

16th February 2015**Notice of Meeting:****Adults Select Committee**

**Tuesday 24th February 2015 at 10.00am
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING FOR
ADULTS SELECT COMMITTEE MEMBERS AT 9.30AM**

AGENDA

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

| Item No | Item |
|---------|----------------------------------------------------------------------------------------------------|
| 1. | Apologies for absence. |
| 2. | Declarations of Interest. |
| 3. | Public Open Forum. |
| 4. | Pre-decision scrutiny of the Housing Register Agreement (copy attached). |
| 5. | Performance update: Joint Housing Solutions Service – Memorandum of Understanding (copy attached). |
| 6. | To consider the Revenue Monitoring 2014/15 Month 9 Outturn Forecast Statement (copy attached). |

| | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. | Work Programming (copy attached). |
| 8. | Summing up and date and time of the next meeting: <ul style="list-style-type: none"><li data-bbox="384 315 975 353">• Tuesday 14th April 2015 at 10.00 a.m. |

Paul Matthews
Chief Executive

Adults Select Committee

County Councillors:

R. Chapman
R. Edwards
P.S. Farley
R.G. Harris
M. Hickman
P. Jones
P. Jordan
P.A. Watts
A.M. Wintle

Co-opted Members:

D. Hill
D. Hudson

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

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: Future Delivery of Housing Register (Monmouthshire Homesearch)
DIRECTORATE: Enterprise
MEETING: Adults Select Committee
DATE: 24th February 2015
DIVISION/WARDS AFFECTED: All Wards

1. PURPOSE

- 1.1 To consider a proposal to establish a new three year service level agreement with Monmouthshire Housing Association to continue the delivery of the Council's Housing Register.

2. RECOMMENDATION

- 2.1 To note and comment of the report
- 2.2 To recommend to Cabinet to agree to establish a new three year service level agreement, with the option to extend for a further 12 months, with Monmouthshire Housing Association for the future delivery of the Housing Register and the Homesearch service, with effect from 1st December 2015.

3. KEY ISSUES

- 3.1 Although no longer owning any housing stock, the Council continues to have a statutory duty to assess housing applications and allocate social housing under the Housing Act 1996. This responsibility is delivered through a common housing register, a common allocation policy and the Monmouthshire Homesearch Partnership. The Partnership is made up of the Council, Monmouthshire, Charter, Melin and United Welsh Housing Associations.
- 3.2 The Housing Register function is delivered on behalf of the Council (and the other partners) by Monmouthshire Housing Association. Monmouthshire Housing has administered the Housing Register since January 2007, which was transferred to Monmouthshire Housing under the stock transfer arrangement. In 2010, the Register was brought under a service level agreement which ends in November 2015.
- 3.3 Due to the complex nature of administering the Register, there is a need to consider the future management arrangements of the function in good time, to allow for any possible changes to be implemented. Hence, the drafting and timing of this proposal for consideration.
- 3.4 The Housing & Community Services team has been pleased with the service provided by Monmouthshire Housing, who have performed well. The service is regarded to be good value for money. Recent discussions with Monmouthshire Housing have confirmed they are keen to continue administering the Register.
- 3.5 It is, therefore, considered appropriate and of advantage to the Council, for a new agreement to be established with Monmouthshire Housing. This is

particularly relevant at the current time due to the level of significant change for Housing & Community Services, who are currently establishing a new joint Housing Solutions Service with Torfaen County Borough Council. A change of such scale would create capacity issues and subsequent risks for the Council.

- 3.6 To inform the proposal to establish a new service level agreement with Monmouthshire Housing, an independent health-check of Monmouthshire Housing's management of the service has been undertaken. The health-check considered a number of themes, including the following:
- To check that the arrangement allowed the Council to meet its statutory obligation under the Housing Act 1996
 - To consider whether the current arrangement is fit for purpose in relation to supporting the Council to implement the new statutory duty to prevent homelessness under the Housing Act (Wales) 2014.
 - To check whether the SLA provides value for money
 - To consider the performance of Monmouthshire Housing and consider their effectiveness in terms of making improvements
- 3.7 The health-check feedback is extremely positive about both the Homesearch service itself, but importantly, it provides reassurances that the delivery of the Housing Register by Monmouthshire Housing is of a high quality. A summary overview of the feedback is detailed in the attached **Appendix**. The health-check also provides feedback about opportunities to further improve the service. Also see **Appendix**. These proposals will be discussed with Monmouthshire Housing, subject to the agreement to this proposal.
- 3.8 The final agreement of the proposal has regard to the Council's contract procedure rules.
- 4 REASONS:**
- 4.1 The Council has a statutory duty under the Housing Act 1996 to assess housing applications and allocate social housing.
- 5. RESOURCE IMPLICATIONS:**
- 5.1 Monmouthshire Housing have agreed to continue administering the policy on behalf of the Council at a rate of £40,000 per year. This can continue to be absorbed within the Housing & Regeneration budget.
- 6. CONSULTEES:** Cabinet Member for Environment, Public Services & Housing; Chief Officer for Enterprise; Head of Community Delivery; Chief Internal Audit; Director Housing & Communities – Monmouthshire Housing Association
- 7. BACKGROUND PAPERS:** Report for Monmouthshire County Council: Housing Register Health-Check – Andy Gale, January 2015
- 8. AUTHOR:** Ian Bakewell, Housing & Communities Manager
- 9. CONTACT DETAILS:**
Tel: 01633 644479 E-mail: ianbakewell@monmouthshire.gov.uk

Appendix

Report for Monmouthshire County Council Housing Register Health Check

February 2015

Summary Findings

Introduction

The Monmouthshire Housing Register is delivered by Monmouthshire Housing Association under a 5 year service level agreement which has just entered the final year.

Monmouthshire Housing are keen to renew the agreement.

To help inform the decision, the Council has undertaken an independent health check of the Housing Register and Letting Homeseach contract delivered by Monmouthshire Housing and to address the following questions:

1. To check that the contractual arrangements are allowing the Council to meet its statutory obligations under the Housing Act 1996 and the regulatory Code of Guidance.
2. To consider whether the current arrangements are fit for purpose in relation to supporting the Council to implement the new statutory duty to prevent homelessness under the Housing Act (Wales) 2014.
3. To check whether the SLA arrangement with Monmouthshire Housing Association provides the Council with value for money in relation to the Council's financial contribution and set against the overall cost of administering the Housing Register.
4. To consider the performance of Monmouthshire Housing Association in delivering the contract and specifically to consider the effectiveness of any improvements made during the period of the SLA
5. To identify opportunities to improve the management and delivery of the service particularly from a service user perspective

Observations and Recommendations

- 1) The health check concludes that Monmouthshire Housing Association in administering the housing register and lettings service, on behalf of the Council provides an excellent service

- 2) The service is fully compliant with the legal and regulatory requirements placed upon the Council for assessing housing applications and letting social housing, and
- 3) Fully supports the Council to meet its current statutory and regulatory responsibilities under the Housing Act 1996. This includes the council's responsibilities to the homeless.
- 4) The Council receives considerable 'added value' beyond the strict terms of the contract and this would be at risk if a decision were to be taken not to continue with the contract.
- 5) The Council obtains excellent value for money when set against the cost of the contract and the Council's contribution as a proportion of the total budget, and
- 6) There is strong evidence to demonstrate that Monmouthshire Housing Association have learnt from and acted on feedback to improve the service

Recommendations to further improve the Service

- 1) Homesearch should deliver more housing advice at the point of a housing application to support the Council to successfully implement the Housing Act (Wales) 2014 prevention duty.
- 2) Monmouthshire Council should on behalf of Homesearch consider purchasing the Locata 'Targeted Housing Options' Module
- 3) Homesearch should evolve into a bespoke assisted choice and options service providing a case management service to all applicants on the register resulting in a more personal and individual focused service.

More minor recommendations are:

1. Rationalise the number of Band 2a cases that are under-occupying social housing
2. Build further on the successful process for undertaking rolling reviews
3. Extend the courtesy phone call process to applicants in Band 4
4. Improve the information provided to applicants on estimated waiting times.
5. Extend the remit of the Exclusion panel
6. To consider whether further efficiencies can be achieved through the introduction of automated banding

Comments on the current Allocation Policy.

The Monmouthshire Housing Allocation policy fully meets the Council's legal and regulatory responsibilities set by Part 6 of the Housing Act 1996 and the regulatory code of guidance.

The findings from the health check

Question 1: To check that the contractual arrangements are allowing the Council to meet its statutory obligations under the Housing Act 1996 and the regulatory Code of Guidance.

Part 6 & 7 of the Housing Act 1996 place a number of statutory and regulatory responsibilities on the Council in respect of the assessment of housing application, and the delivery of a housing register and lettings system.

The legal position is that Monmouthshire Housing Association is a partner to the common allocation policy but the policy remains the responsibility of the local authority.

The health check conclusion is that Homesearch fully supports the Council to meet its statutory and regulatory responsibilities under the Housing Act 1996. This includes the council's responsibilities to the homeless. This is a critical area as without a good supply of social housing the number of homeless households in bed and breakfast and other forms of temporary accommodation could have a significant financial impact on the council.

The health check also concludes that MHA, in administering the housing register and lettings service, are fully compliant with the legal and regulatory requirements placed upon the Council for assessing housing applications and letting social housing. The requirements set by the legislation and the regulatory code are summarised below. A local authority must ensure:

- ✓ There is a system in place to enable applicants to apply for housing accommodation
- ✓ Information is available on how to apply and help available to assist those that need it
- ✓ That all applicants have their housing needs accurately assessed under the allocation policy
- ✓ That applicants are not unlawfully excluded from the allocation scheme and that where exclusions apply these are clearly documented and fall within the requirements of the legislation
- ✓ That there are no delays in assessing applications
- ✓ All decisions are made strictly according to the policy and never outside of the policy
- ✓ That there are clear working procedures attached to the policy which explain exactly how the policy will be applied
- ✓ Applicants are treated fairly
- ✓ That performance is kept under review and feedback is given to applicants on their housing prospects and outcome of any bid for accommodation.

- ✓ That the statutory right of review is always granted for any decision made to determine whether an applicant is eligible for help and the priority to be granted.

All of the above requirements are fully met. In addition:

- ✓ There is clear information on how to make an application. The on-line form is easy to understand and complete. Help is available for any applicant who may need help in completing the on-line form and a telephone application interview is provided to elderly or vulnerable applicants who either have difficulty in using or cannot access the on-line service.
- ✓ Applicants are only ever excluded using the criteria and tests set by the legislation and regulatory guidance.
- ✓ Despite high numbers of new applications per month (130) applications are processed quickly and well within the SLA target time set. The team are experienced and very proactive, contacting applicants by phone to confirm and check information to ensure that assessments can be completed as quickly as possible.
- ✓ Critically applicants are correctly assessed according to their stated housing needs and strictly according to the policy itself despite the allocation policy being complex with numerous bands and awards.
- ✓ Clear working procedures have been developed to ensure applicants are strictly assessed according to the policy.
- ✓ Feedback is welcomed and actively sought from applicants and used to further improve the service with performance published in a regular newsletter.
- ✓ Where the law requires a statutory right of review to a decision this right is fully complied with.

The conclusion to this question based on clear evidence is that the contractual arrangements are allowing the Council to meet its statutory obligations under the Housing Act 1996 and the regulatory Code of Guidance

Question 2: To consider whether the current arrangements are fit for purpose in order to support the Council to implement the new statutory duty to prevent homelessness under the Housing Act (Wales) 2014.

From April 2015 the Council will have a statutory duty to prevent homelessness as a result of new legislation enacted by the Housing Act (Wales) 2014. The Council is taking considerable steps to strengthen its approach to preventing homelessness.

The Council is exploring whether Homesearch has a potential role to play in supporting the implementation of the new prevention duty and therefore wish to obtain a view on how the scheme is currently contributing to prevention work and how in the future Homesearch might further contribute and support the new duty. There are a number of opportunities for Homesearch to support the Council to implement the new duty.

It is recommended that the prevention role that Homesearch could play should be extended resulting in Homesearch playing an enhanced role in providing housing advice and preventing homelessness to meet the new prevention duty.

