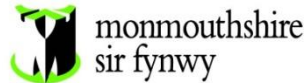


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Tuesday, 27 June 2017

Dear Councillor

## CABINET

You are requested to attend a **Cabinet** meeting to be held at **Council Chamber - Council Chamber** on **Wednesday, 5th July, 2017**, at **2.00 pm**.

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none)
4. To consider the following reports (Copies attached):
  - i. **Annual Report of the Statutory Director of Social Services** 1 - 56  
Division/Wards Affected: All  
  
Purpose: To provide Cabinet members with the Annual Report of the Statutory Director of Social Services for consideration and comment.  
  
Author: Claire Marchant, Chief Officer, Social Care and Health  
  
Contact Details: [clairemarchant@monmouthshire.gov.uk](mailto:clairemarchant@monmouthshire.gov.uk)
  - ii. **Update and approval of matters arising from the Action Plan - Safeguarding arrangements - Kerbcraft Scheme** 57 - 82  
Division/Wards Affected: All  
  
Purpose: To receive an update and approve matters arising from implementation of the action plan approved by Council on the 20<sup>th</sup> March 2017 (appendix 2 of the report titled 'Wales Audit Office report on safeguarding within the kerbcraft scheme in Monmouthshire County Council').  
  
Author: Roger Hoggins, Head of Operations  
  
Contact Details: [rogerhoggins@monmouthshire.gov.uk](mailto:rogerhoggins@monmouthshire.gov.uk)
  - iii. **Youth Enterprise - European Structural Fund (ESF) Programmes - Inspire2Work extension** 83 - 96

Division/Wards Affected: All

Purpose: Further to Cabinet approval for the implementation of the Inspire2Work (I2W) programme in [March 2016](#), Youth Enterprise requests in principle support for additional match funding from Authority Invest to Redesign reserves. This funding will enable the enhanced delivery of the existing I2W programme which provides post 16 support, intervention and employment opportunities utilising European Structural Fund (ESF) monies.

Author: Hannah Jones, MCC Youth Enterprise Manager

Contact Details: [Hannahjones@monmouthshire.gov.uk](mailto:Hannahjones@monmouthshire.gov.uk)

- iv. **Outside Bodies Joint Committees - Appointments made by Cabinet** 97 - 100  
Division/Wards Affected: All

Purpose: To appoint representatives to serve on outside bodies joint committees

Author: Nicola Perry, Senior Democracy Officer

Contact Details: [nicolaperry@monmouthshire.gov.uk](mailto:nicolaperry@monmouthshire.gov.uk)

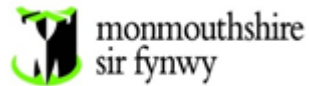
Yours sincerely,

**Paul Matthews**  
**Chief Executive**

### CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	<b>Whole Authority Strategy &amp; Direction</b> CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board; WLGA	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	<b>Enterprise</b> Land use planning; Economic development; Tourism; Development control; Building control; Housing & homeless; Leisure; Youth; Adult education; Outdoor education; Community Hubs; Cultural services	WLGA Council Capital Region Tourism	Devauden
P. Jordan	<b>Governance</b> Council & Executive decision support; Scrutiny; Regulatory Committee standards; Community governance; Member support; Elections; Democracy promotion & engagement; Law; Ethics & standards; Whole Authority performance; Whole Authority service planning & evaluation; Regulatory body liaison		Cantref
R. John	<b>Children &amp; Young People</b> School standards; School improvement; School governance; EAS overview; Early years; Additional Learning Needs; Inclusion; Extended curriculum; Admissions; Catchment areas; Post 16 offer; Coleg Gwent liaison.	Joint Education Group (EAS) WJEC	Mitchel Troy
P. Jones	<b>Social Care, Safeguarding &amp; Health</b> Children; Adult; Fostering & adoption; Youth offending service; Supporting people; Whole Authority safeguarding (children & adults); Disabilities; Mental Health; Public Health; Health liaison.		Raglan
P. Murphy	<b>Resources</b> Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; Audit; land & buildings (inc. Estate, Cemeteries, Allotments, Farms); Property maintenance; Digital office; Commercial office	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent

S.B. Jones	<b>County Operations</b> Highways maintenance, Transport, Traffic & Network Management, Fleet management; Waste including recycling, Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes & biodiversity; Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr
S. Jones	<b>Social Justice &amp; Community Development</b> Community engagement; Rural deprivation/isolation; Community safety; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental health; Licensing; Communications		Llan. over



## Sustainable and Resilient Communities

### Outcomes we are working towards

#### **Nobody Is Left Behind**

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

#### **People Are Confident, Capable and Involved**

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

#### **Our County Thrives**

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

### Our priorities

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

### Our Values

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



<b>SUBJECT:</b>	<b>Annual Report of the Statutory Director of Social Services</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>5<sup>th</sup> July 2016</b>
<b>DIVISIONS/WARDS AFFECTED:</b>	<b>All</b>

## **1 PURPOSE**

- 1.1 To provide Cabinet members with the Annual Report of the Statutory Director of Social Services for consideration and comment.

## **2 RECOMMENDATIONS**

- 2.1 That Cabinet members consider and endorse the analysis in 2016/17 Annual Report of the Statutory Director of Social Services concerning the performance, and impact, of adult and children's well-being social care and health services over the last financial year.
- 2.2 That Cabinet members also consider and endorse the 2017/18 priorities for improvement set out in the report to address the critical risk and developmental issues in social care and health.

## **3. KEY ISSUES**

- 3.1 This is the Annual Report of the Statutory Director of Social Services, and reflects on the financial year of 2016/17. The report is intended to reflect on progress in delivering the priorities set out in last year's annual report, performance for that year, and, maps out the key areas for development and improvement in 2016/17. It enables the Care and Social Services Inspectorate for Wales (CSSIW) to test out whether our assessment of progress and development is consistent with the range of evidence gathered and presented to them as well as their direct experience through site visits, regulatory activity and themed inspections. The format of the report has changed is now in a nationally developed template which aligns to the Social Services and Wellbeing (Wales) Act (2014). Each Director in Wales must report on performance and risk and set out plans for improvement in relation to:

- Summary of performance;
- How people are shaping our services;
- Promoting and improving the wellbeing of those we help;
- Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing;
- Encouraging and supporting people to learn, develop and participate in society;
- Supporting people to safely develop and maintain health domestic, family and personal relationships;

- Taking steps to protect and safeguard people from abuse, neglect or harm;
- How we do what we do;
- Our partnership working, political and corporate leadership, governance and accountability;
- Our priorities for improvement.

3.2 The annual report provides an opportunity to reflect on what we are doing to make a difference to the lives of the most vulnerable citizens of Monmouthshire, what we do well, and where we need to do even better. The report explains the context in which we are working and how we will continue to improve and modernise. It highlights some excellent, leading edge, practice, workforce development, service provision and commissioning. The remodelling of care at home through the roll out of the Monmouthshire Care at Home is just one example of where this is the case. It shows progress from the improvement objectives set last year – the Children’s Services Improvement Programme is on track overall to deliver excellence in children’s services in the 3 year timescale of the programme. There has been particular progress in how we manage contacts with and referrals to the service, and stabilising and supporting our workforce.

3.3 There are also areas where risk and challenge is highlighted. People in Monmouthshire who need care and support in the community are not always receiving it from the right services as quickly as they need to, with some delays in hospital settings but more in the community. Securing sufficient quality of Working with the care sector to implement the right models of care and support, and implement a workforce development plan for the care workforce is the highest priority for adult services. The report highlights the ongoing risks and areas for development in children’s social services, particularly evident in the high numbers of children on the child protection register. There is an accelerated need to integrate better targeted prevention and early intervention through the team around the family with children’s social services and to recruit more local foster carers for Monmouthshire children.

3.4 The Annual Report articulates a vision and associated priorities for wellbeing, social care and health in Monmouthshire which seeks to build on the many strengths that exist with the aim of delivering consistently excellent outcomes across the board. This is within the context of the new legislative framework for Social Services in Wales, the Social Services and Well-being (Wales) Act (2014), the increasing challenges of demography which could significantly increase demand for social services, the challenging of securing a workforce and providing services in a rural county and reducing budgets. The balance in the report is as much around wellbeing as care and support: so much of the success of social care and health is dependent on resilient people, families and



communities who live the lives they want to live without the need for care and support from statutory social services.

#### **4. REASONS**

To ensure that:

- 4.1 The Annual Report of the Statutory Director of Social Services is given due consideration by Cabinet prior to its presentation to Council.

#### **5. RESOURCE IMPLICATIONS**

The Annual Report sets out the financial performance of social care and health in 2016/17. Pages 37 to 39 describe the financial outturn for adult and children's social services for the 2016/17 financial year, the financial context and the challenges for coming year and beyond in delivering social services in Monmouthshire with an ageing demographic and a fragile social care sector. It describes the work that must be completed as a priority to develop sustainable service and financial plans for all parts of social care and health.

#### **6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)**

The report gives a performance appraisal and priorities for improvement. There are no Wellbeing of Future Generations Implications and in this context, an assessment form is not provided. The report provides analysis of safeguarding performance and priorities.

#### **7. CONSULTEES:**

Social Care and Health DMT  
Social Care & Health Quality and Performance Group  
Partnership event with stakeholders – 23 July 2017  
Adult Select Committee  
Children and Young People Select Committee

#### **9. AUTHOR:**

Claire Marchant, Chief Officer, Social Care and Health

#### **10. CONTACT DETAILS:**

E-mail: [clairemarchant@monmouthshire.gov.uk](mailto:clairemarchant@monmouthshire.gov.uk)  
Telephone: 01633 644487 / 07507710595

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# Improving Outcomes, Improving Lives

Director of Social Services  
Annual Report 2017



monmouthshire  
sir fynwy

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# Version Control

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<b>Title</b>	Director's Annual Report 2017
<b>Purpose</b>	
<b>Owner</b>	Chief Officer, Social Care, Health and Safeguarding
<b>Approved by</b>	Not yet approved
<b>Date</b>	June 2017
<b>Version Number</b>	Cabinet Meeting
<b>Status</b>	Draft
<b>Review Frequency</b>	Annual
<b>Next review date</b>	5 July 2018
<b>Consultation</b>	

## Alternative formats

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

Phone: 01633 644010 or 07793798920

Fax: 01633 644666


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


If you want to comment on the issues in this report, please get in touch:

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

 <http://www.monmouthshire.gov.uk/socialservicesreport>

 Claire Marchant, Chief Officer Social Care, Health and Safeguarding, Monmouthshire County Council, County Hall, Rhadyr, Usk, Monmouthshire, NP15 1GA

 01633 644401

 @MonmouthshireCC

# Introduction

## Director's Overview

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This is my second report as the Statutory Director of Social Services with Monmouthshire County Council. It represents my personal analysis and reflections of our strengths and the challenges and opportunities facing wellbeing and social care and health in our county.

