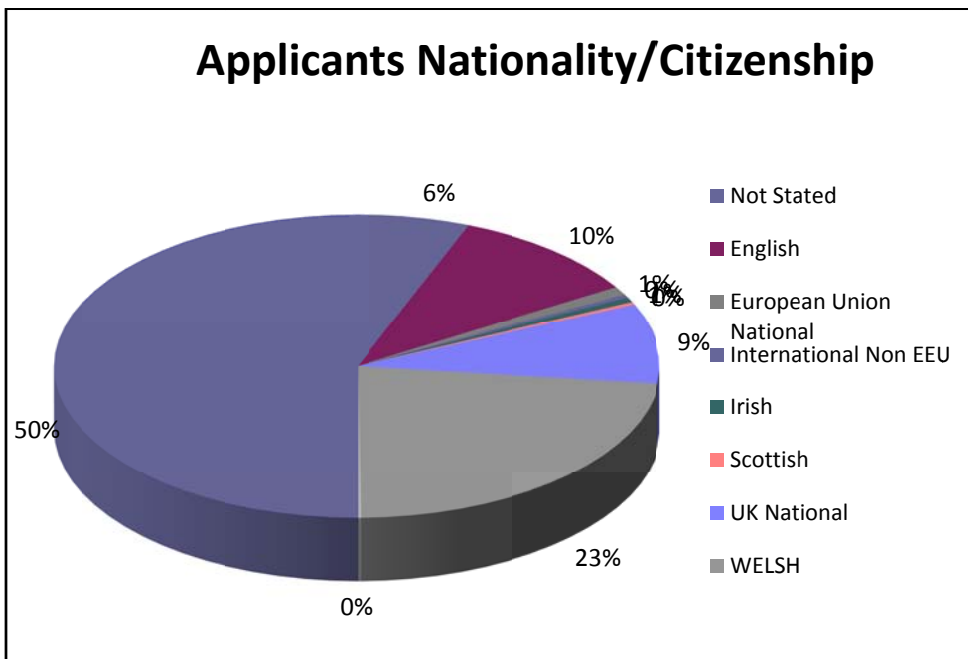
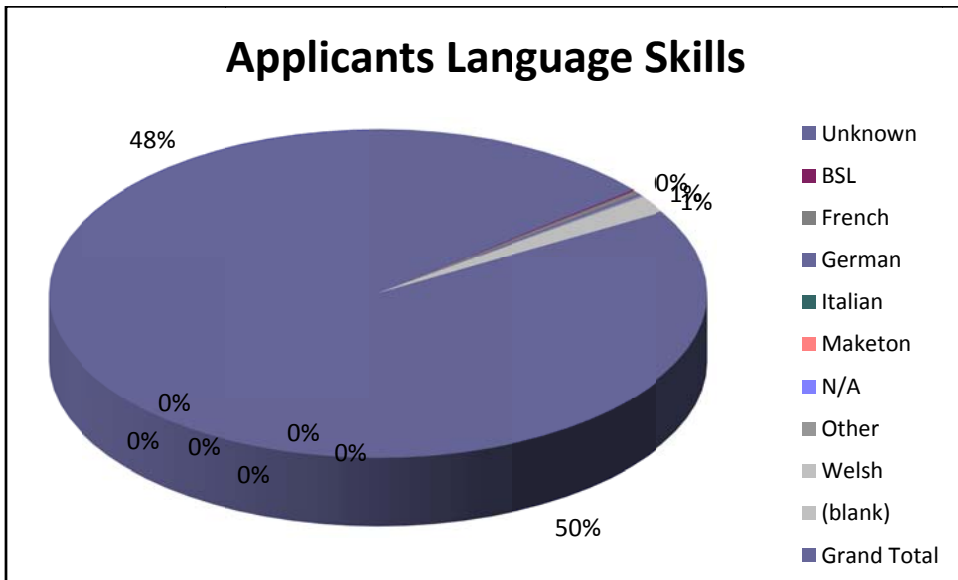
Count of Applicant Id	
Pers Sexual Orientation	Total
Blank	230
Bisexual	15
Gay	16
Hetrosexual	2155
Lesbian	9
Not stated	204
(blank)	29
Grand Total	2658

Applicant Pregnancy/Maternity



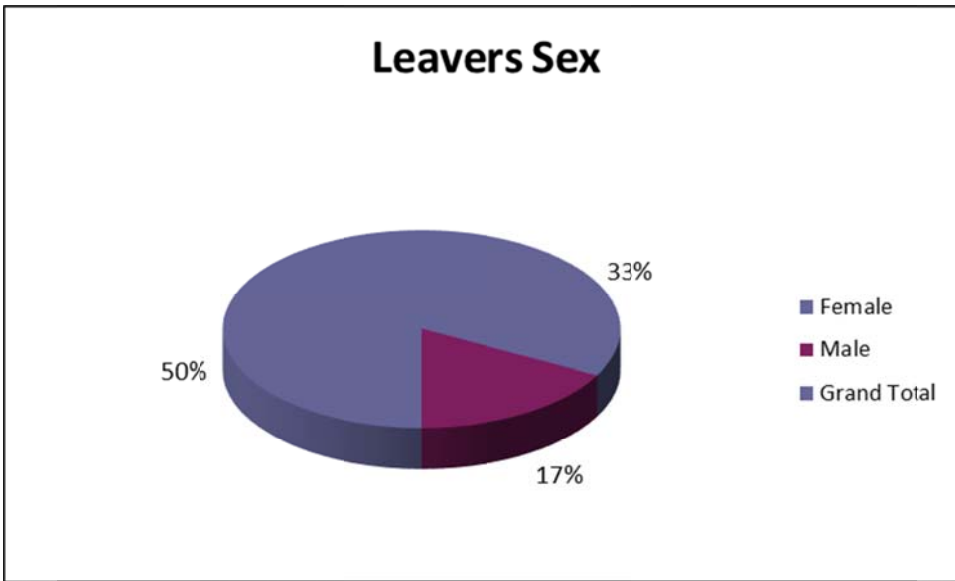
Count of Applicant Id	
Pers Pregnancy Maternity	Total
Blank	2245
No	248
Prefer not to Answer	16
Yes	27
(blank)	122
Grand Total	2658