This would be achieved through implementing the following:

- 1) *The Council should on behalf of Homesearch explore acquiring the Locata 'Targeted Housing Options' Module*
- 2) *Homesearch should deliver more housing advice at the point of a housing application to support the Council to successfully implement the Housing Wales Act prevention duty.*

Question 3: Does the arrangement with Monmouthshire Housing provide the Council with value for money in relation to the Council's financial contribution and when set against the overall costs for administering the Common Housing Register.

There are 3 areas where the Council may wish to obtain a view on the value for money aspects of the SLA arrangement:

- a) ***To obtain a view about the financial value for money it receives from Monmouthshire Housing for the money it pays.***

There is no evidence that the cost to the Council could be reduced. The team consists of a senior lettings manager, 3 lettings officers and an administrative assistant. The team is funded from combining the SLA payment and separate contributions from each partner Housing Association. The cost to MCC is £40k per year excluding VAT plus £10K for system support and this has been a fixed cost (apportioned in year 1) with no increase for inflation throughout the period of the contract. It is very unlikely that any savings let alone significant savings could be achieved if MCC were to undertake the statutory function itself or another provider. The cost to MCC would very likely increase.

The current cost of £40k is the equivalent of 2 scale 6 officers plus on-costs and this would be the bare minimum resource needed by MCC to process housing applications, maintain a register and nominate applicants to vacant housing association properties. It would also require a resource to manage the team and function and this would put additional pressure on the existing management resources in MCC. MCC would also need to purchase the Locata software or alternatively develop new software, such as Abritas.

The costs are kept low as a result of the economies of scale achieved combining resources from the Council, Monmouthshire Homes and 3 other Housing Associations to run Homesearch effectively.

There could be further unintended consequences if the decision were to be taken to terminate the SLA with MHA. There is a risk that the common housing register and common policy partnership would 'fall apart' following a decision to terminate the SLA leading to the Council and each separate housing association operating their own allocation policy and their own register. The Council would need to negotiate a nominations agreement with each housing association.

Any decision to dismantle the common housing register may well lead to a poorer service to the public who could, depending on the arrangements to replace it, may have to register on several housing lists. There may no longer be the funding, or the agreement of all housing providers to operate choice based lettings; a system that is well regarded by Monmouthshire residents based on feedback.

The Homesearch partnership brings benefits to the Council in the form of cooperation, flexibility, and at times compromise and these are the characteristics that make the partnership successful.

b) To also consider the value for money to the Council when set against the total annual cost of running the Homesearch partnership and the contribution made by Monmouthshire Housing and the other partners.

The Council's contribution is £50,000 PA which is approximately a third of the cost with MHA and the other 3 partners, Melin, Charter and United Welsh picking up two thirds of the cost. Each partners contribution is based on their respective stock sizes. At the start of the agreement MHA owned 72% of the social housing stock. The Council therefore is able to deliver a statutory function through a partnership arrangement where the Council contributes approximately a third of the overall cost.

c) To consider any 'added value' Monmouthshire Housing provide to the Council through the contract beyond the terms agreed in the SLA.

There is considerable evidence that the Council receives considerable 'added value' beyond the strict terms of the SLA agreement. Through Homesearch the Council obtains information it needs to on the local housing market and local housing need which is used strategically to make decisions on where new affordable housing is needed as well as the size and type of new housing.

Information is also gathered on the support needs of applicants and used by MCC to help plan the funding of housing related support projects.

Added value is also realised through cost saving resulting from the flexibility afforded by the Homesearch partnership to house households owed a homeless duty by the Council at a rate requested by the Council. A return to a nominations agreement would be likely to result in fewer

households being housed resulting in bed and breakfast use and the associated costs.

Question 4: To consider the performance of Monmouthshire Housing in delivering the contract and to highlight what improvements, if any, have been made to the service during the period of the SLA

The health check concludes that MH deliver the Housing Register and Lettings function on behalf of MCC to a high standard. The service meets and exceeds the requirements set by the SLA. This conclusion is based on robust management information supplemented by feedback from customer surveys.

There have been significant improvements made by MH to the service throughout the period of the SLA and extensive evidence that MH have learnt and acted on feedback received to further improve the service. The conclusion is based on some key findings including:

- Each aspect of the housing application assessment and lettings system is administered to a high standard.
- The SLA target time of 10 days to assess an application is always met and exceeded.
- There is the right balance struck as to how much information needs to be verified at the point of application and at the point of any offer. Many similar systems waste time and duplicate work, verifying fully at the point of application only to verify again at the point of offer.
- At the point where an applicant has successfully bid for accommodation there is a full verification check of cases.
- The introduction of a rolling reviews programme which targets applicants who have not bid for 3 or for 6 months with the review timescale based on the priority band they are placed in. This process is very efficient at identifying quickly and removing applicants no longer interested in social housing which saves on the overall cost and time needed to maintain the register.
- The Homesearch Partnership chose an IT partner carefully following a comprehensive options evaluation exercise. The Locata system works well and has potential for further development.
- The Homesearch website is well constructed, clearly laid out and contains helpful information. It is well used by the public as a result. On average there are 1.3 million hits to the Homesearch Website every quarter and 500,000 pages viewed per quarter
- Performance against the service standards set in the SLA is monitored quarterly and reported to the Council, the Homesearch partners and the public. MHA produces and publishes comprehensive performance

management information beyond the more limited indicators set by the SLA and do so in order to monitor performance as a whole and improve the service.

- The information produced for service users and the public is good. An annual Homesearch report is published and comprehensive monitoring information is produced each quarter. A new Homesearch newsletter was launched in September 2014 to give applicants more information about the scheme and improvements made. This is intended to be a regular publication.
- Applicant satisfaction surveys were carried out in both 2011/12 and 2013/14 and the results have been used to develop an action plan highlighting areas for improvement. Many of these tasks have already been addressed at the time of the health check. The 2013/14 applicant survey produced 664 completed surveys out of 3258 registered applicants. This is a good response rate of 20.38%.

The Homesearch performance against the SLA requirements and performance measured by customer satisfaction is set out in tables 1 and 2 below.

Table 1

| Performance against SLA | 2nd Q 2014/15 | 2013/14 |
|------------------------------------------------------------------|---------------------------------|-----------------------------------------|
| Time Taken to Answer Inbound Calls – target 20seconds or 6 rings | 8.3 seconds | 11 seconds |
| Calls Answered As a Percentage of Calls Received 96% | 98.9 | Met and exceeded in 11 out of 12 months |
| Percentage of New Applications Validated Within Target | 100% | |

Table 2

| Performance Indicator | 11/12 satisfaction | 13/14 satisfaction |
|--------------------------------------------------------------------|--------------------|----------------------------|
| How easy did you find it to register | 84.5 | 92.5 |
| Did you understand your banding | 73.8 | 86.3 learning led to intro |
| Did you find the Member welcome pack useful | 80.5 | 93.1 |
| Did you find property adverts clear in order to make informed bids | N/A | 83.0 |
| How helpful did you find Homesearch staff | 77.9 | 90.5 |

| | | |
|---------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Satisfied with Homesearch | 65.6 | 97.3 satisfaction for applicants housed with an 83.1 satisfaction rate for all applicants with main reason for non satisfaction relating to the waiting time rather than the service. |
|---------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Performance may be good but 2 specific questions to consider is what evidence is there that:

- 1) The service has improved over the 4 years of the SLA, and
- 2) What examples are there to demonstrate how Monmouthshire Homes have learnt from, and acted on, feedback to improve the service

Both questions can be answered positively.

With regard to the first question there have been important on-going improvements made by MHA to the service throughout the period of the SLA. When the contract commenced the register and lettings service was delivered through a complex points based allocation policy and a nominations agreement between the Council and each individual housing association operating in the County Borough. The system was not customer focused and was fragmented with applicants having to register with more than one provider. There were many more households on the housing register than today and no dedicated IT software to support the application and lettings process.

This position has been transformed in the 4 years of the SLA. There is now a modern, efficient and effective choice based lettings system and a common housing register and all key housing association partners signed up to a common policy for allocation social housing. This is backed by bespoke software provided by Locata. There is a strong, experienced team in place and additional resources have been generated by expanding the number of Homesearch partners. Applicant feedback is excellent with strong support for all aspects of the Homesearch system.

Addressing the second question there is strong evidence to demonstrate that Monmouthshire Housing Association has learnt from and acted on feedback to improve the service. Examples of this learning are considered below:

- 1) Feedback received demonstrated that not all applicants understood the CBL system and how to bid. Homesearch developed a welcome pack sent to every applicant when their application has been fully assessed. This is followed up with a courtesy phone call to applicants in bands 1-3 to check that they have received their pack and whether they have any queries relating to how to use the system.

- 2) Feedback received from some older and vulnerable applicants revealed that some wanted help with completing their housing application and help with making bids. Both issues have been addressed. There is an option of a telephone interview which helps applicants to fill out the on line form and assisted bidding is offered whereby a bid can be made on behalf of an applicant by a member of the Homesearch Team.
- 3) In response to a concern that many applicants were not bidding all applicants in a high need band that have not bid for 3 or 6 months (the timescale depends on the band) are contacted to discuss whether their housing circumstances have changed and the reason why they have not made a bid.
- 4) MH telephone any applicant who expresses in writing any dissatisfaction with the service to seek to resolve their concerns.
- 5) In order to address the main reason expressed for dissatisfaction; the “lack of available properties” the welcome pack and newsletters provide more information on average waiting times for applicants in each band.
- 6) To address feedback that the property adverts did not give sufficient information, there are now more internal photos, a floor plan and description of the interior of properties.
- 7) Homesearch identified there was considerable wasted work through undertaking an annual review of the register and introduced the rolling review system

Question 5: To identify potential opportunities to improve the management and delivery of the register, particularly from a service user perspective

Despite the evidence that Homesearch operates a good service there are inevitably areas where further improvements can be made which will in turn improve the quality of the service to the public. Improved processes will also result in time being saved allowing resources to be re-allocated to other important tasks.

The health-check feedback makes a number of recommendations that the Homesearch Partnership can consider to further improve the service and increase efficiencies. These will be discussed and considered.

Consideration of any benchmarking information

The brief for the health check requested that consideration be given, to applying any benchmarking information available for the delivery of other Housing Registers in Wales. There are no national statistics that benchmark the Housing Register function, however MHA did attempt to obtain information to benchmark the service in October 2013 as part of a process to learn from other services. What did emerge from the exercise was that the extent of the

performance and satisfaction collated through Homesearch appears to be in excess of other services.

Nor is there financial information to benchmark costs but the number of front line staff employed by Homesearch (which is the most significant cost in any service) would appear similar to every other council in the benchmarking exercise based on the relative size of each authority's housing register.

Stakeholder Feedback

Information was sought from the 3 Housing Associations that form part of the Homesearch partnership and from the stakeholders whose clients were most likely to use the scheme. Supported housing organisations that are part of the Monmouthshire Gateway were contacted and asked for any observations or experiences they had regarding the service. Only 2 agencies replied:

Reach found *"Homesearch staff helpful and proactive. The people we support have been able to use the system with ease. We cannot suggest any improvements"*.

Gwalia had no concerns and suggested only one improvement - the availability of paper applications. Paper applications have been phased out and replaced with both on-line and assisted telephone applications that are recognized to be more efficient than paper applications.



SUBJECT: Housing & Communities Medium Term Financial Plan
Project Mandate: Joint Housing Solutions Service –
Memorandum of Understanding

DIRECTORATE: Regeneration & Culture

MEETING: Adults Select Committee

DATE: 24th February 2015

DIVISION/WARDS AFFECTED: All Wards

1. PURPOSE

- 1.1 To consider and comment upon a proposed Memorandum of Understanding between the Council and Torfaen County Borough Council to support and underpin the delivery of a 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 note and comment on the attached Memorandum of Understanding (**See Appendix**).
- 2.2 To recommend to Cabinet to adopt the attached Memorandum of Understanding.