It is a statutory requirement of each local authority in Wales to appoint a Director of Social Services, and for the Director to report to Council annually on performance and outcomes in the previous year, and highlight the direction and actions for the year ahead. This year's report is in a format which will be required for all reports in Wales by next year and has been developed to show how we are meeting the requirements of the Social Services and Wellbeing (Wales) Act (2014) and the Regulation and Inspection of Social Care (Wales) Act 2016 (SSWBA).

This report celebrates excellence - the impact on the lives of our most vulnerable citizens when we get things right. It also very honestly appraises the challenges we face and the areas where we need to improve and do better.

My aim as Director is to build on strengths within the whole of Social Care and Health, across wider partnerships, within communities and within people's own lives. One of our main leadership roles in social services is to work effectively with people, communities and partners to reduce and remove the barriers that people experiencing disability and disadvantage encounter to access the opportunities and life chances available to the rest of the population.

I am also determined that we use many sources of information and evaluations to understand the quality and impact of social services functions on people's lives. We need to understand what good practice and good quality care and support looks like, get the basics right consistently whilst enabling bespoke and creative solutions to the complexities of individual case work and major service risks.

Reporting in line with the SSWBA means the report is balanced between assessing how well we are promoting wellbeing and preventing the need for social care services as well as assessing need and securing services for people with care and support needs.

The SSWBA came into force on 6 April 2016. It is the most significant change in social services legislation in Wales for over 50 years. It provides the legal framework for improving the wellbeing of people who need care and support, carers who need support, and for transforming social services in Wales. The practice-led transformation of adult services and care and support in Monmouthshire was at the fore of driving and influencing the direction and legislation that was enacted.

The opportunity in Monmouthshire that the SSWBA has presented to us is to really focus on wellbeing as well as social services – to catalyse locality-based partnerships to connect people with each other and the communities in which they live. Getting this right is absolutely fundamental to enabling people to live the lives they want to live without the need for social care support at all, or considerably reducing that need. That is what matters to people – the impact of loneliness and isolation impacts on us disproportionately at the vulnerable times of our lives – as we get older, experience ill health or disability, or if we experience difficulties in our childhood. Getting this right is also fundamental to the financial sustainability of social services in Monmouthshire, as in the rest of Wales and across the United Kingdom. The

challenges we face of an older population, fewer people of working age to fulfil caring roles and the rurality of our county are particularly acute.

Our focus on connecting people and communities builds on the learning from earlier developmental work – community connection and small local enterprise development. Most significantly, it builds on the assets within Monmouthshire communities in the form of community organisations, non-statutory partners, volunteers, community hubs and village halls. Resources from different sources are being aligned to support this joined up approach within localities, the natural communities within which people live.

The SSWBA is focused on people rather than adults or children's services and this has enabled the beginnings of a common approach to practice, culture and quality of care across adults and children's services. This has been particularly evident in an all age approach to disability services. A new leadership structure for Social Care and Health has been implemented with key posts to support unified leadership of commissioning, safeguarding and disability services for adults and children's services.

Much of last year's report focussed on the challenges facing children's services in Monmouthshire. We are entering the second year of a three year practice led improvement programme to deliver excellence outcomes for children and young people. The improvement programme focuses on four areas:

- A sustainable operating model;
- Workforce development;
- Commissioning; and
- Addressing service critical issues.

Overall progress in the first year has been positive and we are where we need to be as a service at this stage of improvement. Critically, independent analysis of our progress has shown arrangements for managing contacts with us, and referrals to us, are much more robust than a year ago<sup>1</sup>. Our key achievements include:

- Putting in place a new operating model which reflects the way we need to work;
- Progression towards a permanent workforce and whilst reducing reliance on agency workers by 50%;
- A first stage review of family support has been completed which means we are able to access the right support for children and families at the right time more easily and
- Significant improvements in decision making at the front door of children's services, child protection and in court processes.

The numbers of Looked After Children (LAC) have stabilised (whilst neighboring authority areas have seen significant increases) and an external review of practice has evidenced some really positive improvements. However, there remain significant fragilities in the service which require focus in the next year;

- Further work is needed to develop early intervention and prevention approaches and integrate the Team Around the Family (TAF) within children's services;
- In the last year there has been a trebling of the number of children on the Child Protection Register (CPR);
- We have not recruited sufficient numbers of skilled Monmouthshire foster carers to accommodate children in county,
- Our timescales for completing assessments have not been good enough; and,
- Achieving consistently the high standards of court work required by the judiciary is a challenge.



Overall, my assessment is that we understand our issues as a service and have the right leadership and plans in place to address them. Most importantly, the well-being and safety of children is at the heart of everything we do. There is evidence of the child's voice being clearly heard in our practice<sup>2</sup>. This value base drives us forward. The continued understanding and support of the Council is critical as we move into the next phase of our improvement programme.

Adult services in Monmouthshire has been on a transformation journey for the last five years – we have supported our workforce to have meaningful conversations to really understand what matters to people and to work with them to define their own outcomes. Relationships are at the heart of this way of working, most importantly the relationship with the person and their carers.

Relationships with partners in the NHS, the rest of the council and with providers of social care services are, of course, critical. Integrated health and social care community services delivered from resource centres in Mardy Park, Monnow Vale and Chepstow are at the centre of a locality approach in which social workers, therapists and nurses work together; organising our interventions around people, not organisational or professional barriers. Mardy Park particularly has seen considerable development and as a result realised greater opportunities for different people and services to come together in the last year. Adult disability services have come together, are working closely with children's disability services, and are developing locality working. Relationships with primary care through the Neighbourhood Care Networks (NCNs) and wellbeing and preventative approaches have also really developed in the last year.

The most significant challenge facing adult social care in Monmouthshire (as in many authority areas) is securing the right capacity and quality of care at home. There have been delays in people receiving the care they need, as quickly as they need it in the last year – some people have been delayed in hospital, but more people have been delayed in the reablement service, or families have had to provide additional support until care is in place. Relationships with care providers have developed really positively, and they are working together with the council care at home services so we have a positive foundation on which to build to put in place sustainable solutions. As I said above, the particular challenges in providing care in a rural county, and securing a care workforce in a county with such high employment levels means we face greater challenges than other areas. The next year will see the conclusion of the 'Turning the World Upside Down' work to commission quality relationship based care from the independent sector. We will also be launching a major workforce programme for the care sector 'Dare to Care' to promote positively the opportunity to work in care, linked to career pathways and fair terms and conditions.

There is much to do, and risks to manage, but overall the improvement journey is well-established, well-led and sustainable. I have a high degree of confidence that adult social services in Monmouthshire is well placed for future challenges and most importantly is actively transforming lives.

There are huge strengths in both adult and children's social services in Monmouthshire to build upon. There are also things we need to improve in both parts of social services. We have recognised particularly, and last year's annual report was very clear, that there were a number of significant risks requiring decisive and sustained action in children's services. We have put in place a three year improvement programme to address the risks and put children's services on a sound footing going forward.

Throughout this report, I will try to tell the story of what good looks like, what it means for people when we get things right. We have a mantra in Social Services 'doing the right thing is also the most cost effective thing to do'. This seems obvious in many ways. Invest in reabling

people to keep them independent and they will need less long term care; invest in in-County fostering provision and fewer children are in expensive placements away from home and thus losing connection with their local community. It is clear, however, that this axiom will be severely tested in the coming year – the challenges of reducing public finances, a social care sector which needs to realign the way it works to secure the right workforce care, the demographics of an ageing population and a children’s social services in the early stages of an improvement journey will prove a real test of professional and political leadership.

The priorities set out in this report for the coming years are, therefore, focused on service and financial sustainability – doing what matters and doing it right. We need to continue to develop our wellbeing offers to prevent and reduce the need for care and support, we need to continue our children’s services improvement programme and we need to deliver a transformed care sector. This may seem daunting, but by aligning priorities with our culture, partnerships, practice and systems we are well placed to continue to do the right thing.

This next year is about delivering a positive and sustainable future for Social Care and Health in Monmouthshire and with the continued support of our workforce, council and communities we are well placed to rise to the challenge.

Claire Marchant

**Chief Officer Social Care and Health/ Statutory Director of Social Services**

# The Vision for Monmouthshire

## Building Sustainable and Resilient Communities

Monmouthshire County Council's purpose is building sustainable and resilient communities. This purpose is about improving our place and maximising the contribution and well-being of the people in our communities.