Count of Applicant Id	
Pers Country Of Birth	Total
Unknown	2521
BSL	6
French	19
German	9
Italian	1
Maketon	1
N/A	3
Other	5
Welsh	68
(blank)	25
Grand Total	2658

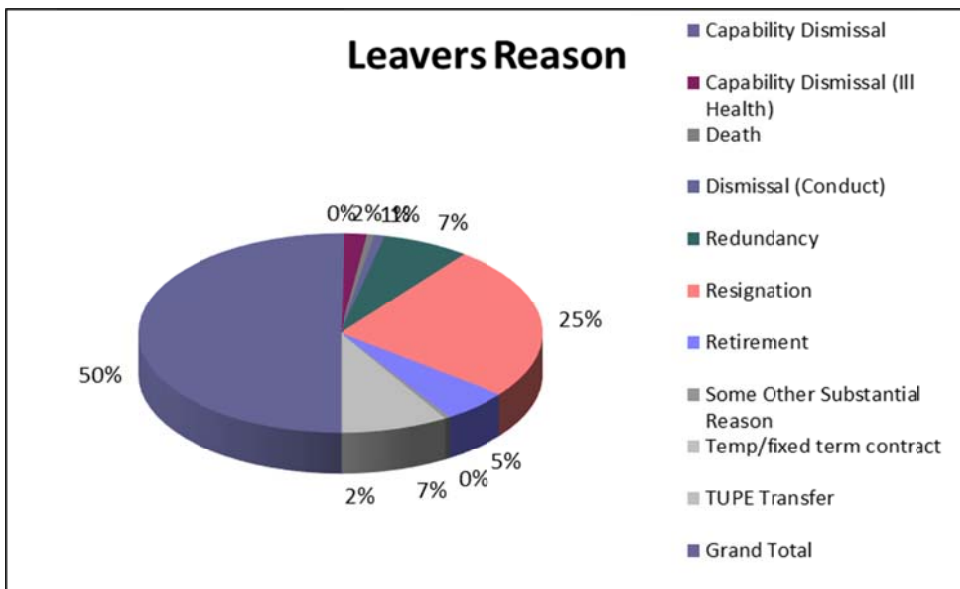


Count of Applicant Id	
Pers Nationality Citizenship	Total
Not Stated	318
English	546
European Union National	48
International Non EEU	19
Irish	27
Scottish	16
UK National	453
WELSH	1224
(blank)	7
Grand Total	2658