3. KEY ISSUES

- 3.1 Members will recall from previous committees (most recently 9th September 2014), 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 a proposal and structure, essentially based around a new Housing Solutions Team and a Private Sector Housing Team, for delivering the new service, which was approved by Cabinet on 1st October 2014. The proposal and new structure is currently being implemented and new procedures and processes (eg a shared IT system) are being worked up. The aim is to go live with the new service and management arrangements with effect from 1st March 2015.
- 3.3 The Committee will recall the following key features of the new service:
- A single Housing Solutions Service for both councils, providing increased resilience
 - A new and more flexible structure that will facilitate the delivery of the proposal through the formation of a new Housing Solutions Team and a Private Sector Housing Team made up of employees from both council's

- The new service will be operational from 1st March 2015 and 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 As part of the implementation of the new service, a key action is to establish a Memorandum of Understanding between the Council and Torfaen County Borough Council. The main purposes of the Memorandum of Understanding are to:

- Clarify the extent of the arrangement and the nature of relationships
- Mitigate against dispute resolution
- Provide a framework of indemnity
- Clarify the details of the Council's buy into Torfaen County Borough Council's Abritas IT system.
- Collaboration principles in relation to service performance and monitoring

4 **REASONS:**

4.1 The project contributes towards the Council's Medium Term Financial Plan and helps the Council to prepare for the impending duty to prevent homelessness in April 2015 arising from the current Housing Bill, in particular to ensure the provision of 'reasonable steps' to prevent homelessness.

5. **RESOURCE IMPLICATIONS:**

5.1 The project will save £55,000 over this year and the forthcoming 2 years.

6. **CONSULTEES:** Cabinet Member for Environment, Public Services & Housing; Chief Officer for Enterprise; Head of Community Delivery; Head of Finance; Head of Legal Services; Head of Housing – Torfaen County Borough Council;

7. **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

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

9. **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

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:

- "Arrangements"** 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 1st 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 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 Executive's 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 Information**

- 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.

23. Management Fee

No management fee applies to this agreement.

**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

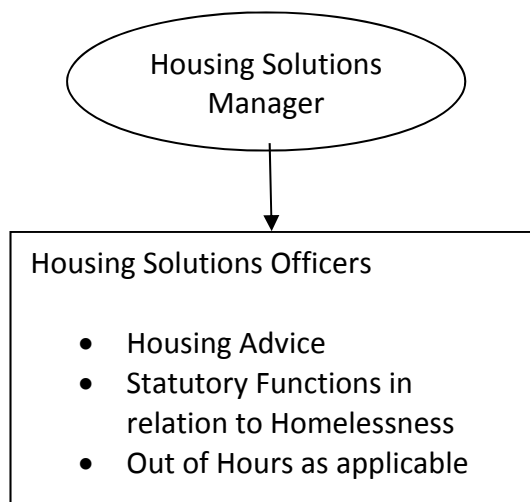
The Housing Solutions Team will have responsibility for the provision of comprehensive housing advice and ensuring that all reasonable steps are taken in the prevention of homelessness and assisting those households to which the authority owes a full duty under homelessness legislation. An emergency 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 Abrisas 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.

Structure



PRIVATE SECTOR HOUSING TEAM

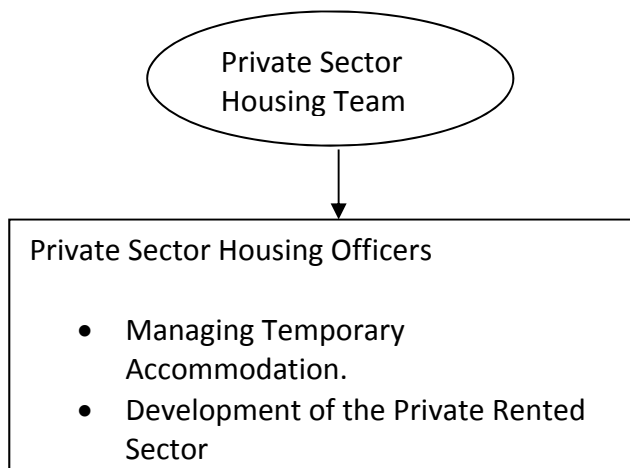
The Private Sector Housing Team will deal primarily with the allocation and management of private sector accommodation across both Torfaen and Monmouthshire, including temporary accommodation for homelessness, hostel accommodation and shared housing.

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 facilitate and support the transfer of data owned 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.

REPORT

| | |
|--------------------------------|--------------------------------------------------------------------------|
| SUBJECT | REVENUE MONITORING 2014/15 MONTH 9 OUTFURN FORECAST STATEMENT |
| DIRECTORATE | Chief Executive's Unit |
| MEETING | Adults Select |
| DATE | 24th February 2015 |
| DIVISIONS/WARD AFFECTED | All Authority |

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of month 9 for the 2014/15 financial year. Revenue forecasting is being brought forward by a month against the usual timescale. Capital monitoring will be reporting against that usual timescale.
- 1.2 It also seeks to provide summary performance indicator information alongside financial data to allow Members a better opportunity to consider how services are provided and whether resources are being utilised efficiently.

2. RECOMMENDATION

- 2.1 That Members consider the position concerning 3rd quarter revenue monitoring (£144,000 deficit) and seek assurance of the action Chief Officers are taking to address the over spends in their service areas.
- 2.2 A caveated use of reserves is sought in relation to redundancy costs incurred by services this year totalling £545,000, whilst services will continue to find compensatory savings additional to the mandates to mitigate the net cost pressure by end of financial year.
- 2.3 That Members reflect upon the internal performance management information included alongside traditional financial data to consider whether it assists them in providing a better link between inputs and outputs and allows them to better consider whether resources are being economically and efficiently utilised.

3. MONITORING ANALYSIS

3.1 Revenue Position

- 3.1.1 Revenue budget monitoring information for each directorate's directly managed budgets is provided together with information on corporate areas.

3.1.2 Responsible Financial Officer's Summary of Overall Position

| Table 1: Draft Council Fund Outturn 2014/15 – Summary Total Net Expenditure Position at Month 9 | Appendix | Annual Forecast at Month 9 | Annual Budget @ Month 6 | Revisions since month 6 | Annual Budget @ Month 9 | Forecast Over/(Under) Spend at Month 9 | Comparative Forecast Over/(Under) Spend at Month 6 | Comparative Forecast Over/(Under) Spend at Month 3 |
|-------------------------------------------------------------------------------------------------|----------|----------------------------|-------------------------|-------------------------|-------------------------|----------------------------------------|----------------------------------------------------|----------------------------------------------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Social Care & Health | 4&5 | 37,865 | 36,604 | | 36,604 | 1,261 | 797 | 613 |
| Children & Young People | 5 | 52,243 | 52,302 | (152) | 52,150 | 93 | 45 | 26 |
| Enterprise | 3 | 10,212 | 10,285 | (205) | 10,080 | 132 | 55 | 232 |
| Operations | 2 | 17,964 | 17,857 | 4 | 17,861 | 103 | 182 | 385 |
| Chief Executives Unit | 2 | 6,991 | 7,376 | | 7,376 | (385) | (208) | (133) |
| Corporate Costs & Levies | 2 | 17,758 | 17,941 | | 17,941 | (183) | (116) | (94) |
| Net Cost of Services | | 143,033 | 142,365 | (353) | 142,012 | 1,021 | 755 | 1,029 |
| Attributable Costs – Fixed Asset Disposal | 2 | 132 | 224 | | 224 | (92) | (47) | 1 |
| Interest & Investment Income | 2 | (88) | (29) | | (29) | (59) | (58) | (48) |
| Interest Payable & Similar Charges | 2 | 3,532 | 3,773 | | 3,773 | (241) | (235) | (231) |
| Charges Required Under Regulation | 2 | 5,575 | 5,610 | | 5,610 | (35) | (35) | (35) |
| Capital Expenditure Financed from Revenue | | 16 | 16 | | 16 | 0 | 0 | 0 |
| Contributions to Reserves | 2 | 275 | 70 | 204 | 274 | 1 | 2 | 5 |
| Contributions from Reserves | 2 | (2,163) | (2,700) | 353 | (2,347) | 184 | 382 | 0 |
| Amounts to be met from Government Grants and Local Taxation | | 150,312 | 149,329 | 204 | 149,533 | 779 | 764 | 721 |
| General Government Grants | 2 | (69,544) | (69,340) | (204) | (69,544) | 0 | 0 | 0 |
| Non-Domestic Rates | 2 | (28,984) | (28,984) | | (28,984) | 0 | 0 | 0 |
| Council Tax | 2 | (57,169) | (56,780) | | (56,780) | (389) | (415) | (348) |
| Council Tax Benefits Support | 2 | 5,825 | 6,071 | | 6,071 | (246) | (233) | (154) |
| Council Fund (Surplus)/Deficit | | 440 | 296 | 0 | 296 | 144 | 116 | 219 |
| Budgeted contribution from Council Fund | | (296) | (296) | | (296) | 0 | 0 | 0 |
| | | 144 | 0 | 0 | 0 | 144 | 116 | 219 |

3.1.3 The bottom line situation, a £144,000 potential overspend, has continued to be mitigated significantly by anticipated net Council Tax receipts and favourable treasury considerations. The net cost of services pressure of £1,021,000, simplistically indicates a worsening of £266,000 since month 6, predominantly reflective of net Children's Services challenges within the Social Care budget which has evidenced pressures totalling £475,000 since month 6 report.

3.1.4 There are costs, such as redundancy payments, that aren't generally a budgeted expense. Such costs will, during quarterly monitoring, appear as an overspend in comparison to the annual budget. Specifically with regard to redundancy payments, the traditional expectation is that services bear such costs, that they are mitigated where possible through the year, and for any net balance to be considered and borne through a use of reserves during the outturn process. This is a little different for schools where instead a resource of

£300,000 is provided for by CYP, with schools only bearing any costs above that level. Currently school redundancy costs amount to £391,000, of which schools have borne £91,000.

- 3.1.5 The forecast costs included within the monitoring associated with redundancy payments for the rest of the Council amount to ,

| Directorate | Amount £'000 |
|-------------------------|--------------|
| Children & Young People | 7 |
| Social Care & Health | 0 |
| Enterprise | 113 |
| Operations | 378 |
| Chief Executives Office | 47 |
| Total | 545 |

- 3.1.6 Given the relationship with service re-engineering and savings mandates, and an appreciation that it is often difficult for managers to predict such costs with certainty at the outset without prejudging interview processes and redeployment opportunities, it is proposed to include this analysis as a standing item in future reports.

- 3.1.7 Also given the significance of such costs, and whilst services continue to bear and mitigate in first instance, it is prudent to seek a caveated use of reserves to apply to any unmitigated costs included in the table 3.1.5 where necessary at the end of the year.

- 3.1.8 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year. Monitoring reports will seek to contain the information on what is being done to manage the overspends identified and the positive action that is required to ensure that the budget is not breached.

- 3.1.9 Summary pressures and underspends within the net cost of services include:

| Service area | Indicative Forecast Position exclusive of savings not yet achieved | 2014-15 savings not yet made | Forecast Position net of savings not achieved | Headline Cause |
|---------------------------------------|--------------------------------------------------------------------|------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| | Red=Adverse Green = Favourable | | Red=Adverse Green = Favourable | |
| | £'000 | £'000 | £'000 | |
| Social Care & Health (SCH) | | | | |
| Children's Services | 1,188 | 32 | 1,220 (worsening of 475) | Looked after children activity and additional team and conveyance of client costs |
| Adult Services | -70 | 111 | 41 (improvement of 11) | Most notably historic Monnow Vale partnership cost apportionments and residential care costs exceeding recovery due to means testing considerations |
| Sub Total SCH | 1,118 | 143 | 1,261 | |

| Children and Young People (CYP) | | | | |
|----------------------------------------|-----------|-----------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Standards | -17 | 0 | -17 (improvement of 267) | Reduction in shortfall on income targets, but mainly reduced costs involved in out of county placement and additional income from other Councils using MCC services plus reserve funding of £104k has been allowed subsequent to month 6 report to cover cost of winding up school library |
| Individual schools budget | 54 | 0 | 54 (worsening of 279) | Budget included anticipated reserve funding, month 6 recommendation sought to increase transparency and defer both expenditure budget and reserve financing to 2015-16 |
| Resources and Performance | 30 | 53 | 83 (worsening of 38) | Effect of Recovery Board and tribunal costs, unbudgeted IT migration costs, and reduction in SEG grant in year impacting adversely upon the level of grant administration costs that are recoverable |
| Youth Services | -28 | 0 | -28 (improvement of 3) | Additional income and reduced transport costs |
| Sub Total CYP | 39 | 53 | 92 | |
| Enterprise (ENT) | | | | |
| Community Led Delivery | 47 | 0 | 47 (improvement of 23) | Net effect of restructure changes not fully implemented within Libraries and new agreement between Community Education and Coleg Gwent not according with original budget |
| Commercial & People Development | -57 | 23 | -34 (improvement of 17) | Reduced shortfall in savings target presumed on SRS, in house reduced IT costs, reduced HR and training costs |
| Tourism, Life & Culture | 115 | 37 | 152 (worsening of 51) | Continued pressure in tourism services, and in particular Caldicot Castle, together with net costs of cycling initiatives. The service is looking at ways to release additional revenue headroom elsewhere in the Directorate through capital recharging to mitigate the consequence where possible. |