The Council's well-being objectives that will help us deliver this vision are:

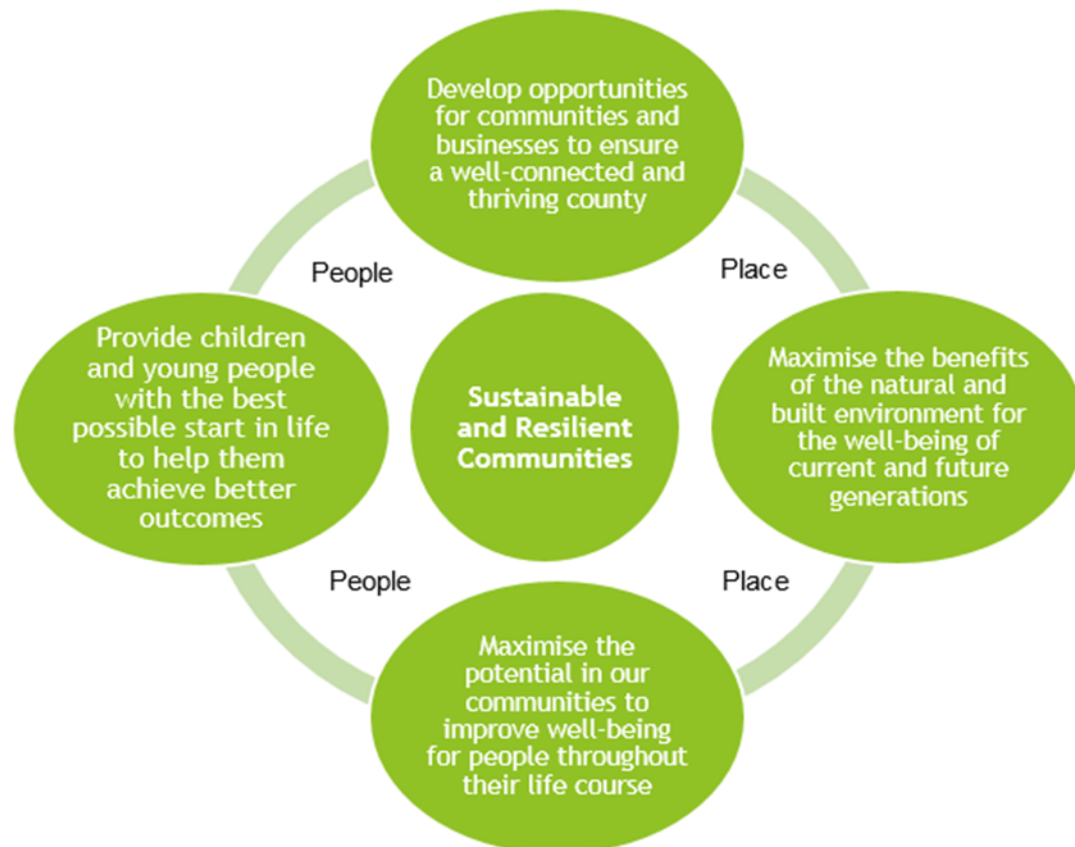


Figure 1

## Well-being, Social Care and Health in Monmouthshire

The purpose of well-being, social care and health in Monmouthshire is well aligned to the vision for our county: *'to maximise opportunity for all people to live the lives they want to live and the positive outcomes they identify'*.

Given the focus of our children's services improvement programme, we have expanded this purpose into the following vision:

*'It is our priority to ensure that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We*

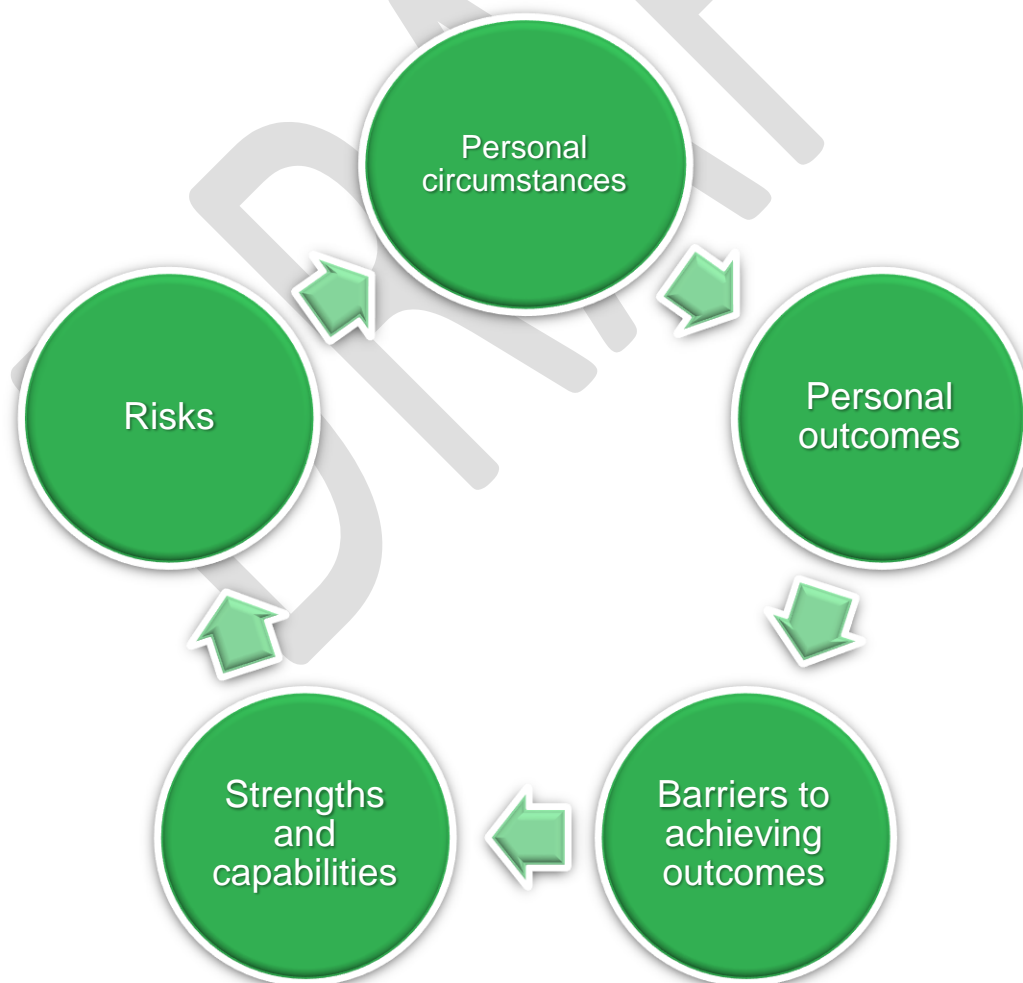
*will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after.'*

Our purpose drives everything we do. It shapes our culture, our practice, our systems, how we develop our people and invest our time and resources.

Underlying our purpose are four principles:

- Listen to people to understand what matters to them;
- Build on strengths, not deficits;
- Connect people to other people and their communities;
- Relationships at the heart of care and support.

This means in practice we need to spend time having the right conversations so we work with people on the basis of what matters to them; recognising their strengths, capabilities and the resources available to them through their networks of family, friends and communities. This is at the heart of practice-led transformation. We aim to work with people; alongside them, not doing to them. We look to find options and solutions which best meet their version of a good life. This is illustrated in **figure 2**.



**Figure 2**

We work in partnership to intervene at an early stage. Our aim is to prevent the need for intensive interventions or high levels of services. This is in line with the focus of well-being of the SSWBA. **Figure 3** illustrates a snapshot of what is available to support people's well-being within their communities. It also shows how work with partners and communities to make best use our collective resources and in so doing to help people live good lives while reducing demand for long term social care and health services.

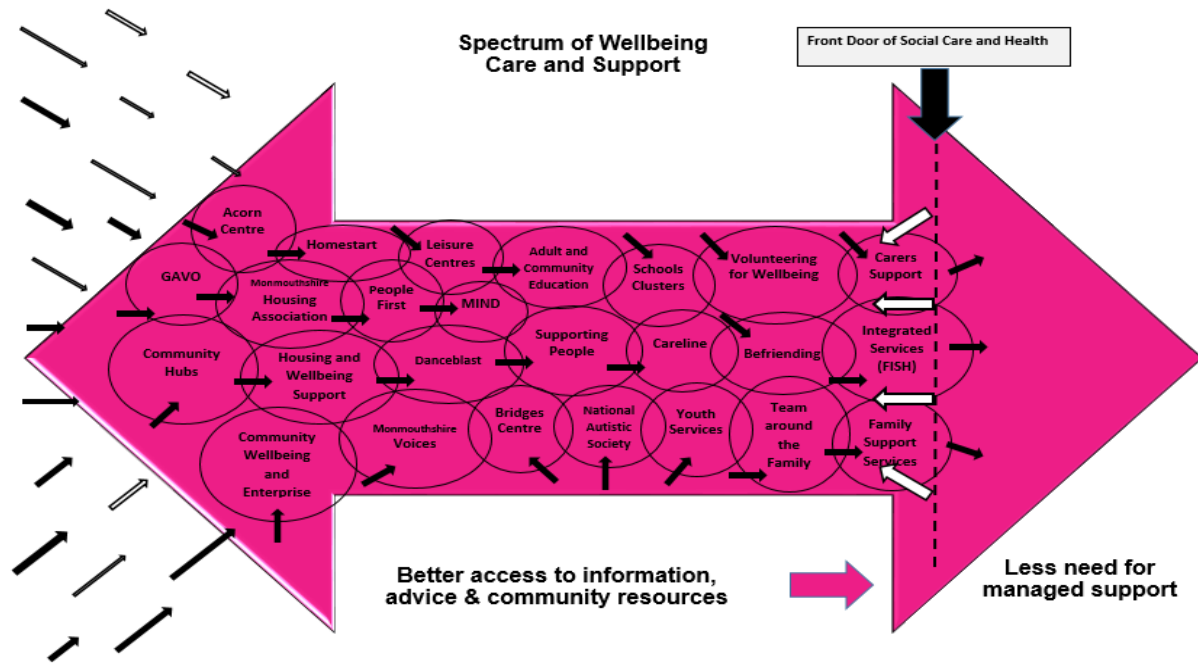


Figure 3

When people do need care and support, we need to work with them, their families and friends, to identify their own natural connections or connect them to support in their communities. People who live in our communities, their families and their friends have the greatest stake in developing those communities as places they want to live and that can meet their needs. Our role is to enable people to engage with and build things that they are passionate about, that can support them to achieve their well-being outcomes.

Monmouthshire's *County that Serves* programme puts our citizens at the heart of our efforts to develop local solutions to local challenges. Citizens are galvanised, trained and supported to make an impact on the issues that matter most in their areas. We have people, resources and networks that we can deploy sensitively and thoughtfully. If we get this blend right, today's generations get to live great lives on their terms within resilient and sustainable communities and we all act as custodians for those yet to come.

This approach to wellbeing is far more sustainable and supportive of people and families achieving change or the outcome they have identified than securing a service to do it for them. Our vision for locality working means supporting people to access what is available in the place they live. This is critical to combatting the scourge of loneliness and isolation which impedes people's ability to live the lives they want and their capacity to find their own solutions. Where we do need to commission or provide care and support for people, our aim is that this is flexible and supports achievement of the outcomes that people have identified for themselves.

**Our purpose is clear. The remainder of this report appraises how well we are performing against that purpose – what our strengths? What do we need to do better? What are our plans to achieve improvement?**

DRAFT

# Director's Summary of Performance

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## How well are we performing against the purpose we have set ourselves?