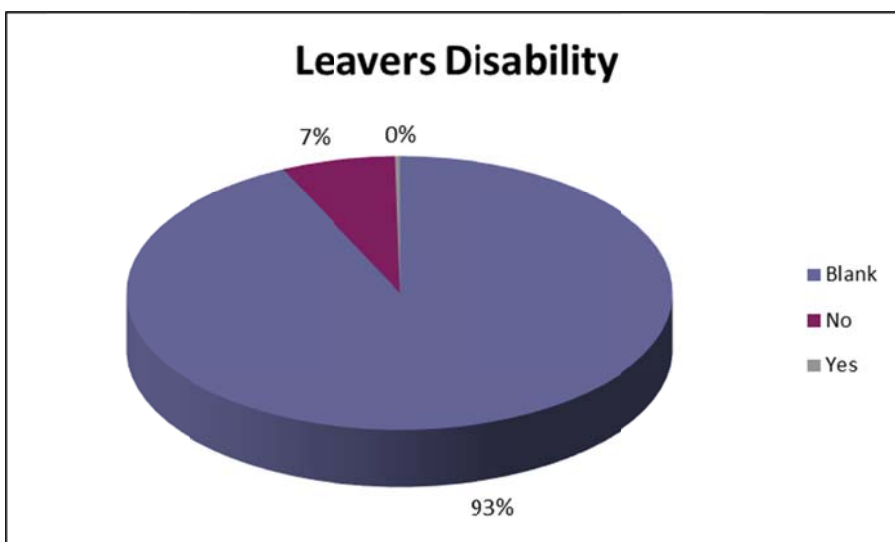
Leavers



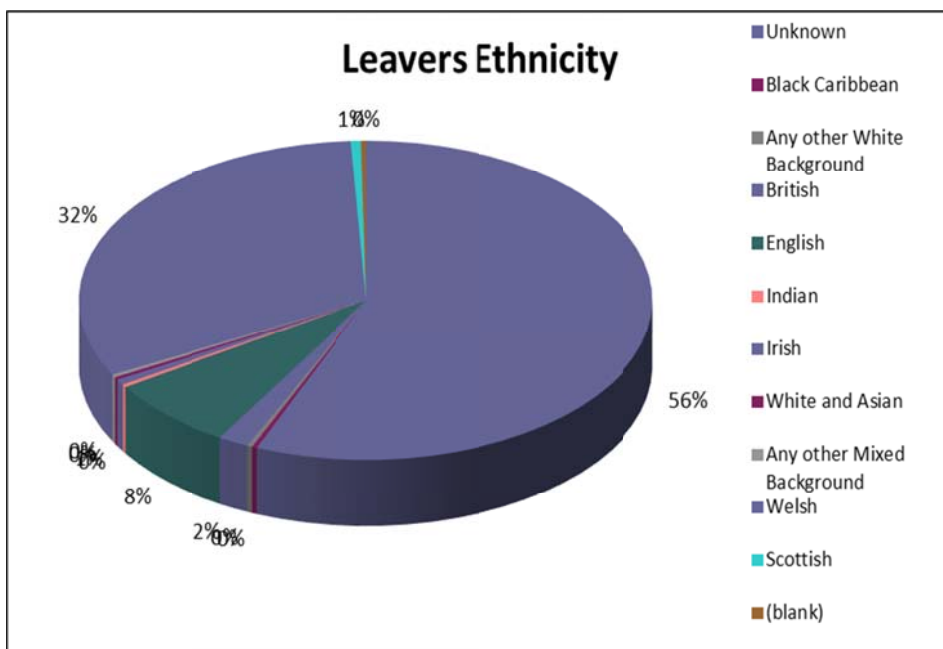
Count of Employee No	Total
Pers Sex	Total
Female	232
Male	122
Grand Total	354



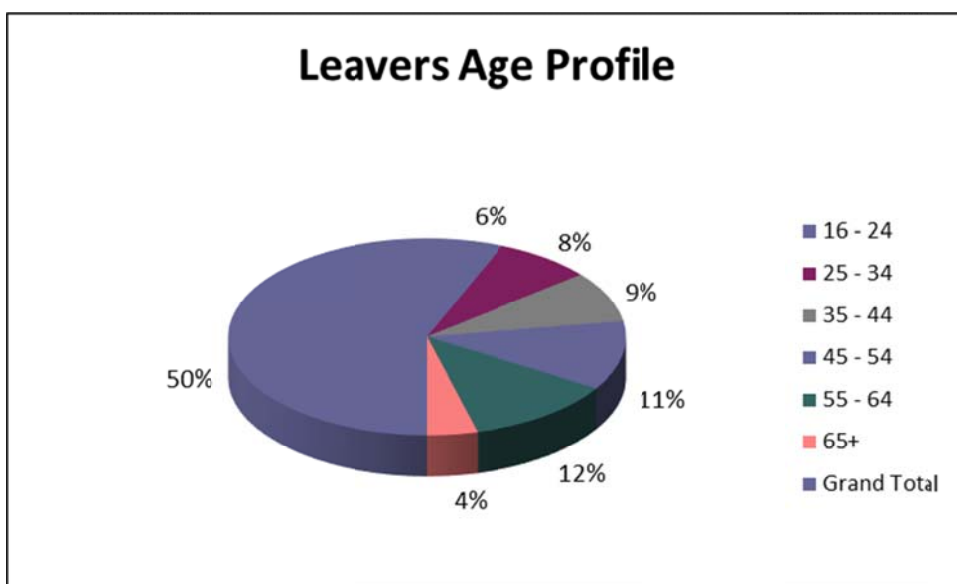
Count of Employee No	Total
Termination	Total
Capability Dismissal	2
Capability Dismissal (Ill Health)	13
Death	4
Dismissal (Conduct)	6
Redundancy	49
Resignation	178
Retirement	38
Some Other Substantial Reason	3
Temp/fixed term contract	48
TUPE Transfer	13
Grand Total	354



Count of Employee No	
Pers Disable Flag	Total
Blank	329
No	24
Yes	1
Grand Total	354



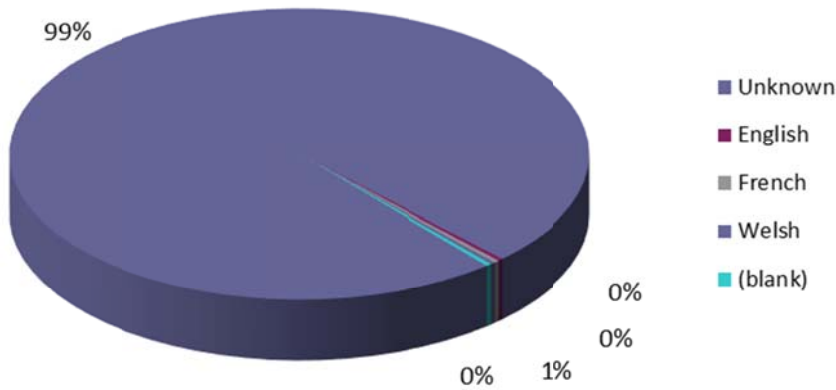
Count of Employee No	
Pers Ethnic Origin	Total
Unknown	199
Black Caribbean	1
Any other White Background	1
British	6
English	26
Indian	1
Irish	2
White and Asian	1
Any other Mixed Background	1
Welsh	113
Scottish	2
(blank)	1
Grand Total	354



Count of Employee No	
Age Profile	Total
16 - 24	44
25 - 34	56
35 - 44	59
45 - 54	80
55 - 64	86
65+	29
Grand Total	354