| | | | | |
|--------------------------|-------------|------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Development Plans | -33 | 0 | -33 (worsening of 67) | |
| Sub Total ENT | 72 | 60 | 132 | |
| Operations (OPS) | | | | |
| Highways | -489 | 116 | -373 (improvement of 73) | Extra agency income |
| Property | -56 | 89 | 33 (worsening of 44) | Schools meals service transfer from CYP with significant pressure, main improvement in schools cleaning area caused by removing unbudgetted contract consultancy costs |
| Home to school transport | 319 | 40 | 359 (worsening of 88) | Past budget saving reviews of home to school and SEN haven't taken place. Overspends are in Council provided transport, mainly employee and transport maintenance costs. External transport provider costs tenders are anticipated to provide net savings to compensate for Council's SEN transport overspend. A bad debt assumption has been made in respect of historic debts of £50,000 |
| Transport | 94 | | 94 (improvement of 35) | Predominantly car parking income deficit |
| Waste | 20 | | 20 (improvement of 85) | Net effect of redundancy costs anticipated from restructure of the service. Prospective MRF contract concerns have re materialised from month 3 but are not quantified in forecasting. |
| Raglan training | 70 | | 70 (worsening of 20) | Mixture of redundancy costs, additional training costs and reduced income anticipated |
| Grounds | -100 | | -100 (static) | Additional income |
| Sub Total OPS | -142 | 245 | 103 | |

| Regulation & Central Support Services | | | | |
|--------------------------------------------------|-------------|------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chief Executives Office (CEO) | -384 | 0 | -384 (improvement of 176) | Staff savings and increased income predictions in democratic services. Savings in audit and revenues team costs and housing benefit administration below budget levels |
| Corporate (CORP) | -183 | 0 | -183 (improvement of 68) | Predominantly an underspend on external audit fees and small saving in precepts exhibited at mth 6, plus the saving effect from minor revisions in insurance cover |
| Sub Total Regulatory Services | -567 | 0 | -567 | |
| Total – Net Cost of Services | 520 | 501 | 1,021 | Net overspend position is £1,021,000 on net cost of services |

3.1.10 More detailed monitoring information together with a narrative of more significant variance over £25,000 is provided in the Select Appendices 2 to 5.

3.2 Schools

3.2.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the outturn forecast Schools' balances position based on month 9 projections.

| Draft Council Fund Outturn 2014/15 – Summary Forecast Year-end School Balances Position at Month 9 | Opening Reserves (Surplus)/ Deficit 14-15 | In year forecast at Month 6 (Surplus)/ Deficit | Difference reported from Month 9 to Month 6 (Surplus)/ Deficit | In year forecast at Month 9 (Surplus)/ Deficit | Anticipated Reserves to be carried forward to 2015-16 (Surplus)/ Deficit |
|----------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------|----------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Clusters | | | | | |
| Abergavenny | (285) | 249 | (77) | 173 | (112) |
| Caldicot | (242) | 103 | (36) | 67 | (175) |
| Chepstow | (14) | 266 | (11) | 255 | 241 |
| Monmouth | (394) | 72 | (15) | 57 | (337) |
| Special | (54) | 11 | 53 | 65 | 10 |
| | (988) | 700 | (85) | 616 | (372) |

3.2.2 School balances at the beginning of the financial year amounted to £988,000 credit. The draw upon balances has been identified as being £616,000 resulting in closing school balances budgeted to be £372,000 credit, and an improvement of £84,000 on month 6 position, this is despite in year WG improvement grant reductions and net £91,000 redundancy costs borne by schools.

- 3.2.3 Within these summary figures, of particular note, is the deficit reserve position experienced in the Chepstow cluster, caused by a significantly worsening position at Chepstow comprehensive school, whose deficit is anticipated to be £385,000 by the end of year, a worsening of £10,000 on month 6 reported position. The school has prepared a draft recovery plan which has been endorsed by Governors, which is currently being analysed by Council with a view to being agreed. This level of deficit balance remains a risk to the Council going forward in the interim.
- 3.2.4 6 schools exhibited a deficit position at the start of 2014/15, and alongside Chepstow Comprehensive, Llandogo is predicted to exhibit a worsening position. However Deri View, Llanvihangel Crocorney, Castle Park are all forecast to improve their deficit balance position by the end of the year. Ysgol Gymraeg Y Ffin is predicting to come out of deficit by the end of the year
- 3.2.5. Of concern, King Henry Comprehensive and Mounton House are anticipated to move into deficit by the end of year.
- 3.2.6 Schools balances exhibit a reducing trend, and by definition can only be used once

| Year | Net level of school balances |
|------------------|------------------------------|
| 2011-12 | (965) |
| 2012-13 | (1,240) |
| 2013-14 | (988) |
| 2014-15 forecast | (372) |

- 3.2.7 There has been a significant reliance on reserve balances to supplement school spending plans in the last 2 years, and limited indication of significant replenishment. This isn't a sustainable prospect. As a rough guide, prior to 2010, Welsh Government advocated that school balance levels equated to 5% of budget share. Using 2014/15 delegated budget levels, this would equate to £2.2 million. Members may wish to seek a comfort that balances aren't being used to subsidise and sustain core costs such as staffing.
- 3.28 Further information on Schools is provided in Children & Young People Select appendix 5.

3.3 2014/15 Savings Progress

- 3.3.1 The monitoring above reflects the progress in achieving necessary savings agreed as part of the 2014/15 budget process. Appendix 1 provides details of specific savings initiatives and progress made in delivering them in full by the end of 2014/15 financial year.

In summary they are as follows,

| 2014/15 Budgeted Service Savings Mandates Progress at Month 9 | | | | | | |
|---------------------------------------------------------------|--------------------------------------------|-----------------------------------|-----------------------------------|---------------------------------|--------------------------|---------------------------------|
| DIRECTORATE | Saving included in 2014/15 Budget £'000 | Savings achieved month 6 £'000 | Savings achieved month 9 £'000 | % progress in achieving savings | Delayed savings £'000 | Savings not achievable £'000 |
| Children & Young People | 722 | 669 | 669 | 93% | 0 | 53 |
| Social Care & Health | 1,030 | 877 | 887 | 86% | 0 | 143 |
| Enterprise | 1,366 | 1,025 | 1,306 | 96% | 0 | 60 |
| Operations | 1,412 | 1,007 | 1,167 | 83% | 176 | 69 |
| Chief Executive's | 923 | 923 | 923 | 100% | 0 | 0 |
| Total Budgeted Service Savings 2014-15 | 5,453 | 4,501 | 4,952 | | 176 | 325 |

3.3.2 There wasn't a great deal of change evident between quarter 1 and 2 report. Conversely at month 9, managers report an improvement in progress of circa £450,000. Part of this progress reflects the approval by Cabinet at month 6 to accept alternate savings.

3.3.3 The savings appendix also indicates a risk score as to whether savings are likely to be achieved or otherwise. The following savings mandates are still reported to be high or medium risk.

Operations (OPS)

- School meals -increase price, market and expand service – none of saving anticipated has materialised (£69,000).
- Transfer of facilities to other providers – engagement and consultation means £20,000 is reported as delayed saving
- Transport review and fleet rationalisation, £40,000 short of mandate requirements
- Highways – review of management arrangements are anticipated to exhibit a shortfall in savings of £116,000 against £405,000 originally reported

Enterprise (ENT)

- Museums, Shirehall & Castles and Tourism – the Tourism aspects exhibit a £37,000 shortfall
- SRS savings exhibit a £23,000, as original intention to divest a building haven't occurred, the service is seeking alternate staffing savings to compensate

Children and Young People (CYP)

- Grants to micro finance and rationalise numerous grants to single organisations – none of savings required have materialised (£37,000)

Social Care & Health (SCH)

- Community meals increase take-up – meal numbers are still below the 1,450 target introducing a £16,000 shortfall, although exhibit a reported improvement on month 6
- SCH children's staff restructuring – Re-introduction of a post volunteered by the service for deletion introducing a £32,000 shortfall on savings target

All

- Review of additional payments – Social Care and Health exhibit challenges in meeting any of their saving requirements of £95,000, CYP report making £15,000 of £31,000 requirement, CEO and Operations report intention to make their £163,000 in other ways but haven't specified how, ENT report having made their £48,000 in full.

4 REASONS

4.1 To improve budget monitoring and forecasting information being provided to Senior Officers and Members.

5 RESOURCE IMPLICATIONS

5.1 As contained in the report.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

6.1 The decisions highlighted in this report have no equality and sustainability implications per se.

7 SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

7.1 The decisions highlighted in this report have no safeguarding or corporate parenting implications per se, although monitoring does cover a commentary about Childrens Services as part of holistic reporting..

8 CONSULTTEES

Strategic Leadership Team
All Cabinet Members
All Select Committee Chairman
Head of Legal Services
Head of Finance

9 BACKGROUND PAPERS

9.1 Month 9 monitoring reports, as per the hyperlinks provided in the Select Appendices

10 AUTHORS

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Appendices

| | |
|------------|-------------------------------------------------------------------------|
| Appendix 1 | Savings Summary |
| Appendix 2 | Strong Communities Select Committee portfolio position statement |
| Appendix 3 | Economy and Development Select Committee portfolio position statement |
| Appendix 4 | Adult Select Committee portfolio position statement |
| Appendix 5 | Children and Young People Select Committee portfolio position statement |

2014/15 Budgeted Service Savings Mandates Progress at Month 9

| ENTERPRISE | | | | | | | |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------|-----------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Budget proposals 2014/15 | Narrative | Saving included in 2014/15 Budget £'000 | Value of Saving Forecast at Month 9 £'000 | Delayed savings £000s | Savings not achievable £000s | Assessment of progress as at Month 9 | Risk of current forecast saving NOT being achieved (High / Medium / Low) |
| DEVELOPMENT OF LEISURE SERVICES | Income maximisation and staff review, developing the cycling offer, broaden leisure offer and explore new service provision options and models in the context of 'whole place' | 125 | 125 | | | Savings forecast to be achievable | Low |
| Collaboration on housing services and development of careline services | Commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness | 30 | 30 | | | Savings forecast to be achievable | Low |
| Sustainable energy initiatives | Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget | 133 | 133 | | 0 | Savings achieved | Medium |
| Museums, Shirehall & Castles and Tourism | Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models. Member consultation has indicated that the aspect of merging of museums and TIC (£150,000 in 2014/15) was not a preferable model, and will necessitate driving even further savings on other aspects of this mandate | 245 | 208 | | 37 | Museums are on target to make the full 78k savings at M9. Shirehall are on target to achieve their 33,500 savings. TIC's 77k forecast. 13k not achievable due to ambitious income targets & reduced opening hours, although we have been forecasting the full 90k, at month 09 this doesn't look realistic with three months of the year left. Countryside 36,500 - Castle savings of 24k will not be met. 12,500 within countryside looks as though it will be met, but current underspends are offsetting overspends within the Castle and Old Station. The forecast overspend at M9 for Countryside is 89k. | Museums - Low Shirehall - Low TIC's medium |

| | | | | | | | |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|---|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Grants to micro finance and rationalise numerous grants to single organisations | Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible | 50 | 50 | | | Third sector bodies have already been made aware that their grant will be less this year and this was reflected in the budget. | Low |
| Strategic Property Review (phase 2) | Target to be achieved by the Accommodation working group and reduction in office accommodation, consolidate in Usk | 75 | 75 | | 0 | Savings achieved | Low |
| R & C Staffing restructures | Senior management restructure to include new service groupings and alignments and green space concept | 70 | 70 | | | Achieved | Low |
| R&C - OSS and libraries - 10% reduction in staff budget | The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure | 116 | 116 | | | Savings achieved | Medium |
| Additional Libraries and communications saving | Libraries driver redundancy and media position deleted | 80 | 80 | | | Achieved | Low |
| Review of additional payments | Target a 10% reduction in additional payments made eg overtime, standby etc | 48 | 48 | | | Achieved | Low |
| ICT | Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget | 300 | 277 | 0 | 23 | No plans to close Ty Cyd 3 means that savings will not be achieved. Additional CCTV income used in year 1 to purchase additional equipment. Further savings made by vacancies | Medium |
| Adult Education | Cost reduction through reducing overheads and premises costs | 90 | 90 | 0 | 0 | Savings through change of courses and reduction in premises costs | Low |
| Planning, place and enterprise | Increase in income from development plans (part of combined £32k savings) | 4 | 4 | 0 | 0 | Achieved | Low |

| | | | |
|--------------|--------------|----------|-----------|
| 1,366 | 1,306 | 0 | 60 |
|--------------|--------------|----------|-----------|