In last year's annual report I set out a number of priorities for improvement to focus where we invested time, effort and resources. The substance of this report reflects our achievements against those priorities, our quantitative and qualitative performance against national and local measures, supplemented with what people who have experienced wellbeing and social services in Monmouthshire have told us about that experience. My assessment also draws on external independent reviews, internal audits and case reviews, the views of our own workforce and external partners.

One of the key challenges in evaluating our performance is developing the right suite of measures and mechanisms for reviewing the evidence of how well we are doing. In 2016/17 we moved to a new suite of national outcome measures for social services in Wales. The new measures are aligned to the SSWBA. There is still a way to go to agree what 'good' performance is in respect of the new measures, and for comparative outcomes to be available across Wales. **Appendix 1** to this document illustrates our performance against some of the most important measures we use.

Systems are still being developed to ensure that we can report fully on all measures and capture the evidence that matters most in understanding the impact of what we do. It's important to highlight that this year's annual report includes evidence from surveys of adults, children and carers in addition to other sources.

We are committed to 'measuring what matters' and a new quality and performance framework for Social Care and Health is being implemented in 2017/18. This framework will mean in future reports national performance measures will be balanced even better with qualitative analysis, and the experiences of people who use our services. Heads of Service will report on their service areas at least twice a year into select committees. This will supplement the quarterly reports on the effectiveness of council services to select committees and cabinet. A number of the mechanisms are already in place in line with this new framework and the outputs against them are reflected in this report. The quality and performance framework adds value by bringing them into a coherent approach. **Figure 4** illustrates this approach.



**Figure 4**

### Overall assessment of wellbeing, social care and health

*Adult Services* – My analysis is that overall adult services are performing well and are well placed to continue to improve, whilst needing to deal with some very challenging issues in securing the right quality and quantum of care. The evidence for this assessment is:

**Practice in adult services is genuinely focused on what matters;** the work to ensure this practice is fully embedded is a continuous endeavour. There has been a real focus on working with people to identify their own outcomes, and to support them to live the lives they want to lead – feedback from adults with care and support needs reflects that this is largely their experience. Practice reviews with social workers in Continuous Professional Development (CPD) panels confirms understanding what matters is at the heart of practice. This is not always reflected fully in the way that work is recorded and this is an area for development in the next year.

**Some services for adults with care and support needs are delivering really flexible care and support based on long term relationships.** We know this is people's experience of in house residential care services provided in Severn View and Monmouthshire's Care at Home service because they tell us that is the case.

*On behalf of my husband, who suffers from vascular dementia as well as all his physical ailments, at the moment he has a very poor quality of life. The care my husband receives is superb. We have six totally professional ladies, four calls a day. We can't fault them. They are wonderful.*

**Not everyone in Monmouthshire gets the care they need as quickly as possible, and the standard of care can vary too much.** We know this because some people wait too long for care, either because they are delayed in a hospital setting or in another service. We know that we need to work with providers to ensure everyone gets the care they need, when they need it.



**We know our locality approach to wellbeing is making a difference** because we are measuring outcomes and listening to the stories of the difference this is making to their lives. We are working with Swansea University to understand how best to measure the whole approach around wellbeing overtime.

*Children's Services* - Children's services have made significant progress in the last year, from a position of great challenge in 2015/16, when we saw a significant increase in the number of LAC and a high number of agency social workers in our workforce. Independent external reviews (CSSIW into the front door of Children's Services, and a significant practice review from the Institute of Public Care, IPC, an academic social care body which is part of Oxford Brooks University, into practice) have confirmed that the service is improving and the direction is right.

*At a LAC review, foster carers were extremely complimentary about s/w and how they feel she has picked up the case and got to know the case, them, the mother, and the children really well in a relatively short time. They felt that "a weight had been lifted" from them as they feel that things are moving forward for the benefit of the children and s/w takes a lot of the worries away from them so that they can just get on with the day to day care of the children.*

Practice can still be variable, and not always as good as it needs to be at all times in all parts of the service. Whilst agency numbers have reduced, they still form a significant part of our workforce. Whilst there is no 'magic number' of children a County with the characteristics of Monmouthshire should be 'looking after', the significant increase in the number of LAC in 2015/16 was a real cause for concern. The stabilisation of the number of LAC, is, conversely, positive, but has been accompanied by a very significant increase in the number of children on the Child Protection Register (CPR).

The Children's Service Improvement Programme has brought leadership and focus on what needs to be done to achieve sustainable change which is built on firm foundations and embedded culturally. This provides the basis for consistent, and confident performance. Independent analysis of progress one year into the improvement programme has shown **there is some really good, child-focussed practice, particularly at the point of referral and assessment. We have not yet developed a clear enough approach to 'stepping down' children to support from preventative services. Our performance measures show we are not completing enough assessments in a timely way.**

A high degree of risk is being managed by working with families through a child protection process (child protection registrations increased from 35 to 97 in 2016/17). **Analysis shows we are not always intervening early enough to prevent risk from escalating and there is evidence partners do not always have confidence that the right support is available outside of a child protection registration<sup>3</sup>.**

We have reviewed and aligned family support services in the last year.<sup>4</sup> The review highlighted that there is a good range of resources (opportunities) available for family support but they not operating in a coherent way. **This means some families may not get the right family support in as timely a way as they should.** Following the review, there is a clear way forward for early help and intervention services, particularly to ensure the needs of families with complex problems are addressed.

**When children are looked after, we are not always able to provide foster care and support for them with Monmouthshire carers.** Recruiting Monmouthshire foster carers has

been a particular challenge in the last year, despite investment in this area. This can mean children and young people lose connection with the local area and the resources within it.

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## How are people shaping our services?

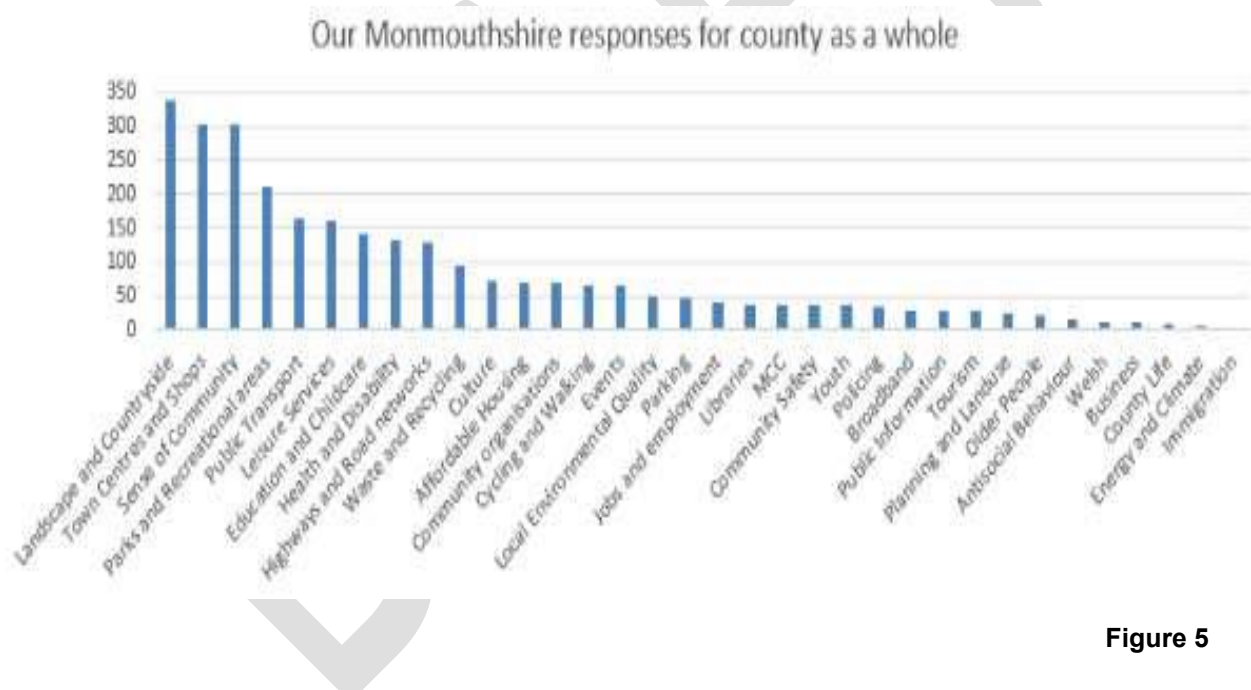
Public service partners in Monmouthshire have completed a major engagement exercise, *Our Monmouthshire*, to understand what really matters to people across the county. As part of the exercise more than a thousand people were interviewed and asked two questions:

‘What is good about where you live?’ and

‘What could make it even better?’

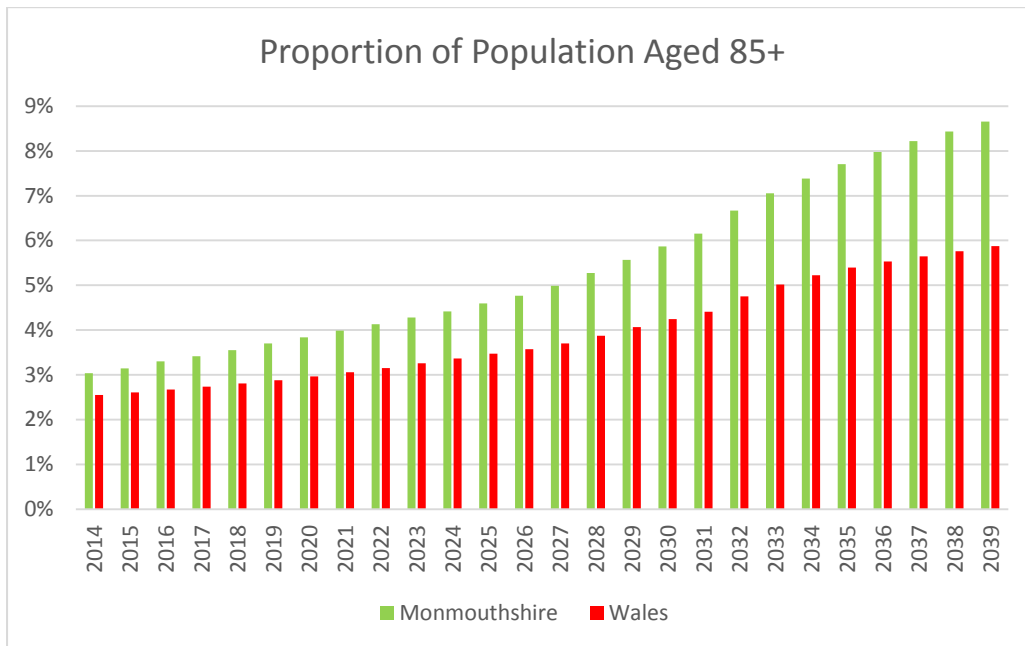
The theme which generated the most comments was landscape and countryside, with these comments being overwhelmingly positive. The next highest number of comments were about town centres and shops, with the degree of positivity depending on where people live. Also, attracting large number of comments were the strong sense of community and connection people felt to where they live and the friendliness of the people in the county. This accords well with the approach to locality working and connecting people to their communities and natural friendships which is a theme throughout this report. *Our Monmouthshire* is informing the Well-being Assessment, in line with the requirements of the Wellbeing of Future Generations (Wales) Act 2015 (WFG).