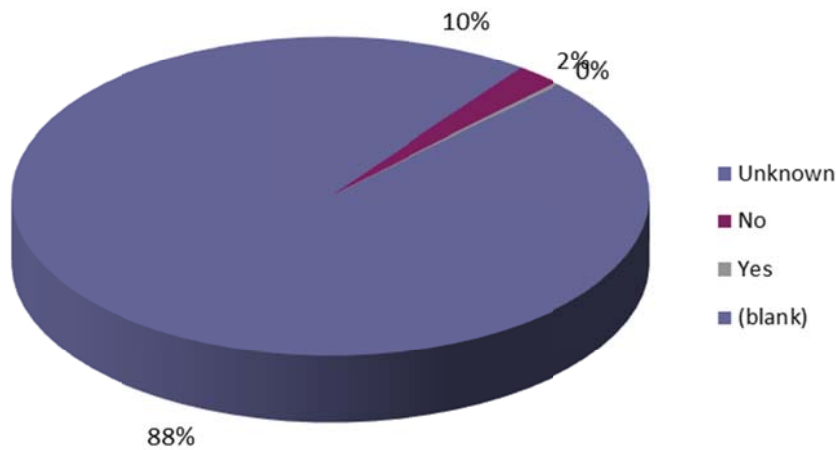
Count of Employee No	
Pers Country Of	Total

Leavers Language Skills



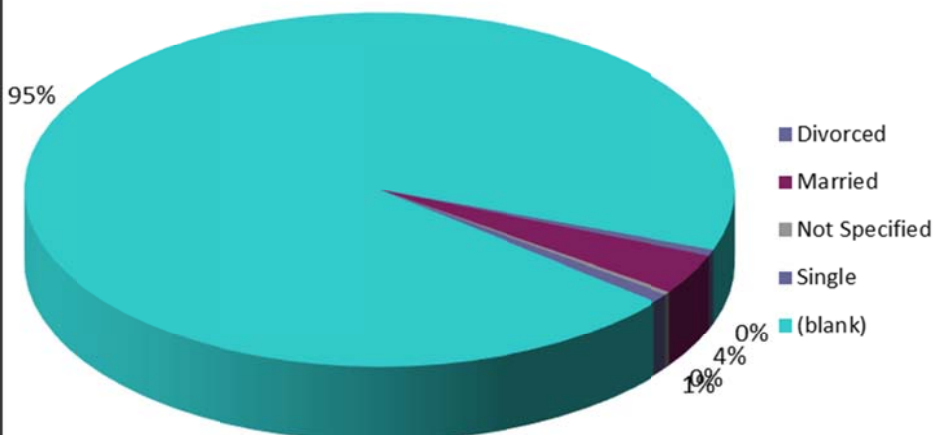
Birth	
Unknown	350
English	1
French	1
Welsh	1
(blank)	1
Grand Total	354

Leavers Pregnancy/Maternity



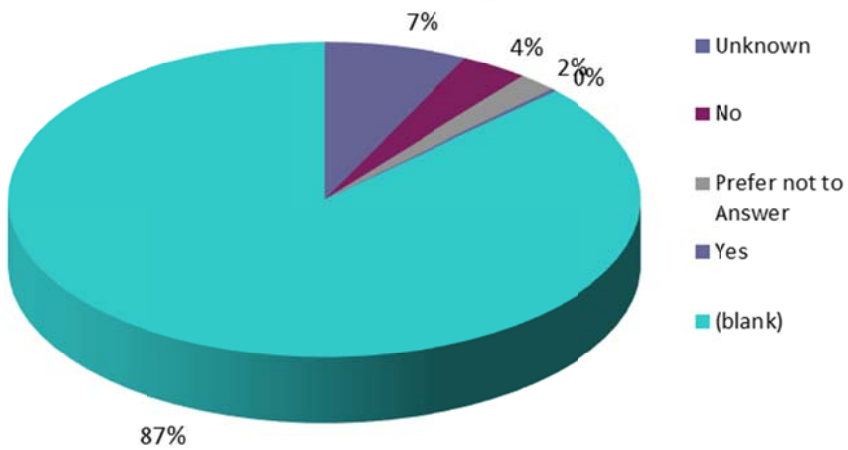
Count of Employee No	
Pers Pregnancy Maternity	Total
Unknown	36
No	8
Yes	1
(blank)	309
Grand Total	354

Leavers Marital Status



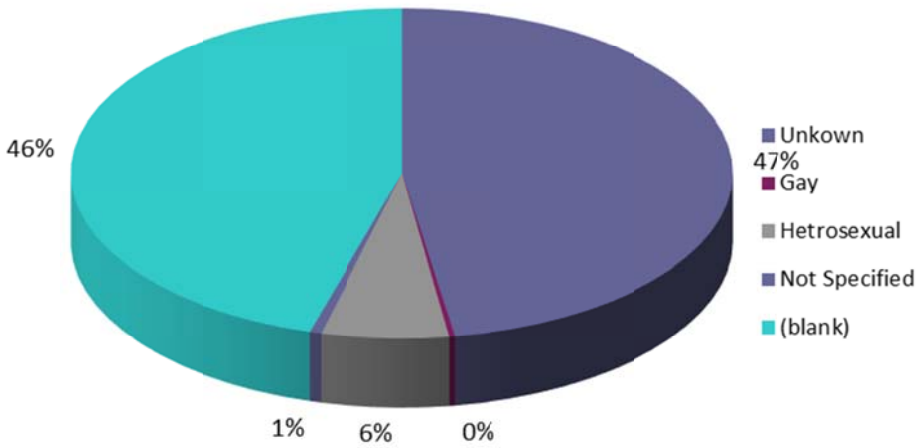
Count of Employee No	
Pers Marital Status	Total
Divorced	2
Married	13
Not Specified	1
Single	3
(blank)	335
Grand Total	354