Strong Communities Select Committee Portfolio Position Statement
Position Statement and Prospective Scrutiny Points

Appendix 2

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is,

| Service Area | Budget Mth 6 | Virements | Budget Mth 9 | Forecast Outturn | Variance Mth 9 | Variance Mth 6 | Variance Mth 3 |
|--------------------------|-----------------|------------|-----------------|---------------------|-------------------|-------------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Chief Executive's office | 7,375 | | 7,375 | 6,991 | (384) | (207) | (133) |
| Operations | 17,857 | 4 | 17,861 | 17,964 | 103 | 232 | 385 |
| Corporate | 17,941 | | 17,941 | 17,758 | (183) | (116) | (94) |
| Appropriations | 6,964 | 558 | 7,522 | 7,279 | (243) | 8 | (307) |
| Financing | (149,032) | (204) | (149,236) | (149,871) | (635) | (648) | (502) |
| | | | | | | | |
| Total | (98,895) | 358 | (98,537) | (99,879) | (1,342) | (731) | (651) |

1.2 The more significant over and underspends are,

| | Overspend predicted £'000 | Underspend predicted £'000 | Cause |
|---------------------------------------|---------------------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chief Executives Office | | 384 (176 improvement) | Policy Division net underspend of £23,000 despite £47,000 redundancy costs, reduced cost in Democracy Division (£173,000) and £189,000 savings in Finance division |
| Operations – Highways | | 373 (73 improvement) | Predominantly extra highway agency income, supplemented by additional fee income earned in traffic management and traffic & development and reduced costs in highways operations |
| Operations – Property | 33 (44 improvement) | | Pressures from schools meals continues (£110,000), cleaning mainly conveniences (£26,000), additional call charges (£30,000) compensated by comparable savings in office services, redundancy costs of £18,000 mitigated by procurement team savings (£54,000) and net accommodation cost savings (£69,000) |
| Operations – Home to school transport | 359 (88 worsening) | | Overspends in employee costs £203,000, (includes £7,000 redundancy costs), unachievable staff efficiencies £22,000, fuel and repair £50,000 and reduction in income £32,000 and a provision for historic bad debts recovery of £50,000. Whilst past budget saving reviews of home to school and SEN haven't taken place, the rolling tender of external transporter costs exhibit a compensatory saving. |
| Operations – Transport | 94 (35 improvement) | | Predominantly car parking income deficit |
| Operations – Waste | 20 (85 improvement) | | Predominantly redundancy costs (£171,000), potential for MRF contractor |

| | | | |
|----------------------|-------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | dispute identified at month 3 but discounted at month 6 has been re-introduced (£50,000), compensated by reduction in transfer station expenditure |
| Training Unit | 70 (20 worsening) | | Mixture of redundancy costs (£40,000), increasing costs and reduced income predictions |
| Operations – Grounds | | 100 (static) | Additional income |
| Corporate | | 183 (68 improvement) | Predominantly saving in external audit fees (£87,000) and effect of NNDR revaluation of Council properties £65,000 (compensatory increased costs in Directorates), and insurance negotiation savings (£30,000) on contract extension |
| Appropriations | | 243 (252 improvement) | Predominantly net reduction in interest payable (£240,000). Asset sale slippage results in £92,000 savings in disposal costs deferred. £59,000 interest receivable due to higher rolling investment balance than anticipated, and £35,000 reduction in anticipated borrowing repayment costs caused by slippage of previous years capital programme which covers for a further reduced call from reserves of £182,000. |
| Financing | | 635 (13 worsening) | Predicted extra Council tax receipts and reduced CT benefits |
| | | | |
| Total | | 1,342 | |

2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in appendix 1, are not fully secured.
- 2.2 Operations savings totalling £1,412,000, £1,167,000 (an increase of £160,000 against that reported at month 6) are anticipated to be made, £176,000 deferred to 2015-16 (an increase of £20,000 on month 6) and £69,000 not achievable (an improvement of £180,000).
- 2.3 As at month 9, Operations Directorate are anticipating an adverse outturn £103,000, as deferred and not achievable savings total £245,000, the service is effectively making adhoc savings of £142,000 to compensate in part for the level of savings that it has reported but has yet to make.
- 2.4 Of Chief Executives savings totalling £923,000, the full extent continues to be reported as delivered.

3. Performance Monitoring

| Policy & Engagement | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|----------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------------------|--------|
| Revenue Budget | New service area | New service area | New service area | 766,158 | |
| Number of Staff Employed (FTE) | New service area | New service area | New service area | 24.45 | Q3 |
| The percentage of national PIs improving or at maximum | 63 | 63 | 70 | 74 | Q2 |
| Percentage Social Media Influence (Klout Score - higher is better) | not available | 65 | 57 | 58 | Q3 |
| The percentage of Outcome Agreement Funding received | 100 | 100 | 100 | 100 | Q3 |
| The percentage of people who agree that the local authority is good at letting them know how we are performing | not available | 41 | 47 | Not available until year-end | n/a |
| Average sickness days per FTE | New service area | New service area | New service area | 0 | |
| | | | | | |

- 3.1 Performance improvement team report that 74% of the available national performance measures are showing improvement, this is a four percentage point improvement on the position in 2013-14.

| Democracy & Regulatory Services | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|-----------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------------------|-------------------|
| Revenue Budget | New service area | New service area | New service area | 4,445,262 | |
| Number of Staff Employed (FTE) | New service area | New service area | New service area | 92.08 | Q3 |
| Number of Building Control applications | 343 | 306 | 306 | 296 | year end forecast |
| Number of Planning applications received | 1083 | 987 | 983 | 634 (by month 6) | Q2 |
| Average days taken to Process Full Plan building control Applications | 24 | 22 | 22 | 20 | Q2 |
| % High Risk Businesses Liable to Programmed Inspection that were inspected - Trading Standard | 87 | 76 | 87 | 57 | Q2 |
| % High Risk Businesses Liable to Programmed Inspection that were inspected - Food Hygiene | 100 | N/A | 100 | 43.7 | Q2 |
| % High Risk Businesses Liable to Programmed Inspection that were inspected - Animal Health | 83 | 83 | 100 | 38 (by month 6) | Q2 |
| Percentage Planning applications approved | 93.6 | 93.7 | 93.7 | 94 | Q2 |
| Percentage Food Establishments are 'Broadly Compliant' with Standards | 84.34 | 88.08 | 91.2 | not available until year end | |
| Average sickness days per FTE | New service area | New service area | New service area | 6.09 | Forecast |
| | | | | | |

- 3.2 Generally activity seems consistent with previous year, with the exception of high risk inspections involved with food hygiene and animal health which appear on a straight line projection to be less than equivalent last year.

| Finance | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|-----------------------------------------------------------------|---------|---------|---------|-----------|----------|
| Revenue Budget for Finance section | - | - | - | 2,164,014 | |
| Number of Staff Employed | - | - | - | 53.16 | Q3 |
| Percentage of council tax due in the financial year received | 97.3 | 97.5 | 97.9 | 57.5 | Q2 |
| Percentage of new housing benefit claims decided within 14 days | 83 | 87 | 94 | 98 | Q3 |
| Percentage of planned internal audits completed | 82 | 74 | 62 | 41 | Q2 |
| Percentage of invoices paid within 30 days | 79 | 83 | 87 | 86 | Q2 |
| Average sickness days per FTE | - | - | - | 5.49 | Forecast |

- 3.3 More housing benefit claim decisions are being made within 14 day period. A similar percentage of invoices are being paid within 30 days between current and previous year. Planned audit activity reporting is ahead of equivalent activity in 2013-14, on a straight line basis. Council tax collection is marginally behind equivalent month 6 activity for 2013-14(which was 59%). The difference is attributable to a greater proportion taking up 12 month instalment payments rather than the traditional 10 month.

| Operations | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|------------------------------------------------------------------------------|------------------|------------------|------------------|----------------------------|----------|
| Revenue Budget | New service area | New service area | New service area | 17,849,000 | |
| Number of Staff Employed (FTE) | New service area | New service area | New service area | 478.07 | Q3 |
| Tonnes of overall Municipal waste collected | 45632 | 46007 | 45962 | 26902 (by month 6) | Q2 |
| Number Fly tipping Incidents Reported | 497 | 358 | 423 | 171 (by month 6) | Q2 |
| Total length of A,B & C roads maintained (KM) | - | - | - | 1481 | Q2 |
| % Municipal Waste Prepared for Reuse/Recycled | 54.97 | 55.52 | 62.94 | 67 | Q2 |
| % Highways and Relevant Land Inspected of a High/Acceptable Standard | 95.7 | 98.4 | 99 | Annual - not yet available | |
| % of Reported Fly tipping Incidents Cleared Within 5 Working Days | 81.09 | 82.1 | 95.98 | 97.78 | Q2 |
| Average Number of Calendar Days Taken to Repair Street Lamp Failures in Year | 3.09 | 2.71 | 4.6 | 3.5 | Q2 |
| % A,B & C roads that are in Overall Poor Condition | 9.4 | 7.8 | 9.8 | Annual - not yet available | |
| Average sickness days per FTE | New service area | New service area | New service area | 11.98 | forecast |

- 3.4 Encouragingly despite making currently £1,167,000 savings from Operations Directorate performance activity reported in relation to month 6 indicates an improving trend on previous year activity, if extrapolated on a straight line basis.

- 3.5 Forecast average sickness days lost per FTE are equivalent to the overall Council sickness forecast, but are still significant at circa average 12 days per FTE.

4. **Director's Commentary (Head of Operations – Roger Hoggins)**

It is encouraging that the deficit position is improving during the year particularly when one off redundancy costs of £378,000 are absorbed in the month 9 deficit projection of £103,000.

However certain areas continue to cause concern and are under review to assess what action is required to address the budget imbalance in coming years. In particular schools transport budget is overspending. There are several contributors to this including budget assumptions from 13/14 that have not been delivered e.g. reductions in SEN transport costs, reductions in overtime and increased income all of which have continued to place the budget in deficit during 14/15 coupled with other assumptions for 14/15, reported above, that add to the deficit where full delivery is not achieved. This service is being assessed to ascertain what options exist to address the overspend and what policies might be adopted for the future to include within the MTFP.

The school meals service is very cost effective when looking at unit production costs but budget assumptions on customer levels have proven over ambitious. The service is promoted occasionally but a concerted effort to increase numbers is required to bring the service within budget coupled with a further review of costs.

On a positive note the highways and grounds units continue to outperform the budget assumptions and overall the performance measures are satisfactory with improvement in response to fly tipping being particularly noticeable.

Looking towards the end of the year and on the increase in waste is a noticeable development, which has cost implications despite our recycling performance, and so far the winter weather has not created costs over and above what is typical, if it remains as such then this can only assist the budget position.