**Figure 5** shows the number of comments by theme for the County as a whole:



**Figure 5**

The things people have said through *Our Monmouthshire* have, along with data, statistics and research formed the well-being assessment which has also been consulted on in early 2017. The Public Service Board (PSB) is using the findings of the assessment to help decide on the priorities to focus on in the wellbeing plan. One thing is clear; the number of older people living in our County is going to increase over the next 20 years (see **figure 6**). The opportunity for many older people to continue to make fantastically positive contributions but also the challenges of physical ill health and dementia will be at the fore of partner considerations in setting those objectives for working together.



**Figure 6**

The Gwent Region Population Needs Assessment (PNA), is a requirement of the SSWBA. This has also been developed, and consulted on, in the same period as the future generation's well-being assessment. The consultation for the PNA has built on existing forums and established groups across the region, including the Greater Gwent Citizens' Panel. Partner agencies including private providers and third sector groups were key contributors in the consultation process in order to ensure fair representation and a balanced approach to the needs identified for and on behalf of the community. In addition a citizen's group has been established to scrutinise and steer the population needs assessment. The results of both these consultations will inform how services are shaped and delivered in Monmouthshire, and across the Greater Gwent region, in the forthcoming year.

### **Working with people to shape wellbeing and social services in Monmouthshire**

Some examples of active work with people to shape services in the last 12 months:

- Surveys of adults, carers and children and analysis of response
- Feedback on assessments undertaken by the Children with Disabilities Team
- Development of fora for LAC and care leavers
- Involvement in decisions which affect them (e.g. numbers of children attending LAC reviews)
- Advocacy services for children and adults
- Systems work to review practice across disability services for people of all ages which included qualitative interviews with a number of children, adults and families
- Development of the Carers strategy and the Young Carers Strategy which saw both adults and young carers shaping them<sup>5</sup>.
- My Day My Life, My Mates and My Holidays – co-producing services and outcomes to improve lives for people with disabilities.
- Monmouthshire People First, a user-led organisation for people with learning disabilities, is developing an approach to involving people in our area
- Mardy Park engagement examples of strong community engagement.

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# Promoting and Improving the Well-being of those we help

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## ***Improving Practice, Improving Lives***

**What we must report on?** – We work with people to understand and support the personal well-being outcomes they wish to achieve.

**What does this mean?** – Understanding what matters to people, listening to understand and supporting them to articulate and achieve what a good life means to them.

### **What we said we would do (2016/17 *Priorities for Improvement*)**

- We will implement the Social Services and Well-being (Wales) Act 2014
- We will deliver a practice-led programme for improvement in children's social services
- Confident social work practice will facilitate the best possible outcomes for people

### **What have we done?**

- ***Social Services and Wellbeing (Wales) Act 2014***

We have been transforming social work practice, understanding what matters, for a number of years. This is now reflected legally in the Social Services and Wellbeing (Wales) Act 2014. This meant that we were able to take stock and evaluate where we needed to develop further and work with other partners to support their implementation. The 'Act Watch' group met for 12 months and covered many topics in the oversight of the implementation. <sup>6</sup> The development of partnership approaches to information, advice and assistance and well-being were developed during the year.

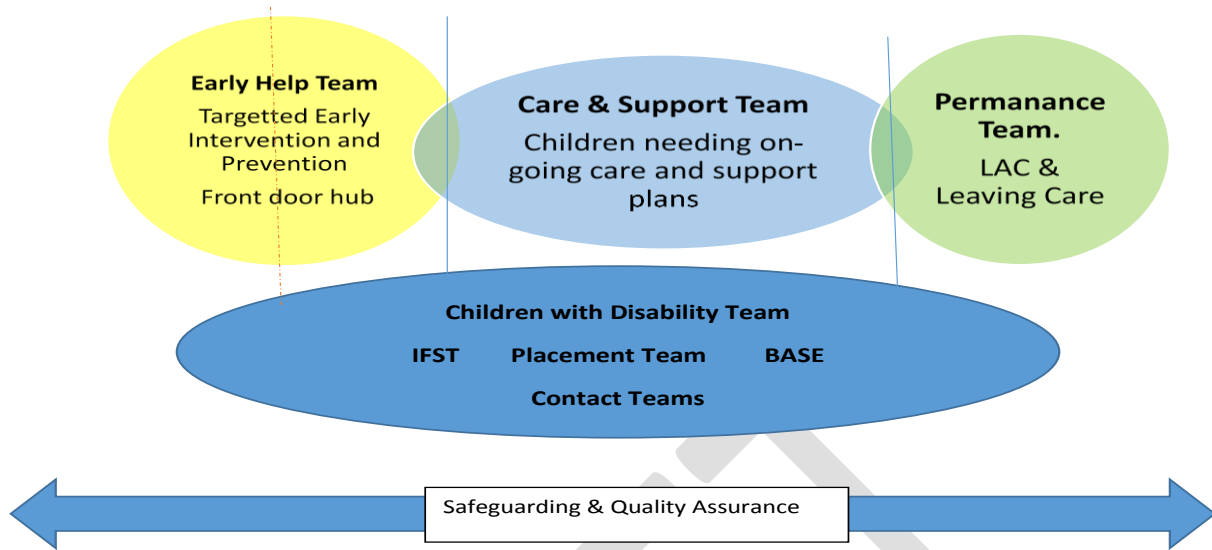
- ***Understanding what matters to carers***

The SSWBA broadened the definition of a carer, meaning more carers are entitled to carer's assessments and support plans. Carers must be actively offered an assessment where it appears they have a care and support need. Carers in Monmouthshire – adult carers and young carers - worked with the council and partners to actively develop carers' strategies which really reflected their priorities and were accompanied by a set of deliverable actions<sup>7</sup>.

- ***Excellence in Children's Services***

The operating model in Children's Services has been redesigned to support the right skill set to work with children and families (see **figure 7**).

**Proposed Service Delivery Model**



**Figure 7**

- The redesign of the operating model aims to provide increased capacity at front-door and the basis for the full integration of Team Around the Family (TAF). The operating model is based on a clear vision. It organises how children’s services operate, right through from family support to complex needs. This will promote closer working between early help and prevention. The teams all have clear purposes which means children, young people and families should be able to access the right support at the right time. Practice improvement at the front door of children’s services and during legal proceedings, have had a particular focus. Policies and procedures to support the model are being developed which address arrangements for dealing with contact and referrals, information gathering, assessment, eligibility and care and support planning, and step down to TAF.
- *Improving Practice across all age disability services*  
Children and adult social workers who work with people with disabilities and their families have come together to develop a common approach to understanding what matters, and developing their practice to enable people across the age range to live their own lives. The aim of this work is to remove the word (and process) of ‘transition’ between adult and children’s services through a common model of practice which is based on long term relationships. Services are organized around what support is needed.

**How well have we done?**

*What have people told us about their experience?*

- 75% adults, 86% carers and 64% children report they felt involved in decisions about their care and support

*What are complaints, compliments and comments telling us about how well we are doing?*

- Figure 7 provides a summary of complaints and compliments received in the last year

	2016/17
Number of complaints received in the whole of Social Care	63
Number of comments received in Social Care	81
Number of compliments received in Social Care	118

Figure 7

- Whilst each complaint is individual there were some themes which provide the basis for learning: the need to improve communication, transparency and adherence to procedures, the need for a swifter response to families in distress or crisis and increased service offer.
- The compliments received reflect the impact on people's lives, often at a time of crisis, when we get things right, listen and support solutions to really difficult circumstances:

*"Awwww thank you!! He is doing amazing! Never ever did I think things would be as good as they are. The review was brilliant (I did cry!)"*

*Thank you! I bet it's nice for you and s/w to see how far he has come. Sometimes you look back on situations and think "we would never be where we are if it wasn't for them" that's certainly what I think about you both because u guys have been amazing all the way through! Thank you"*

*We are lucky to be living within Monmouthshire Council who provide excellent social services and care by dedicated staff."*

*What does our performance against national outcome measures tell us about how well we are supporting children and young people to achieve positive outcomes?*

- 75.6% adults who received support from the information, advice and assistance service (IAA) have not contacted the service again during the year.
- 74.69% assessments for children were completed within statutory timescales.

*What other evidence is important in understanding how well we are doing?*

- *The impact of practice change in adult services* – understanding what matters to people and intervening earlier has meant, over time, a reduction in the number of adults receiving traditional care and support services in Monmouthshire (figure 8), despite a demographic which indicates we would need to be making more care home placements and commissioning more domiciliary care.