Leavers Transgender



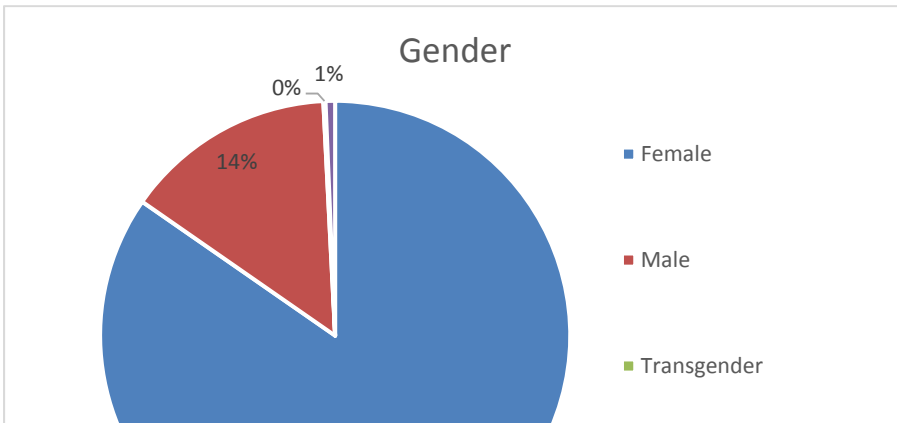
Count of Employee	
No	
Pers Transgender	Total
Unknown	26
No	12
Prefer not to Answer	7
Yes	1
(blank)	308
Grand Total	354

Leavers Sexual Orientation

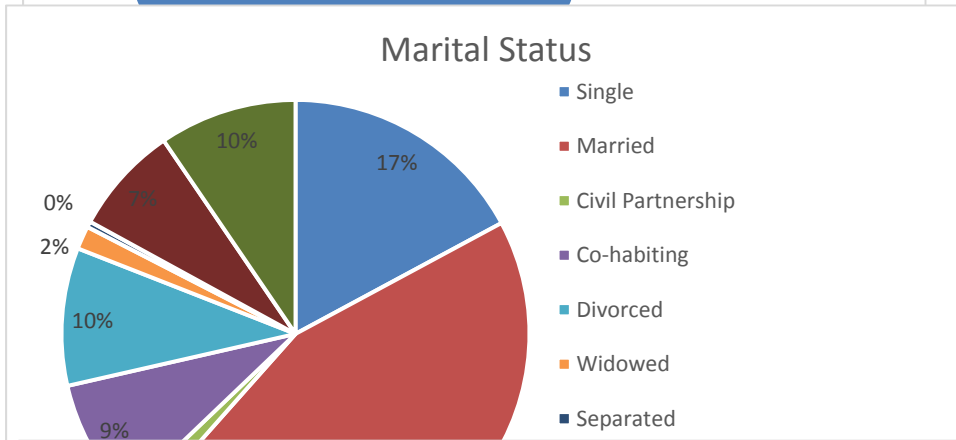


Count of Employee	
No	
Pers Sexual Orientation	Total
Unkown	168
Gay	1
Hetrosexual	22
Not Specified	2
(blank)	161
Grand Total	354