5 **Supporting Financial Monitoring Workbooks (ctrl click to access)**

[Revenue Monitoring Chief Executives Office Qtr 3](#)

[Revenue Monitoring Operations Qtr 3](#)

[Revenue Monitoring Corporate Qtr 3](#)

[Revenue Monitoring Appropriations Qtr 3](#)

[Revenue Monitoring Financing Qtr 3](#)

**Economy & Development Select Committee Portfolio
Position Statement and Prospective Scrutiny Points**

Appendix 3

1. Revenue Outturn Forecast

| Service Area | Budget Mth 6 | Virements | Budget Mth 9 | Forecast Outturn | Variance Mth 9 | Variance Mth 6 | Variance Mth 3 |
|---------------------------------|-----------------|--------------|-----------------|---------------------|-------------------|-------------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Community led delivery | 2,414 | 44 | 2,458 | 2,505 | 47 | 70 | 107 |
| Commercial & people development | 4,187 | (147) | 4,040 | 4,006 | (34) | (16) | 79 |
| Enterprise management | 103 | | 103 | 103 | 0 | 0 | 0 |
| Development Planning | 508 | (100) | 408 | 375 | (33) | (100) | 0 |
| Tourism, life & culture | 3,073 | (2) | 3,071 | 3,153 | 152 | 101 | 46 |
| | | | | | | | |
| Total | 10,285 | (205) | 10,080 | 10,212 | 132 | 55 | 232 |

The net forecast outturn expenditure is predicted as £10,161,000, of which £8,915,000 had been incurred at the end of 3rd quarter.

1.2 The more significant over and underspends are,

| | Overspend predicted | Underspend predicted | Cause |
|--------------------------------------------|----------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | £'000 | £'000 | |
| Community led delivery | 47 (23 improvement) | | Net effect of restructure changes not fully implemented yet within libraries (£41,000), and net cost (£54,000) to Adult Education caused by Coleg Gwent franchise changes in September, £9,000 net effect of increased maintenance cost to industrial units and markets income under recovery not being mitigated in full by increased farm rental payments, mitigated in part by savings within Housing Services (£61,000) |
| Commercial & people development | | 34 (17 improvement) | Savings in People Services (£54,000) compensating for additional rates costs on Innovation building (£6,000) and net cost on business growth and enterprise (15,000) caused predominantly by redundancy costs |
| Tourism, Leisure & culture | 152 (97 worsening) | | Net saving/income within cultural services of £22,000. Leisure exhibits an adverse £56,000 situation, predominantly the net effect of cycling events. Managers are exploring whether alternate revenue spend can be capitalised to provide headroom to mitigate. But the predominant cost pressure remains in Tourism (£119,000) and most significantly Caldicot Castle and Country park, but this does include £23,000 redundancy costs which wouldn't be a |

| | | | |
|--------------------------|------------|--------------------------|-------------------------------------------------------------------------------------|
| | | | budgeted expense. |
| Development Plans | | 33 (67 worsening) | Reduced draw upon reserve funded expenditure in 2014-15 to be undertaken in 2015-16 |
| Total | 132 | | |

2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not all fully secured.
- 2.2 Of Enterprise savings totalling £1,366,000, £1,306,000 are anticipated to be made (an increase of £281,000 since month 6).
- 2.3 £177,000 savings were predicted to be deferred at month 6, at month 9 no savings are anticipated to be deferred.
- 2.4 Similarly £164,000 was recorded as not achievable at month 6, at month 9 the Directorate now reports that unachievable savings total only £60,000 and reflect a shortfall in Shire Hall, Museums, Castles and Tourism mandate and ICT savings.

3. Performance Management

| Commercial & People Development | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|----------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|--------------------|----------|
| Revenue Budget | New service area | New service area | New service area | 4,187,312 | |
| Number of Staff Employed (FTE) - Commercial and People Development | New service area | New service area | New service area | 41 | Q3 |
| Average sickness days per FTE (Whole authority) | 13.3 | 11.9 | 11 | 11.19 | forecast |
| Number of new business start-ups where assistance was provided by Monmouthshire Business and Enterprise and Partners | 57 | 60 | 103 | 61 (by month 6) | Q2 |
| Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners | 185 | 331 | 124 | 66 (by month 6) | Q2 |
| Average sickness days per FTE (Commercial & People Development) | New service area | New service area | New service area | 7.11 | forecast |

- 3.1 Forecast average sickness days per FTE taken for the whole authority indicates a largely static position against previous years, but is still significant at circa 11 days per FTE.
- 3.2 Job creation and business start ups performance indicate favourable activity against previous year activity (on a straight line basis).

| Tourism, leisure & Culture | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|-----------------------------------------------------------------------------------|------------------|------------------|------------------|------------------------------|----------|
| Revenue Budget | New service area | New service area | New service area | 3,073,865 | |
| Number of Staff Employed (FTE) | New service area | New service area | New service area | 115.97 | Q3 |
| Number of visits to leisure centres | 525291 | 627020 | 742368 | not available until year end | |
| Number of visits to Museums | 71097 | 64215 | 65116 | 38631 (by month 6) | Q2 |
| Percentage of Rights Of Way maintenance issued | 61.94 | 62.99 | 66.02 | 64.85 | Q2 |
| % of children & young people who participate in physical activity (5 x 60 scheme) | N/A | 40 | 41 | Annual | |
| Total number of tourists per year | 2,102,500 | 2,015,300 | 2,052,500 | Annual | |
| Average sickness days per FTE | New service area | New service area | New service area | 12.49 | Forecast |

- 3.3 Limited in year activity is provided in this service area to develop any meaningful conclusion about service activity in comparison with previous year, although number of visits to museums if extrapolated on a straight line basis indicates a significantly increased footfall than previously.
- 3.4 Anticipated average days lost to sickness per FTE are slightly more than the prediction for Council as a whole, and are recognised as causing financial pressures in employee costs monitoring by service lead.

| Community led Delivery | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|---------------------------------------------------------------------|------------------|------------------|------------------|-----------|-------------------|
| Revenue Budget | New service area | New service area | New service area | 2,412,802 | |
| Number of Staff Employed (FTE) | New service area | New service area | New service area | 85.95 | Q3 |
| Number of Bryn -y -cwn and Severnside programme board meetings held | N/A | N/A | 2 | 6 | Q2 |
| Total number of visits to libraries | 642,466 | 666,129 | 666,361 | 678,000 | year-end forecast |
| Homeless applications determined | 361 | 417 | 388 | 240 | year-end forecast |
| Amount of energy generated from renewable sources (kWh) | 169,940 | 292,174 | 509,649 | 364,401 | Q2 |
| Percentage of Homelessness applications accepted | 60 | 52 | 44 | 38 | Q2 |
| Total number of library materials issued | 544,394 | 547,641 | 534,196 | 535,000 | year-end forecast |
| Average sickness days per FTE | New service area | New service area | New service area | 7.33 | forecast |

- 3.5 Visits to libraries, the extent of programme board meetings and amount of energy generated from renewable sources all indicate a positive trend between current and previous years.
- 3.6 Less homelessness applications have been accepted than previously and consequently number of homeless application determined has indicatively reduced on previous years. This should be viewed as symptomatic of Council's successful prevention work and aspects like shared house initiative which seeks to avoid the need for homeless presentation where possible. An increase in the prevention of homelessness for longer than six months has improved from 24% to 47%.

4 **Director's Commentary (Kellie Beirne)**

I'm pleased with the position reported for Enterprise at month 9, with improvements in most areas and compensatory movements made explicitly across the service area to neutralise under and

over spends. Community Education remains a concern where indications suggest further reductions in franchise income going forward and a gap has opened up around the NOVUS project where grant income remains outstanding. Efforts are now focussed on addressing this situation and understanding options for the future operation of the service. Other issues around leisure (which has supported 6 major cycling events in year and yielded a ROI of £3m+) and tourism remain, however the gaps are closing with income levels remaining strong and I remain confident that the year-end position will show a small surplus. Given that a good deal of our efficiencies are predicated upon income generation, this is a pleasing position to report and officers are performing at consistently high levels to sustain this.

5. **Supporting Financial Monitoring Workbooks (ctrl click to access)**

[Revenue Monitoring Enterprise Qtr 3](#)

**Adult Select Committee Portfolio
Position Statement and Prospective Scrutiny Points**

Appendix 4

1. Revenue Outturn Forecast

1.1

| Service Area | Budget Mth 6 | Virements | Budget Mth 9 | Forecast Outturn | Variance Mth 9 | Variance Mth 6 | Variance Mth 3 |
|-------------------------|---------------|-----------|---------------|------------------|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Adult Services | 6,830 | | 6,830 | 6,961 | 131 | 163 | 128 |
| Community Care | 19,840 | | 19,840 | 19,793 | (47) | (38) | (8) |
| Commissioning | 1,950 | | 1,950 | 1,962 | 12 | 10 | (6) |
| Resources & Performance | 1,028 | | 1,028 | 973 | (55) | (83) | (83) |
| | | | | | | | |
| Total | 29,648 | | 29,648 | 29,689 | 41 | 52 | 31 |

The net forecast outturn expenditure is predicted as £29,699,000, of which £12,639,000 had been incurred at the end of 3rd quarter.

1.2 The more significant over and underspends are,

| | Overspend predicted £'000 | Underspend predicted £'000 | Cause |
|------------------------------------|------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Social Care – Adults | | | |
| Disability Equipment (Gwices) | 1 (19 worsening) | | |
| Day Centres | | 12 (21 improvement) | |
| Residential care | 133 (21 worsening) | | Employee efficiencies and savings not deliverable, Mardy Park partnership pressure |
| Community Meals | 16 (13 improvement) | | Shortfall in income |
| Domiciliary care | | 22 (47 improvement) | Predominantly the effect of one off intermediate care funding recently approved |
| Transition cooperative partnership | | 46 (static) | Secondment cost borne by partner |
| Management team | 1 (15 worsening) | | |
| Monnow Vale partnership | 59 (6 improvement) | | Historic agreement precludes passing equitable cost to partner |
| Community Care | | 47 (9 improvement) | Net effect of regional Frailty programme not spending to plan, results in loan repayment to WG being less than budgeted |
| Commissioning | 12 (2 worsening) | | |
| Resource and performance | | 55 (28 worsening) | Reduced premises and net salary saving |
| | | | |
| Total | 40 | | |

2. **2014-15 Savings Progress**

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured. Of Social Care savings affecting Adults totalling £962,000, £851,000 are anticipated to be made, none deferred to 2015-16 but £111,000 not achievable. This exhibits a £10,000 favourable effect since month 6.

3. **Performance management**

| Adult Social Care | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|-----------------------------------------------------------------------------------|---------------|---------------|---------------|------------|----------|
| Revenue budget* | - | 28,351,000 | 28,723,000 | 28,619,861 | |
| Number of staff employed (FTE) | 287 | not available | not available | 282.93 | Q3 |
| Number of older people who get a package of care to support them in the community | 1281 | 1247 | 1159 | 1116 | Q3 |
| Number of people in local authority funded residential care | 239 | 254 | 227 | 209 | Q3 |
| Satisfaction with adult social care | 93 | 96 | 90 | 94.6 | Q3 |
| Average sickness days per FTE | not available | not available | 15.96 | 18.02 | forecast |
| * total of adult, community care and commissioning budgets | | | | | |

- 3.1 Service user numbers exhibit a similar, if slightly reducing, trend on previous year. The proportion of residential placements in comparison to care in community appears relatively static (19%). The average level of sickness per FTE is significantly in excess of the whole Council average equivalent.
- 3.2 Different ways of working within adult social care, focusing on what matter to people rather than process, are proving successful. This is enabling the Council to meet the needs of a growing older population with declining resources. Satisfaction scores with the service indicate a favourable trend on previous year.

4. **Director's Commentary (Social Care & Health – Simon Burch)**

As Chief Officer I have to report that the pressures previously reported, and addressed by Cabinet authorising additional resources for 2015/16, have continued over the past quarter. The forecast outturn for month 9 is an increase since month 6 of £463K and this is almost exclusively due to pressures in Children's Services

To put this in context, Children's Services is a volatile area, with clear statutory safeguarding duties and consequently the budget is susceptible to fluctuating levels of demand and the complexity of placements required. Since month 6 we have had to place an additional 9 children into external placements, at a cost of £310K, taking the overspend to a predicted £812K. Legal costs are still generating an overspend, currently estimated at £70K, up by £15K since the last quarter, reflecting court activity. Due to vacancy and extra capacity issues, we are utilising agency staff which is further adding to the budget pressure.

In response we have carried out intensive analysis to ensure that we are working as effectively as possible and we have identified further projects to improve our support to Looked After Children. A further report on this will be coming to Cabinet in February

Finally I am pleased to note that Adult Services is continuing to reduce its overspend, with current predictions standing at a £40K overspend, £10K less than at month 6. This area is

stable with Community Care estimating an underspend of £47K, reflecting the excellent demand management work which is having a real budget impact.