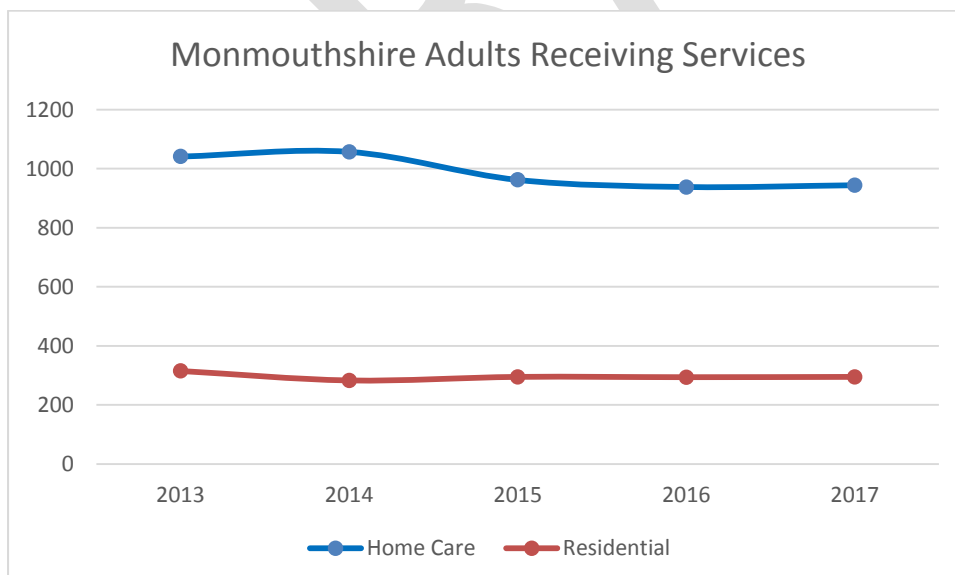


Figure 8

- *The effectiveness of the 'front door' of Children's Services* - CSSIW undertook a focused inspection of the 'front door' of Children's Social Services at the start of the year. Overall, inspectors reported robust plans for a whole service redesign and improvement programme which include a focus on prevention, early intervention and wellbeing (in line with the Social Services and Wellbeing Act) and also address the recommendations



identified in the previous CSSIW inspection. They noted a number of positive developments, that the improvement agenda is being driven with rigour but there is still a long way to go. The Inspectorate recognised these improvements will take time to implement and embed in everyday practice but that the stated commitment of the authority to improvement is evident.<sup>8</sup>

- *Improving Practice in Children's Services* - an independent review of practice in children's services by Institute of Public Care has found evidence that Children's Social Workers are having the right 'what matters?' conversations with families and children<sup>9</sup>.

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Working with people and partners to protect and promote people’s physical and mental health and emotional well-being,  
 Encouraging and supporting people to learn, develop and participate in society,  
 Supporting people to safely develop and maintain healthy domestic, family and personal relationships  
 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

**What does this mean?** - This means working with people to support them to achieve the goals they have identified themselves which together constitute a good life. These are called people’s ‘personal well-being goals’. The SSWBA details the different elements of wellbeing (**figure 10**). People may need support in any of these areas to live the life they want to live.

## Elements of wellbeing



**Figure 10**

In working with people to achieve their personal wellbeing outcomes, there are three building blocks which form the foundation for wellbeing, care and support:

- **Information, Advice and Assistance (IAA)** – each local authority (with support of their local health board) must secure the provision of an information and advice service relating to care and support in its area (including support for carers) and (where appropriate) assistance in accessing these.
- **Early Intervention and Preventative approaches – being able to access advice and support** as early as possible to tackle problems and maintain a good quality of life, in so doing reducing or delaying the need for longer term care and support
- **Care and support** – We must assess people's needs if we know or think they have care and support needs or a carer needs support. Care plans describe the care and support that have been identified to enable someone to meet their wellbeing outcomes. This will include support from informal carers, friends and families, and support available in the community, as well as social care services.

### **What did we say we would do? (2016/17 Priorities for Improvement)**

#### **IAA**

- We will support people to live the lives they want to live by ensuring they have access to the timely, quality, information, advice and assistance

#### **Early Intervention and Prevention**

- We will ensure there are coherent models of early intervention, prevention, well-being with a focus on connecting people, families and communities – place based approach
- We will build on the success of our integrated community health and social care teams to develop place based approaches to well-being, primary, community and social care based on NCN boundaries.

#### **Care and Support**

- We will commission intelligently, informed by a clear evidence base and analysis of the needs we need to meet. Commissioning and innovative redesign of traditional services will be based on positive, long term relationships with providers. Links between practice and commissioning will be strengthened by using information from assessments and care plans as well as population level assessments.

### **What have we done?**

#### **IAA**

- We have reviewed the approach to, and availability of, IAA across the county<sup>10</sup>. IAA is available from a range of places in the County (community hubs, leisure centres, social care resource centres, primary care), for all citizens and includes a variety of activity e.g. signposting to support, managing debt, and access to food banks. People can self-refer to most IAA services.
- Staff and volunteers aim to provide a positive response even in the most complex of situations. Access is open and information is available in a wide range of formats, leaflets, posters, websites (including Dewis Cyrmu which has been launched in the last year as a source for professionals and the public detailing wellbeing opportunities in local communities). Contact is through telephone, drop in and or face to face. Social media (Facebook, Twitter and YouTube) is being developed - and take up via these methods, particularly for the younger generation, is increasing.
- The supporting people funded 'Gateway' provides information, advice and facilitates access to assistance for housing related support services, including financial advice,

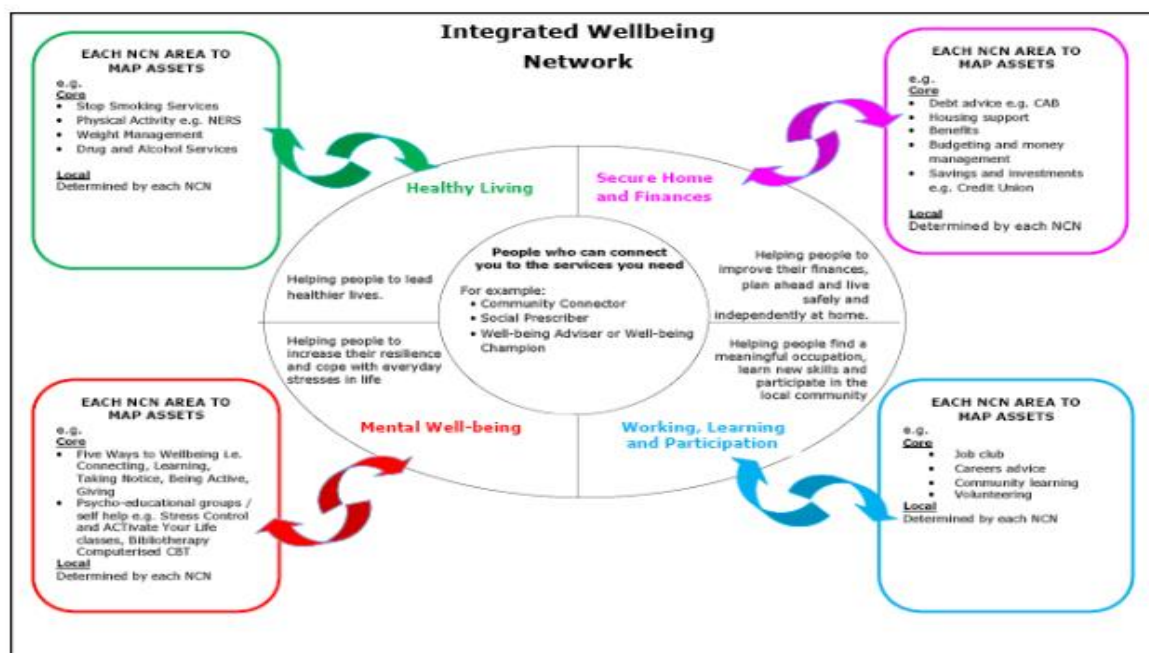
connection to community support and support in maintaining a tenancy. The IAA provided via the gateway has been expanded to support wellbeing outcomes to meet the prevention agenda of both the Social Services and Wellbeing (Wales) Act 2014 and the Housing Act.

- We have implemented Dewis Cymru<sup>11</sup> locally as an information source for citizens and professionals about well-being in Wales.
- FISH (Finding Individual Solutions Here) and the 'Early Help' team in Children's Services are both being reviewed to make sure they are offering IAA in the most effective way.

### Early Intervention and Prevention

- We have facilitated locality working – sometimes called place based working – to bring together partners in natural communities who are engaged in activities which support wellbeing. This approach is delivered through many different organisations with a common purpose focussing on wellbeing, connection and contribution.
- We are working with a range of partners to facilitate 'joining up' what is available in 'integrated wellbeing networks' (figure 11) which are based on the 'natural' communities within which people live and within which they connect. There is also a strong connection with primary care 'neighbourhood care networks'. The wellbeing network approach recognises the different elements of 'wellbeing' and facilitates local communities and partners to map assets and understand where their gaps may be.

**Figure: 2.1 Integrated Wellbeing Network**

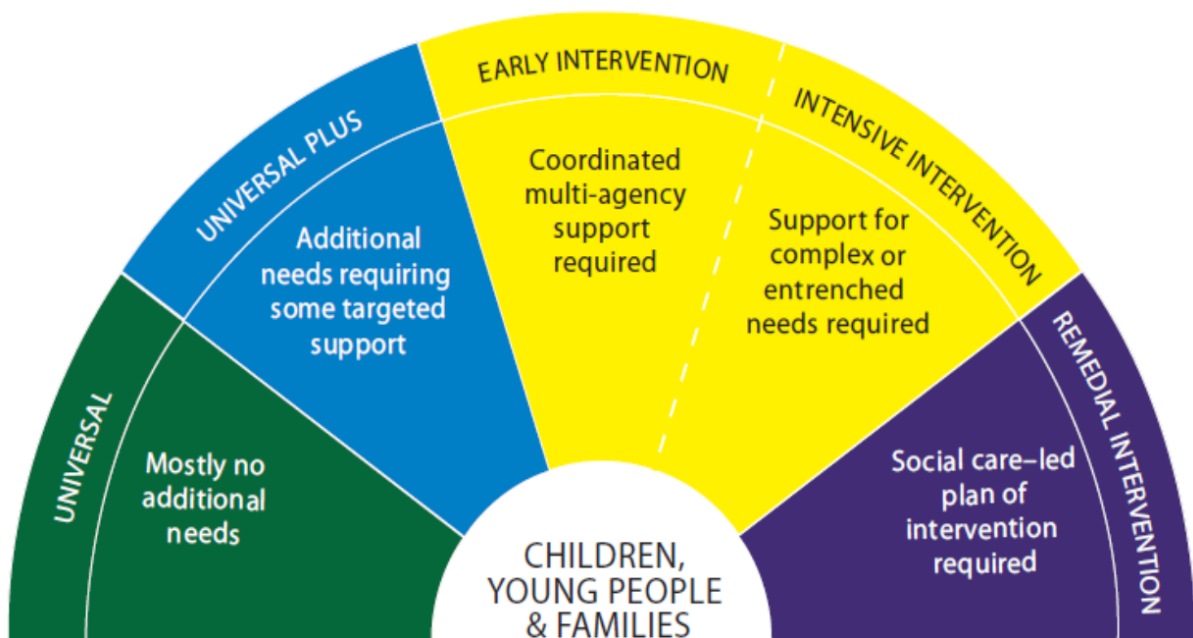


**Figure 11**

- The integrated wellbeing network approach recognises the importance of community hubs (for the whole population), and health and social care resource centres (for people with care and support needs) as physical assets which support wellbeing activities and health. In the last year the re-development of Mardy Park<sup>12</sup> as a resource centre in the north is providing a real focus for intra-generational wellbeing activities, as well as a base for integrated working for professionals.
- The focus is to provide person-centred service delivery through working collaboratively with the people who live and work locally. In effect the new services provide easy

access to advice, information, and assistance, with “**the right people being available at the right time in the right place**”.