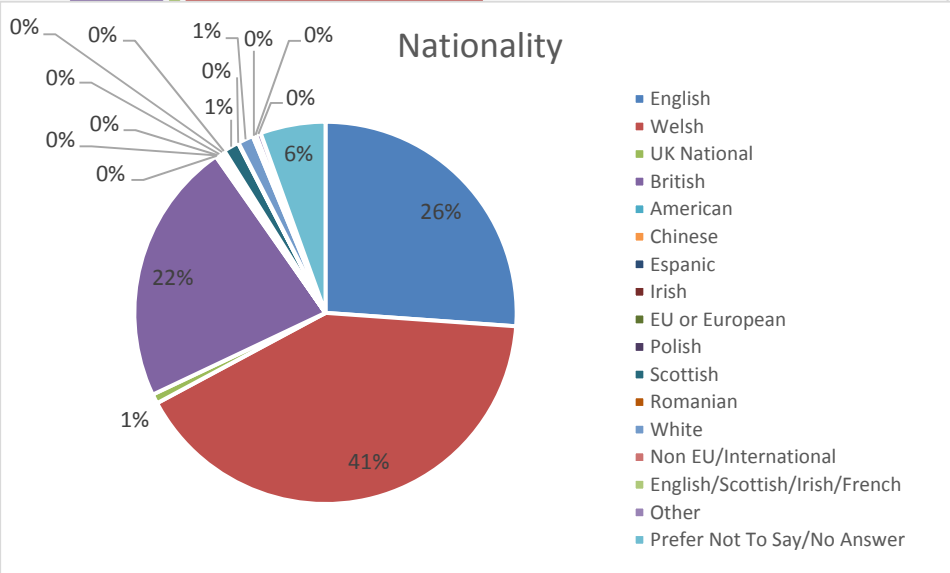
Appendix 3 Training



Female	1689
Male	290
Transgender	3
Prefer Not To Say/No Answer	13



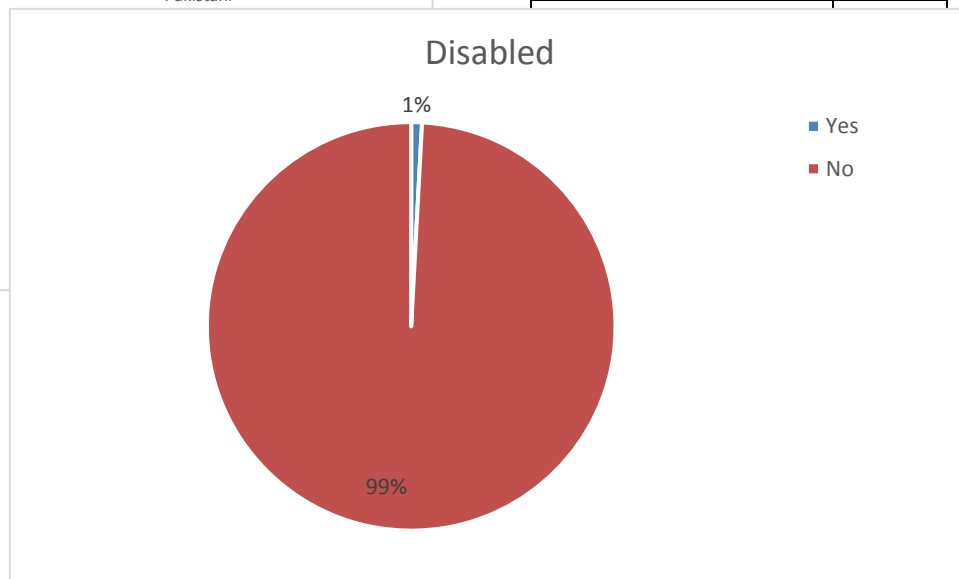
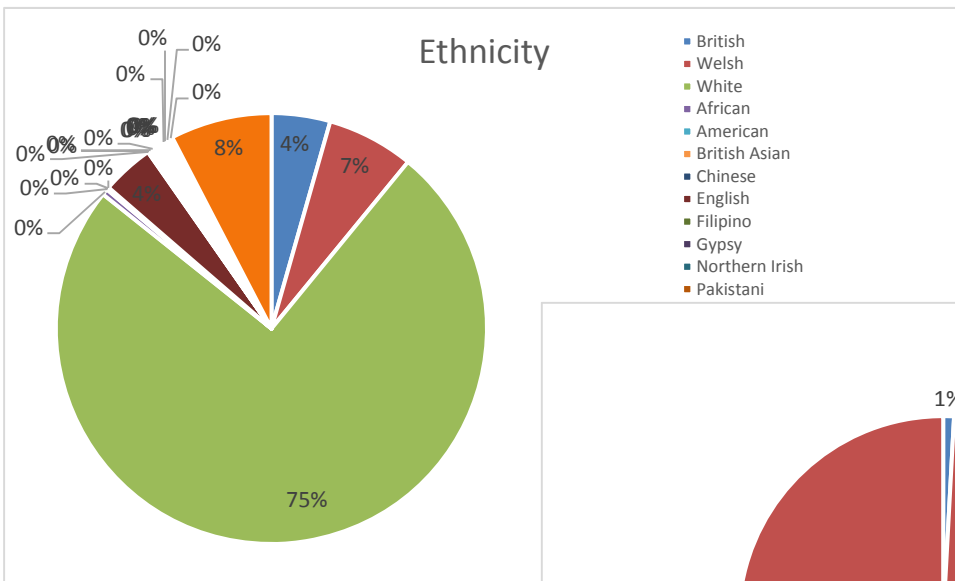
Single	342
Married	886
Civil Partnership	26
Co-habiting	171
Divorced	190
Widowed	32
Separated	8
Not Stated	150
Prefer Not To Say/No Answer	190

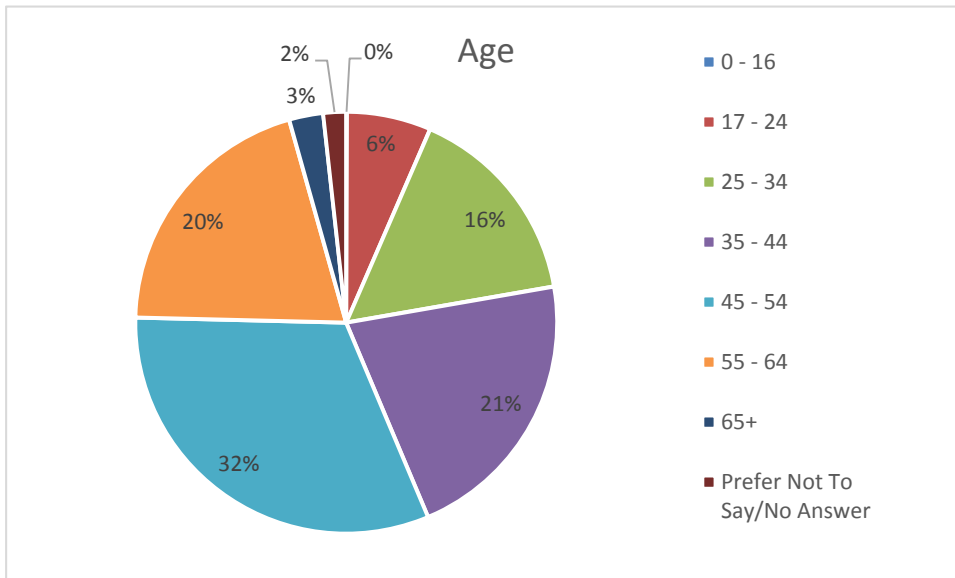


English	521
Welsh	819
UK National	16
British	445
American	2
Chinese	1
Espanic	17
Irish	6
EU or European	200
Polish	2