5. **Supporting Financial Monitoring Workbooks (ctrl click to access)**

[Revenue monitoring Social Care and Health Qtr 3](#)

**Children and Young People Select Committee Portfolio
Position Statement and Prospective Scrutiny Points**

Appendix 5

1. Revenue Outturn Forecast

| Service Area | Budget Mth 6 | Virements | Budget Mth 9 | Forecast Outturn | Variance Mth 9 | Variance Mth 6 | Variance Mth 3 |
|----------------------------------|--------------|-----------|--------------|------------------|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Childrens Services (Social Care) | 6,956 | | 6,956 | 8,176 | 1,220 | 745 | 583 |
| Individual schools budget (CYP) | 44,421 | (256) | 44,165 | 44,219 | 54 | (225) | 0 |
| Resources (CYP) | 1,506 | | 1,506 | 1,589 | 83 | 45 | (12) |
| Standards (CYP) | 5,578 | 104 | 5,682 | 5,665 | (17) | 250 | 38 |
| Youth services (CYP) | 797 | | 797 | 769 | (28) | (25) | 0 |
| Sub Total CYP | 52,302 | (152) | 52,150 | 52,242 | 92 | 45 | 26 |
| Total | 59,258 | (152) | 59,106 | 60,418 | 1,312 | 790 | 609 |

The net forecast outturn expenditure is predicted as £60,418,000, of which £59,006,000 had been incurred by end of 3rd quarter (Childrens Services £6,014,000, CYP £52,992,000).

1.2 The more significant over and underspends are,

| | Overspend predicted £'000 | Underspend predicted £'000 | Cause |
|---------------------------------------------------------------------------------------|------------------------------|-------------------------------|-------------------------------------------------------------------------------------|
| Social Care – Children | | | |
| Looked after children | 812 (310 worsening) | | Proportion of more significant unit cost cases |
| Joint adoption | 7 (3 worsening) | | Reflective of anticipated activity |
| Fostering & allowances | 67 (22 worsening) | | Predominantly foster carers travel allowances – no budget |
| Disability equipment (Gwices) | | 24 (1 improvement) | |
| Therapeutic services | | 9 (2 worsening) | |
| Counsel costs | 70 (15 worsening) | | Anticipated in line with 2013-14 activity |
| Young person's accommodation | | 58 (3 improvement) | Reduced activity |
| Respite home | | 55 (static) | Premise closed whilst new carers identified and assessed |
| Team Costs | 434 (130 worsening) | | Staffing costs, predominantly use of agency staff and conveyance of client pressure |
| Unaccompanied asylum seeking children, local safeguarding board and misc. underspends | | 24 (2 improvement) | |

| | | | |
|--------------|--------------|--|--|
| | | | |
| Total | 1,220 | | |

| | Overspend predicted £'000 | Underspend predicted £'000 | Cause |
|----------------------------------|------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Children and Young People | | | |
| Resources delegated to schools | 54 (279 worsening) | | Budget included anticipated reserve funding, month 6 recommendation sought to increase transparency and defer both expenditure budget and reserve financing to 2015-16 |
| Standards | | 17 (267 improvement) | Reduction in shortfall on income targets, but mainly reduced costs involved in out of county placement and additional income from other Councils using MCC services plus reserve funding of £104k has been allowed subsequent to month 6 report to cover cost of winding up school library service |
| Resources | 83 (38 worsening) | | Effect of Recovery Board and tribunal costs, unbudgeted IT migration costs, and reduction in SEG grant in year impacting adversely upon the level of grant administration costs that are recoverable |
| Youth services | | 28 (3 improvement) | |
| Total | 92 | | |

2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured.
- 2.2 Of Social Care - Children savings totalling £68,000 £36,000 are anticipated to be made, none deferred to 2015-16 but £32,000 are regarded as not achievable. This exhibits no change since month 6.
- 2.3 Of Children & Young people Directorate savings totalling £722,000, £669,000 are reported to be made none deferred but £53,000 regarded as not achievable. This exhibits no equivalent change since month 6.

3. Schools reserves

3.1 Schools balances, as indicated in the main report from para 3.3 onwards exhibit a declining trend, such that the forecast outturn balance will not accommodate the same level of expenditure as the 2014/15 financial year. This remains a risk whilst the detail of individual school budgets remains unknown. The following table indicates anticipated reserve levels for each school. Bracketted amounts indicate a surplus position and non bracketed amounts a deficit.

| Movement in Reserves | Opening Reserves (Surplus)/ Deficit 14-15 | In year forecast at Month 6 (Surplus)/ Deficit | Difference reported from Month 9 to Month 6 (Surplus)/ Deficit | In year forecast at Month 9 (Surplus)/ Deficit | Anticipated Reserves to be carried forward to 2015-16 (Surplus)/ Deficit | Notes |
|--------------------------------------------------|-------------------------------------------|------------------------------------------------|----------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Abergavenny cluster | | | | | | |
| E003 King Henry VIII Comprehensive | (-114,518) | 239,615 | (-20,330) | 219,285 | 104,767 | Recovery plan drafted. TLR and Management team restructure have resulted in savings since Month 6 |
| E073 Cantref Primary | (-68,138) | 20,678 | (-2,418) | 18,260 | (-49,878) | Investment plan process is underway |
| E072 Deri View Primary | 79,952 | (-42,703) | (-22,655) | (-65,358) | 14,594 | Seconded staff replaced on lower grade |
| E035 Gilwern Jnr & Inf | (-41,057) | 16,061 | 2,036 | 18,097 | (-22,960) | |
| E037 Goytre Fawr Jnr & Inf | (-4,709) | (-12,889) | 7,619 | (-5,270) | (-9,979) | |
| E041 Llanfair Kilgeddin CV Jnr & Inf | (-22,611) | 45,016 | (-24,304) | 20,712 | (-1,899) | Curriculum provision revisions have resulted in reduced staffing costs. |
| E093 Llanfoist Fawr | (-32,933) | (-6,921) | (-14,651) | (-21,572) | (-54,505) | Savings since Month 6 due to supply costs for covering seconded member of staff being lower than anticipated. |
| E044 Llantillio Pertholey Jnr & Inf | (-65,340) | 16,980 | 11,193 | 28,173 | (-37,167) | Newly seconded HT & Acting HT on higher scale than budgeted |
| E045 Llanvihangel Crocorney Jnr & Inf | 40,656 | (-17,983) | (-1,785) | (-19,768) | 20,888 | Recovery plan on track |
| E090 Our Lady and St Michael's RC Primary School | (-23,663) | (-13,246) | (-16,068) | (-29,314) | (-52,977) | Building plans budgeted to start this year will now start in new financial year. Investment plan process underway. |
| E067 Ysgol Gymraeg Y Fenni | (-32,161) | 4,624 | 4,791 | 9,415 | (-22,746) | |
| Caldicot cluster | | | | | | |
| E001 Caldicot Comprehensive | (-60,620) | 53,001 | (-6,663) | 46,338 | (-14,282) | |
| E068 Archbishop Rowan Williams Primary | (-21,991) | (-4,948) | (-2,889) | (-7,837) | (-29,828) | |
| E094 Castle Park | 97,998 | (-36,613) | (-12,509) | (-49,122) | 48,876 | Recovery plan continues to be on track. Additional savings now forecasted as a result of a maternity post being covered on a lower grade. |
| E075 Dewstow Primary School | (-106,113) | 77,043 | (-20,759) | 56,284 | (-49,829) | Additional savings as a result of ALN funding being awarded where provision was already in place. |
| E034 Durand Jnr & Inf | (-44,725) | 15,050 | 4,025 | 19,075 | (-25,650) | |
| E048 Magor Vol Aided Jnr & Inf | (-31,137) | (-5,240) | 18,224 | 12,984 | (-18,153) | Increase in number of ancillary staff & hours. Also 2 Assistant HTs receiving increase in salary. |
| E056 Rogiet Jnr & Inf | (-83,152) | 43,972 | (-10,424) | 33,548 | (-49,604) | Sickness absence not previously made know to Finance the costs of which have now been reimbursed via the compensation scheme. |
| E063 Undy Jnr & Inf | (-10,117) | (-4,351) | (-8,160) | (-12,511) | (-22,628) | |
| E069 Ysgol Gymraeg Y Ffin | 17,914 | (-35,305) | 3,132 | (-32,173) | (-14,259) | |
| Chepstow cluster | | | | | | |
| E002 Chepstow Comprehensive | 214,589 | 158,084 | 12,327 | 170,411 | 385,000 | Additional £10k forecasted to cover agency staff for short term sickness absences. Draft Recovery plan being analysed. |
| E091 New Pembroke Primary School | (-79,671) | 63,990 | 2,225 | 66,215 | (-13,456) | |
| E057 Shirenewton Jnr & Inf | (-81,568) | 13,996 | 13,030 | 27,026 | (-54,542) | Increased agency costs |
| E058 St Mary's Chepstow RC Jnr & Inf | (-813) | (-986) | (-12,145) | (-13,131) | (-13,944) | Additional income not anticipated at Month 6. |
| E060 The Dell Jnr & Inf | (-50,107) | 2,080 | 5,513 | 7,593 | (-42,514) | |
| E061 Thornwell Jnr & Inf | (-16,136) | 28,459 | (-31,558) | (-3,099) | (-19,235) | Following the forecasted deficit at month 6 the HT completed a recovery plan with CYP Finance, as a result supply cover provision has been significantly reduced and premises budget forecast has been revised to reflect only necessary expenditure. |
| Monmouth cluster | | | | | | |
| E004 Monmouth Comprehensive | (-130,975) | 0 | 0 | 0 | (-130,975) | |
| E032 Cross Ash Jnr & Inf | (-47,987) | 19,126 | (-5,711) | 13,415 | (-34,572) | |
| E092 Kymin View Primary School | (-34,355) | 9,034 | 3,117 | 12,151 | (-22,204) | |
| E039 Llandogo Jnr & Inf | 5,780 | 18,728 | (-1,791) | 16,937 | 22,717 | |
| E074 Osbaston Church In Wales Primary | (-48,712) | (-9,656) | 17,611 | 7,955 | (-40,757) | Investment in IT as per plan |
| E051 Overmonnow Jnr & Inf | (-33,729) | 23,214 | 2,679 | 25,893 | (-7,836) | |
| E055 Raglan Jnr & Inf | (-41,259) | 3,197 | (-12,508) | (-9,311) | (-50,570) | Additional ALN funding where staffing provision already in place |
| E062 Trellech Jnr & Inf | (-33,605) | (-15,846) | 783 | (-15,063) | (-48,668) | |
| E064 Usk CV Jnr & Inf | (-28,687) | 23,948 | (-18,912) | 5,036 | (-23,651) | Reduced costs on salaries and further support from Donations |
| | (-933,700) | 689,209 | (-137,935) | 551,274 | (-382,426) | |
| Special Schools | | | | | | |
| E020 Mounton House | (-18,464) | 5,473 | 28,479 | 33,952 | 15,488 | Additional staffing costs as a result of increased levels of sickness. Recovery plan to be undertaken. |
| E095 PRU | (-35,992) | 5,708 | 24,919 | 30,627 | (-5,365) | Additional staffing costs for education other than at school and CAMHS provision. |
| | (-54,456) | 11,181 | 53,398 | 64,579 | 10,123 | |
| | (-988,156) | 700,390 | (-84,537) | 615,853 | (-372,303) | |

4. Performance management

| Children's Social Care | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|-------------------------------------------------------------------|---------------|---------------|-----------|-----------|----------|
| Revenue budget | - | 6,075,000 | 6,572,000 | 6,956,246 | |
| Number of staff employed (FTE) | 93 | not available | 85 | 93.41 | Q3 |
| Percentage of referral decisions made in one day | 96.7 | 93.9 | 99 | 98.6 | Q3 |
| Percentage of initial assessments completed within 7 working days | 77 | 76.8 | 76.4 | 73.0 | Q3 |
| Number of children looked after | 106 | 101 | 103 | 102 | Q3 |
| Number of children on the CPR | 79 | 55 | 37 | 50 | Q3 |
| Average sickness days per FTE | not available | not available | 15.18 | 11.9 | forecast |