- The model also identifies the roles of people in connecting roles, who support people to access other resources. We have invested Supporting People resources into housing and wellbeing workers and social inclusion workers who are working with people who may be isolated and vulnerable. They assist them to build natural networks and find community support that assists them to work through the issues they face and to prevent them accessing statutory services. Early intervention and prevention in action!
- In addition to the integrated well-being network, further early intervention and prevention for children and families is supported through the Families First programme. In the last year we have:
  - Improved integration of the Team Around the Family with children’s social services.
  - Reviewed family support services with the aim of delivering a more coordinated approach across the different tiers of care – see figure 12



**Figure 12**

### Care and Support

- Care and support in Monmouthshire has moved to a relationship based experience - care that supports a more natural life, promotes choice, control, independence and meets the social and emotional needs of the people we support.
- This principle is being embedded in the type of care and support services we are providing or commissioning across the county. Home support provided by the council has been remodelled. This started as the ‘Raglan Project’ and is now all the Monmouthshire Care at Home service is working in this way. This approach is transforming the experience of care for those who receive the service and their carers.
- We have worked with independent sector home care providers in the last year to transfer the learning from Monmouthshire Care at Home across the sector. Relationships between the council and independent providers have developed very positively through an approach to ‘turning the world (of traditional domiciliary care commissioning) upside down’.

### Learning, Developing and Participating in Society

- My Day, My Life, is a person centred approach to support for people with learning disabilities. In the last year, this approach has been expanded through My Mates, a scheme to help people with disabilities develop friendships, wider networks and personal relationships.

The impact of these relationship based approaches is most vividly evidenced through the stories of individuals<sup>13</sup>:

*“My Day My Life has really changed me for the better. Back in the old times I wasn't happy. Now I am. I have opportunity in the Youth Centre, Credit Union. I feel like part of the team, and not like a service user. I use taxis, I am friendly and have a good banter with them. I am on FB with a few friends that I have met through my time at the Credit Union. I am making friends within MDML itself and last week went to someone's birthday meal. My mam has seen a big change in me for the better. I am now using my own Bank cards and have been on three self-funded holidays with supported holidays. I can honestly say I don't want MDML to finish. My new confidence and independence is down to the programme. I used to dread getting up in the mornings not any more. It's also down to the staff, they are a friendly team and nothing is too much trouble for them.”*

- Children's services have also strengthened working arrangements with youth enterprise to improve opportunities for care leavers not in education, employment or training
- Close working with education to support our LAC to achieve educational outcomes. Schools are able to bid for additional funding for LAC pupils to provide additional support to raise standards via the Educational Achievement Service. Personal Education Plans are written in partnership between schools and social workers to identify areas of strength and areas for development. Appropriate information is shared so that any issues which may be impacting on performance can be addressed.
- There are two fulltime Personal Advisors whose key role is to support care leavers with a pathway plan, on their journey towards independence. There is a care leavers' group that supports young people via organised activities.
- Supporting volunteering and contribution - We provide a clear, consistent and collaborative approach to volunteering across Monmouthshire working with partners in public, private and third sector organisations. The council is supported by 1700 volunteers active across all directorates and 48 members of staff carry out volunteer coordination responsibilities in their role. We have trained 36 of these staff in volunteer management through our Leading Volunteers programme. Working together we have promoted volunteering in Monmouthshire as a way to increase wellbeing by improving the profile, quality and range of volunteering opportunities through various events and online campaigns. In adopting a coproduction approach with Bridges Centre in Monmouth we have specifically supported individuals into volunteer opportunities that benefit their wellbeing. This is one example of how we have increased the level of support, training and recognition for volunteers. Volunteers identified with additional needs are supported by a specialised volunteer coordinator.

### **Accommodation and Support**

- Children's services have worked creatively to secure housing and accommodation support through bespoke packages for LAC and care leavers, working with support providers and registered social landlords.
- We have invested in a number of business cases to improve outcomes for children through expansion of the numbers of foster carers and the provision of additional support through the psychology-led BASE service and additional support special to guardianships
- Commissioning capacity has been integrated into children's services for the first time in 10 years. This has enabled us to review all residential placements and revised our systems to ensure we understand the quality of care and outcomes for young people in residential placements.

## Improved Performance

### How well have we done (*What does the evidence tell us?*)

#### *What people have told us about their experience*

- 78% adults, 75% carers and 69% carers report they received the right information and advice when they needed it
- 82% adults, 91% carers and 88% children report they were treated with dignity and respect
- 82% adults, 80% carers and 88% children report they were given written information of their named worker in social services
- 75% adults, 86% carers and 64% children felt they were involved in decisions about their care and support
- 85% adults, 68% carers and 76% children were satisfied with the care and support they received.
- 51% adults and 36% carers reporting that they can do what matters to them
- 83% adults, 61% carers and 76% children report they feel satisfied with their social networks
- 86% adults, 82% carers and 80% children feel they live in the right home for them
- 78% children and young people are happy with whom they live
- 96% adults, 98% carers and 98% children have received care and support through their language of choice
- 59% young adults report they received advice and help to support to prepare them for adulthood
- 52% people report they chose to live in a residential care home

What does our performance against national outcome measures tell us about how well we are supporting adults to achieve positive outcomes?

#### Care and support

- 22 people have experienced a delay in their transfer of care from a hospital setting because we weren't able to secure the right social care support as quickly as we should have (more people will have been delayed in other community services). This is a significant improvement on the numbers of delayed transfers recorded for Monmouthshire residents in 2015/16 but does represent real pressure in the system due to the challenges in the domiciliary care market and a deterioration in performance compared to previous years.
- 17.39% people have had a reduced package of care and support six months following a reablement service; 73.33% have no package of care six months after a period of reablement. This is really positive performance, but due to people being delayed in reablement not everyone who would benefit from the reablement service is able to access support to maximise their independence.

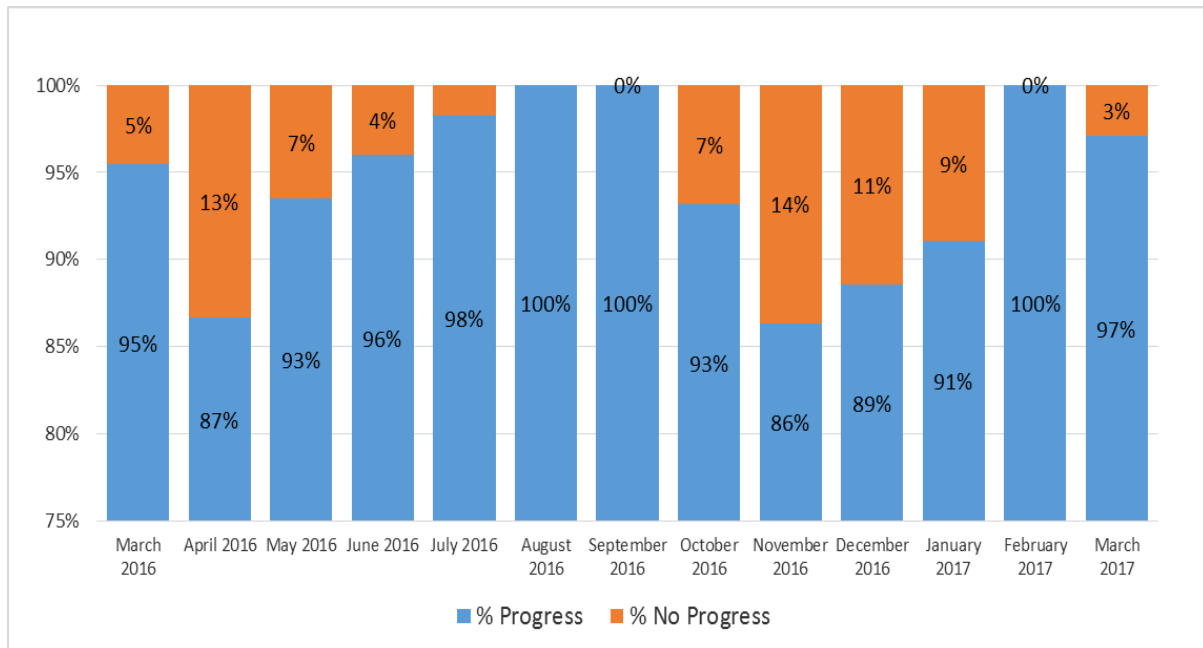
### **What does our performance against national outcome measures tell us about how well we are supporting children and young people to achieve positive outcomes?**

- 56.52% children are reported as seen by a registered dentist within three months of becoming looked after
- 98.33% LAC are registered with a GP
- 68.75% LAC are achieving the core stage indicator at stage 2 and 29.41% at key stage 4
- 8.14% LAC who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements
- 61.56% of children supported to remain living with their family
- 63.64% of care leavers are in education, training or employment at 12 months and 50% at 24 months after leaving care

- 5.45% of care leavers have experienced homelessness during the year

**What other evidence is important in understanding how well we are doing?**

- Analysis of performance in 2016/17 of Monmouthshire Integrated Services <sup>14</sup> has highlighted that of all referrals (on average 78 per week), 60% require IAA rather than allocation to a professional for further assessment.
- The same report analyses the degree of positive progress people with care and support plans are reporting. This is an extremely rich source of data to support how people we support feel they are progressing towards a better life (see figure 13)