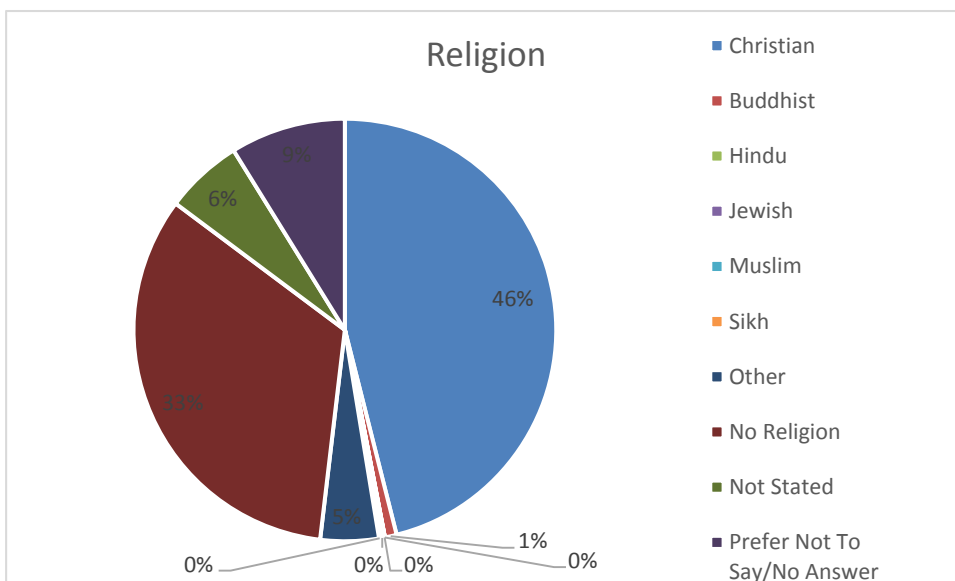
Yes	17
No	1978

British	88
Welsh	130
White	1492
African	9
American	2
British Asian	1
Chinese	1
English	78
Filipino	1
Gypsy	2
Northern Irish	4
Pakistani	3
Indian	2
Scottish	5
South Asia	4

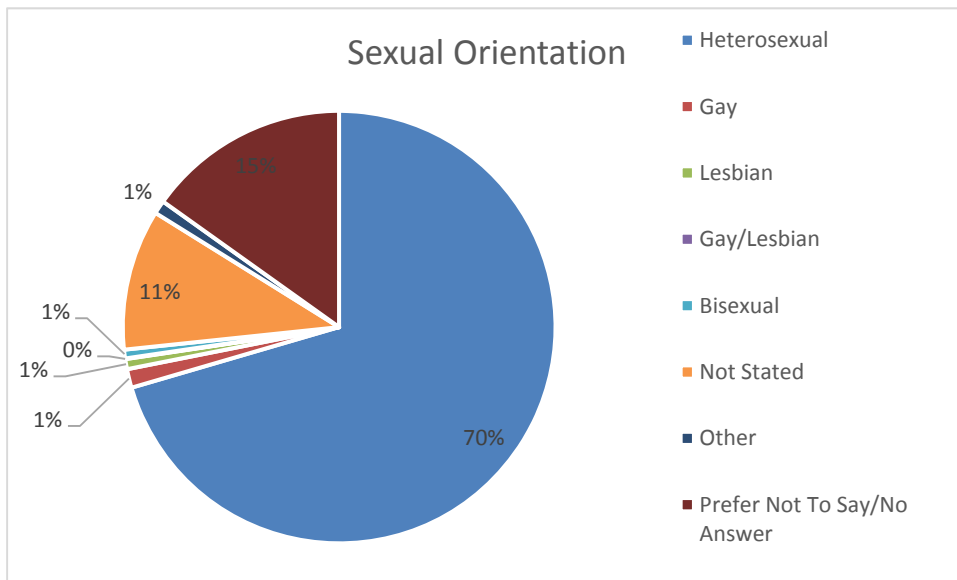




0 - 16	1
17 - 24	129
25 - 34	314
35 - 44	427
45 - 54	633
55 - 64	404
65+	52
Prefer Not To Say/No Answer	35