- 4.1 The number of staff employed in service appears consistent with last year, despite £400,000 additional resources attributable to service as part of 2014-15 budget process. Average sickness days per FTE shows a significant improvement on 2013-14 and is consistent with the Council average forecast which remains significant. The percentage of referral decisions and initial decision made within target timescale has remained similar to last year. Looked after children activity at month 9 reflects similar profile to that of whole year activity for 2013-14, and that level of activity appears pretty static on previous years. There is not a huge volatility in cases anticipated in final quarter, which suggests that the £1.2 m adverse situation is caused by nature and mix of presentations favouring more intensive higher unit cost provision.
- 4.2 In children's social services the Council aspired to improve five key performance measures. All of these have shown marked improvement with three having achieved the desired target by quarter 2 and the others are on course to achieve this milestone by year-end.

| Individual School Budget | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|---------------------------------------|-------------|-------------|-------------|-------------|--------|
| Corporate budget delegated to schools | £42,411,451 | £42,939,533 | £43,543,431 | £44,421,415 | |
| Schools in deficit (no. and %) | 8 / 21.1% | 5 / 13.5% | 6 / 16.2% | 8 / 21.6% | Q2 |

- 4.3 There is an increase in anticipated number of schools likely to fall into deficit by end of year. The level of reserve usage has always been a feature of quarterly monitoring.

| Resources | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|-----------------------------------------------|------------|------------|------------|------------|--------|
| Revenue budget | £1,977,307 | £1,653,547 | £1,099,936 | £1,505,541 | |
| Number of staff employed (FTE) | n/a | n/a | n/a | 15 | Q3 |
| Percentage of class sizes above 30 pupils | 0 | 0 | 0 | 0.4 | Final |
| Number of pupils on roll in primary schools | 6653 | 6612 | 6625 | 6670 | Final |
| Number of pupils on roll in secondary schools | 5205 | 5140 | 5065 | 4874 | Final |

- 4.4 National studies indicate that secondary-aged pupil numbers have been declining generally since 2004. However, indications are that this trend will start to reverse in 2016, and by 2020 numbers are expected to exceed their previous 2004 high, as the growth in primary-aged pupils begins to feed through.
- 4.5 These studies are consistent with the activity above, however currently the decrease in secondary numbers in Monmouthshire exceeds the growth apparent in primary schools, which will continue to impact upon disaggregation of resources to schools, and there can be challenges in realising sufficient economies of scale in provision in a similar timescale to compensate for falling rolls.

| Standards | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|--------------------------------------------------------------------------------|------------|------------|------------|------------|--------|
| Revenue budget | £5,488,441 | £5,833,904 | £6,592,991 | £5,578,277 | |
| Number of staff employed (FTE) | n/a | n/a | n/a | 52.54 | Q3 |
| Percentage Attendance in primary schools | 94.4 | 94.7 | 94.4 | 95.8 | Final |
| Percentage Attendance in secondary schools | 92.3 | 93.2 | 93.4 | 94.6 | Final |
| School causing concern (no. and %) determined by an overall red categorisation | n/a | n/a | n/a | 3 (8.1%) | Final |
| Schools categorised as excellent (no. and %) | n/a | n/a | n/a | 3 (8.1%) | Final |
| Foundation Phase indicator | n/a | 86.8 | 89.5 | 91.2 | Final |
| Key stage 2 core subject indicator | 82.5 | 86.3 | 89.3 | 89.5 | Final |
| Key stage 3 core subject indicator | 71.5 | 77.7 | 80.3 | 84.2 | Final |
| Key Stage 4 Level 2 including English/Welsh and Maths | 51.3 | 56.3 | 57.3 | 66.3 | Final |
| | | | | | |

4.6 In 2014 the percentage of children with five or more GCSEs including English and Mathematics increased from 57% to 65% - and is understood to be the highest reported performance in Wales.

| Youth Provision | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Period |
|--------------------------------------------------------------------------------------------------------------------|----------|----------|----------|-------------------|--------|
| Revenue budget | £703,569 | £644,491 | £814,481 | £796,780 | |
| Number of staff employed (FTE) | n/a | n/a | n/a | 36.5 | Q3 |
| Percentage of Monmouthshire's population who access the Youth service provision or programmes (aged 11-25) | 18.0 | 23.0 | 25.0 | not yet available | |
| Percentage of young people supported by Youth Access programme leaving school meeting the level 1 threshold of KS4 | 50.0 | 80.0 | 94.0 | not yet available | |

4.7 The staffing establishment has indicated a 30% reduction on 2013-14 levels. The equivalent activity data is not provided in year on which to base judgement yet in respect of 2014-15.

5. Directors' Commentaries

5.1 Social Care & Health (Simon Burch)

As Chief Officer I have to report that the pressures previously reported, and addressed by Cabinet authorising additional resources for 2015/16, have continued over the past quarter. The forecast outturn for month 9 is an increase since month 6 of £463K and this is almost exclusively due to pressures in Children's Services

Children's Services is a volatile area, with clear statutory safeguarding duties and consequently the budget is susceptible to fluctuating levels of demand and the complexity of placements required. Since month 6 we have had to place an additional 9 children into external placements, at a cost of £310K, taking the overspend to a predicted £812K. Legal costs are still generating an overspend, currently estimated at £70K, up by £15K since the last quarter, reflecting court activity. Due to vacancy and extra capacity issues, we are utilising agency staff which is further adding to the budget pressure.

In response we have carried out intensive analysis to ensure that we are working as effectively as possible and we have identified further projects to improve our support to Looked After Children. A further report on this will be coming to Cabinet in February

Finally I am pleased to note that Adult Services is continuing to reduce its overspend, with current predictions standing at a £40K overspend, £10K less than at month 6. This area is stable with Community Care estimating an underspend of £47K, reflecting the excellent demand management work which is having a real budget impact.

5.2 Children & Young People (Sarah McGuinness)

The month 9 results, while pleasing, highlight some of our more vulnerable areas of our budgets. The major variance since month 6 focuses around the Additional Learning Needs budgets where we have seen an increase in recoupment income at Mounton House. In addition to this, we are placing less pupils in our out of county provision generating a further saving. The closure of the School Library Service has been approved by both LA partners with funding coming from reserves to support the process.

The reserve approved by cabinet to be used for raising standards is primarily being used to support training in our schools for Read, Write Inc, while this funding will be used in total to support this, the timing of the spend will result in some of the expenditure falling into 15-16, therefore the reserve has been adjusted for this.

The costs for the recovery board fall under resources and some of these costs are being offset with staffing savings.

The level of school balances are forecast to fall by £615,000 from the beginning of the financial year. The number of schools forecasting a deficit position has also decreased by one. The majority of the schools are making good progress against their plans, and it is pleasing to see that some schools have made significant progress to address their deficits.

It remains a concern that schools are still funding some core staff from their surpluses and given the pressures going forward this will need to be reviewed.

The benchmarking data provides a useful insight to attainment and funding, to provide a more rounded perception of services.

6 **Supporting Financial Monitoring Workbooks (ctrl click to access)**

[Revenue monitoring Social Care and Health Qtr 3](#)

[Revenue monitoring Children & Young People Qtr 3](#)

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

| Adults Select Committee | | | | |
|--------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| Meeting Date | Subject | Purpose of Scrutiny | Responsibility | Type of Scrutiny |
| 17 th December 2014 10am (Special Meeting) | Budget Context | Discussion of mandates / savings proposals for Adults: <ul style="list-style-type: none"> ▪ Collaboration on housing services and development of Careline services ▪ Sustaining Independent Lives in the community ▪ Adult Social Care Service Transformation | Various | Budget Engagement |
| | Whole Authority Risk Log | Presentation of the Risk Log - Committee to identify areas of risk for scrutiny in New Year. | Matthew Gatehouse | Risk Monitoring |
| 13 th January 2015 | Risk Management | Monitor and challenge performance in relation to mitigating risks to ensure the Council achieves its outcomes and improvement objectives for communities, and delivers statutory plans/operational services - Challenge of Cabinet Members and Officers on key risks within the remit of the Select Committee. | Matthew Gatehouse | Risk Management |
| | Month 6 Revenue and Capital Budget Monitoring | Review of finance position for directorates and schools, identifying risks/trends in underspends and overspends. | Mark Howcroft | Budget Monitoring |
| 17 th February (Special Meeting 10am) | Minor Injury Units | The decision taken by the Aneurin Bevan LHB to withdraw this service has had ramifications for other topics under scrutiny - Committee to discuss the performance of alternative service provision with the Health Board. | ABHB | External Scrutiny |

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

| Adults Select Committee | | | | |
|--------------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|
| Meeting Date | Subject | Purpose of Scrutiny | Responsibility | Type of Scrutiny |
| | "Integrated Care Priorities for the Last Days of Life" | Discussion with the Aneurin Bevan Health Board on the Welsh Governments strategy for Care pathways. Invite St David's Hospice. | ABHB | External Scrutiny |
| 24th February 2015 | Allocations Review | Pre-decision scrutiny of the revised allocations policy - invite Strong Communities Select Committee. | Ian Bakewell | Policy Review |
| | Deprivation of Liberty Safeguards | Scrutinise the implications of the new high court judgement and the financial implications on Adult Social Care and Health. Awaiting outcome of national review of DOLS - return to committee. Significant financial and legal implications. | Julie Boothroyd | Policy Review |
| 14th April 2015 | Careline | Committee agreed discussions needed to take place between social services and housing, Members welcoming regular performance updates. | Ian Bakewell | Policy Review |
| | GWICES | Torfaen host the scheme and lead on operations. Committee to scrutinise: - Services delivered and how they are configured - Cost of the service - Performance of the service | TBC | Performance Monitoring |
| | Month 7 Revenue and Capital Budget Monitoring | Review of finance position for directorates and schools, identifying risks/trends in underspends and overspends. | Tyrone Stokes | Budget Monitoring |
| May 2015 | Performance Report on Adult Services | Periodic performance report on areas within the social services remit. | Mathew Gatehouse | Performance Monitoring |

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

| Adults Select Committee | | | | |
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| Meeting Date | Subject | Purpose of Scrutiny | Responsibility | Type of Scrutiny |
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| | POVA | Committee to challenge performance in relation to the Protection of Vulnerable Adults framework and monitor progress annually. | Hilary Smart | Performance Monitoring |
| | Supporting People | Supporting People Grant report for pre-decision scrutiny. Position update due post-comprehensive spending review (published May 2015). | TBC | Performance Monitoring |
| May 2015 | Annual Council Reporting Framework (ACRF) Report | ACRF report on Social Services to be discussed jointly with Adults and CYP Select Committees. | Simon Burch | Statutory Reporting |
| Special Meeting May /June 2015 | Homelessness Discretionary Housing Payments Policy (Invite Strong Communities Select Committee) | Homelessness remains a key risk in the Whole Authority Strategic Risk Assessment 2012-15 which both Adults Select and Strong Communities Select are jointly responsible for scrutinising. The Committees agreed to scrutinise homelessness in conjunction with welfare reform. Agreed to revisit after the implementation of the Welfare Reform (6 months). | Ian Bakewell | Performance Monitoring |
| | Joint Housing Option Team | Ongoing scrutiny of the performance of the Joint Housing Option Team (collaboration with Torfaen Council). | Ian Bakewell | Performance Monitoring |
| June 2015 | Improvement Plan 2014-2017 | Full year 2014-15 scrutiny of performance against the Improvement Objectives and the statutory 'all | Mathew Gatehouse | Performance Monitoring |

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

| Adults Select Committee | | | | |
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| Meeting Date | Subject | Purpose of Scrutiny | Responsibility | Type of Scrutiny |
| | | Wales performance indicators'. | | |
| | Outcome Agreements | The Council has a 3-year Outcome Agreement with the Welsh Government from 2014 - 2017, which outlines mutually beneficial targets and milestones that the Council will work towards, depending on performance (this is built into the medium term financial plan). The Select Committee is responsible for scrutinising performance of outcomes annually. | Mathew Gatehouse | Performance Monitoring |
| | Revenue and Capital Budget Monitoring - Outturn Reports | To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends). | Tyrone Stokes | Budget Monitoring |
| July 2015 | TBC | TBC | TBC | TBC |

Meeting Dates to be confirmed for:

- × Social Services Annual Complaints Report September 2015
- × Scrutiny of Partnerships - Work streams from Single Integrated Plan to be confirmed
- × Continuing Health Care - Topic Suggested by Member of Public - ABHB to be invited
- × Stroke Redesign - ongoing scrutiny of implementation - ABHB to be invited