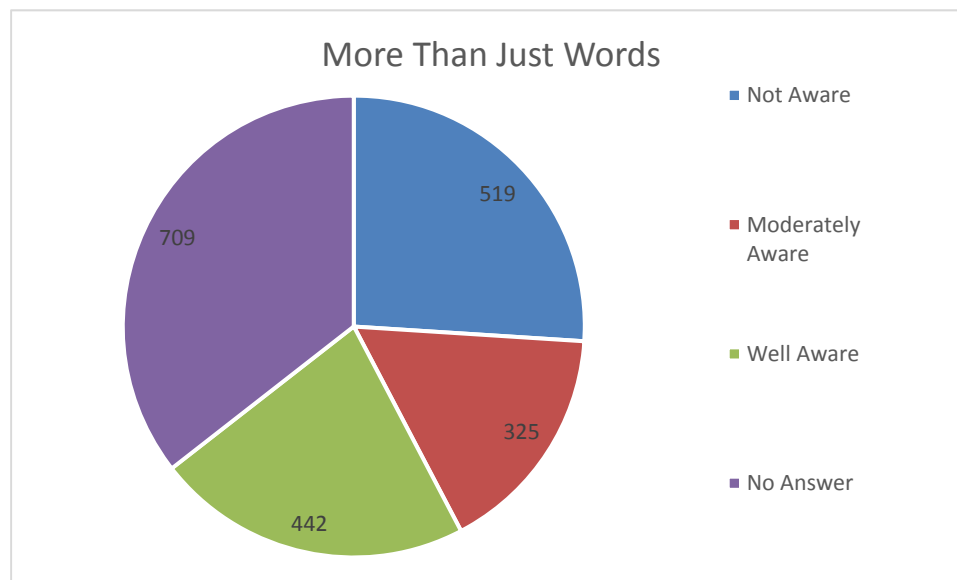


Christian	919
Buddhist	18
Hindu	0
Jewish	1
Heterosexual	1406
Muslim	6
Gay	28
Sikh	2
Lesbian	15
Other	89
Gay/Lesbian	1
No Religion	665
Bisexual	13
Not Stated	119
Not Stated	210
Prefer Not To Say/No Answer	20
Other	176
Prefer Not To Say/No Answer	302

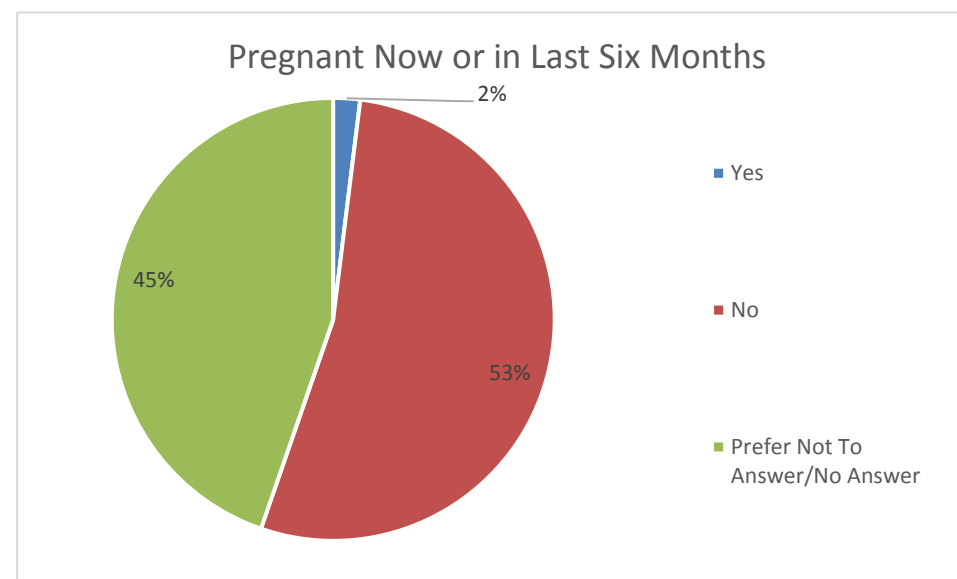


Say/No Answer	
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No Skills	1171
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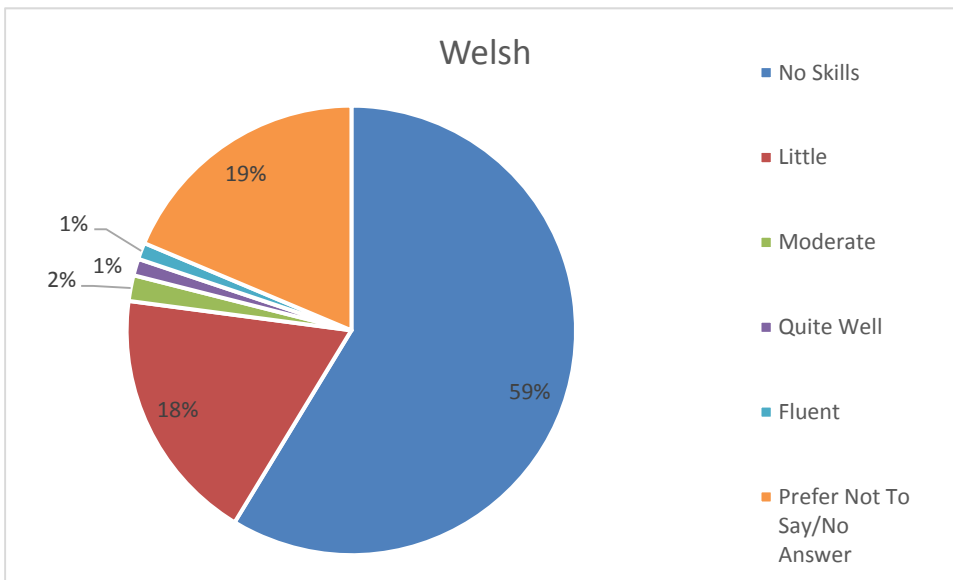


Not Aware	519
Moderately Aware	325
Well Aware	442
No Answer	709



Yes	39
No	1064
Prefer Not To Answer/No Answer	892

Item 4ix



Little	367
Moderate	37
Quite Well	24
Fluent	24
Prefer Not To Say/No Answer	372