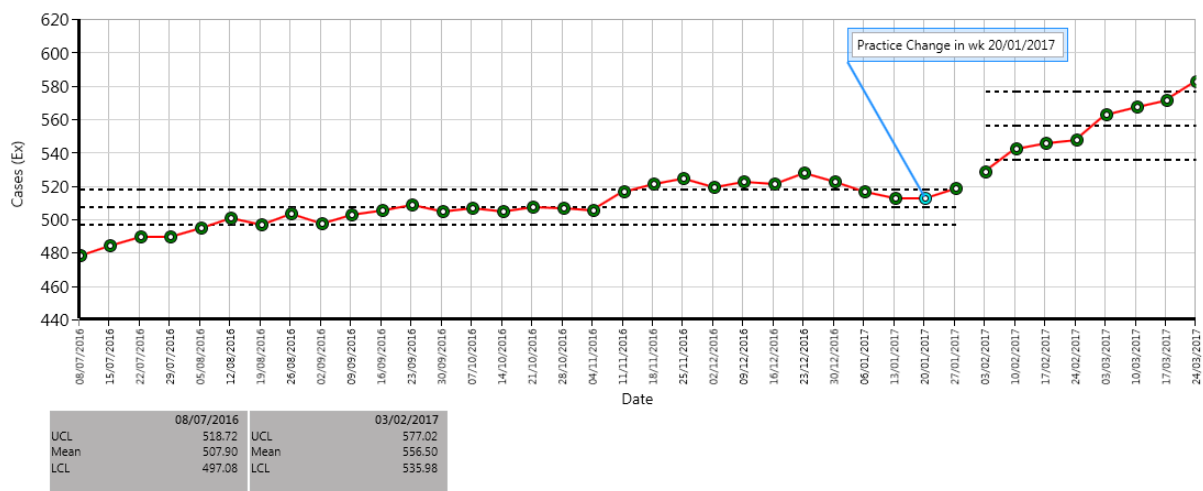


**Figure 13**

- Despite the pressures in the care sector, our performance measures in figure 14 shows the impact of closer working with, and between, providers in increasing the number of care packages they were able to support.

**F**

Number of Cases with External Providers (Group adjusted)



**Figure 14**



- Analysis by the Head of Children's Services is that there is an increase in the numbers of complex cases of families who are struggling across well-being domains.<sup>15</sup>
- Monthly analysis by the Independent Reviewing Officer highlights the number of LAC and mix of placements. Figure 15 is a summary over the last five years. The table illustrates the increased challenge in recruiting Monmouthshire foster carers (and the associated rise in placements with independent foster carers). The table demonstrates the rise in the number of children who have a looked after status who live with their own parents; a result of changing judicial practice.

	31.03.13	31.03.14	31.03.15	31.03.16	31.03.17
Monmouthshire Foster Carers	36	35	34	32	26
Monmouthshire Family and Friends Carers	28	19	16	29	23
Independent Fostering	25	25	37	32	42
Independent Living	2	2	1	1	5
Pre-adoption	0	7	2	9	7
Placed with Parent	4	9	9	16	20
Residential / Education Placement	6	5	8	10	8
Mother and Baby Placement	0	0	0	0	1
Secure Unit	0	1	1	1	1
Child in Hospital	0	0	0	0	0
<b>TOTAL</b>	<b>101</b>	<b>103</b>	<b>108</b>	<b>130</b>	<b>133*</b>

\*The numbers include 3 unaccompanied asylum seekers

**Figure 15**

- The Independent Reviewing Officer produces a statutory six monthly report into the LAC reviews undertaken<sup>16</sup>. This provides an invaluable insight into how well we are support LAC, progress and opportunities to improve. A theme this year has been that despite the similar number of LAC at the start and end of the year, there has been a lot of change within the population of LAC). Again, positively in the last half the year there were no breakdowns in Special Guardianship Orders, compared with six breakdowns in the first six months. The report notes ongoing challenges within the Court processes and securing suitable accommodation and support for care leavers.
- During 2016/17 we have worked hard at ensuring that 'for those children where nothing else will do' (this is a quote from case law – that stipulates that all other options must have been considered and ruled out before Adoption is considered) we have systems in place to minimise the delays in the adoption process.. In 2016/17, 5 children were placed for adoption, a significant increase on previous years (only 10 Monmouthshire children had been placed for adoption in the previous seven years).
- In terms of educational outcomes for LAC, the latest data for academic year 2015/16 shows Monmouthshire's performance increased across all key stages. All key stage 4 LAC achieved a qualification.

# Taking steps to protect and safeguard people from abuse, neglect or harm

## **What we said we would do (*Priority for Improvement*)**

Safeguarding children and adults at risk is our very highest priority

## **What have we done?**

### **Regional Safeguarding Arrangements**

- The arrangements for safeguarding across the region are led through the South East Wales Safeguarding Children Board (SEWSCB) and South East Wales Safeguarding Adult Board (SEWSAB) which have a range of sub-groups that deliver safeguarding in its practical form. Monmouthshire's Learning & Review Group improves the quality of inter-agency safeguarding arrangements and practice at a local level, promoting a direct link between the SEWSCB, its sub-groups and front-line practice across the region. The group promotes a culture of multi-agency learning and increased accountability with local authority areas supported by the boards' business unit.

### **Whole Authority Safeguarding Arrangements**

- We have developed a new whole authority safeguarding policy which for the first time comprehensively sets out Council policy for safeguarding children and adults at risk
- There is revised officer governance through the Whole Authority Safeguarding Co-ordinating Group to incorporate safeguarding adults at risk and ensure representation from all parts of the authority is at a senior (Head of Service) level.
- A self-evaluation tool (SAFE) for use across settings in Monmouthshire which support children and adults at risk has been developed.
- We have reviewed and strengthened capacity within the Safeguarding and Quality Assurance Unit to provide the right leadership for whole authority safeguarding and to provide the basis for bringing adult and children's safeguarding together

### **Protecting Children and Adults at risk**

- Clear policies and procedures are in place to safeguard adults at risk and new responsibilities under the SSWBA including workers trained in adult protection orders are in place. The duty to report and wider awareness training has been delivered to a wide range of staff partners.
- We have supported the workforce in children's services through the new operating model, revising systems, policies and decision making processes.

### **Mental Health and Deprivation of Liberty Safeguards (DoLs)**

- We have successfully implemented a new Mental Health Act code of practice which has placed additional responsibilities on approved mental health practitioners (AMHPs) and the local authority.
- Monmouthshire has worked with other Gwent authorities to effectively support people who are deprived of their liberties in registered care settings. A number of people are deprived of their liberty in community settings and this has resulted in a few cases being presented to the Court of Protection for authorisations.
- We are scoping the need to implement the DoLs safeguards for young people aged 16-18.

- We are currently working with a number of young people aged 14-18 who have been identified with mental health issues. The past year has seen greater cooperation between children's services and adult mental health care services to ensure a better and more timely "transition" between services. These young people are now receiving relevant follow up and aftercare defined under the Mental Health Act and the Mental Health Measure.

### How well have we done (*What does the evidence tell us?*)

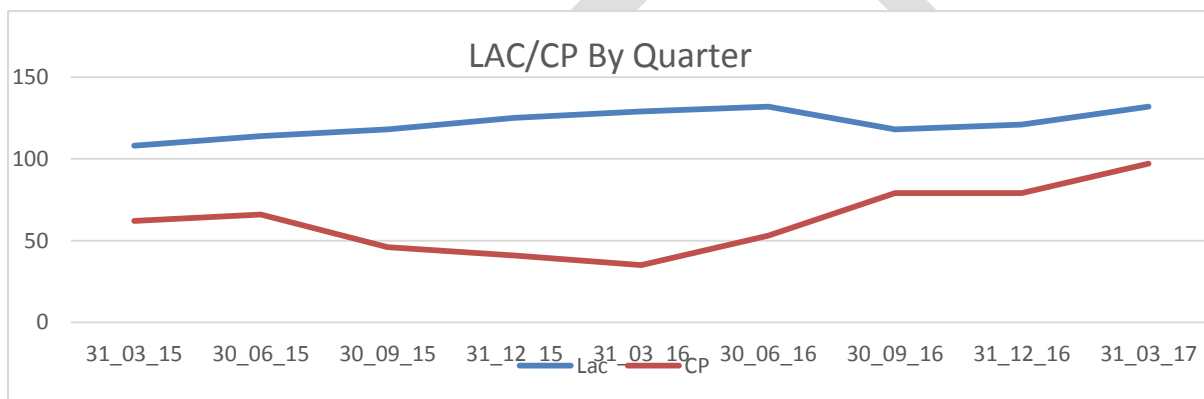
#### What does our performance against national outcome measures tell us?

##### Protecting adults at risk

- 274/309 (88.67%) adult protection referrals were responded to within 7 days

##### Protecting Children

- The most significant feature for child protection in Monmouthshire in 2016/17 was the increase in the numbers of children on the child protection register. This is illustrated in **figure 16**.



	31.03.15	30.06.15	30.09.15	31.12.15	31.03.16	30.06.16	30.09.16	31.12.16	31.03.17
<b>LAC</b>	108	114	118	125	129	132	118	121	132
<b>CP</b>	62	66	46	41	35	53	79	79	97

Figure 16

- 2.38 % children on the child protection register were re-registered during the year. A low level of re-registrations indicates that we are not making inappropriate de-registration decisions.
- The average length of time for all children who were on the child protection register during the year was 230 days – this is an improving position, indicating that cases are being actively worked.

#### What other evidence is important in understanding how well we are doing?

- Concerns around corporate safeguarding were raised by the Wales Audit Office following a review into safeguarding arrangements in a specific service in the operations division<sup>17</sup>. Whole authority safeguarding arrangements have been strengthened and the specific concerns around the individual service are being addressed.

- The child protection co-ordinator develops a 6 monthly report on children on the child protection register. The latest audit<sup>18</sup> highlights a number of areas for further exploration in considering why the numbers of children on the child protection register have increased so significantly. It appears from the analysis that the progress in practice in the last year has meant far higher levels of risk are being held through child protection processes.
- The next step for children's services, with multi-agency partners, is to really work through how the preventative services and care and support plans can be used more effectively to understand and manage risks outside a registration process.

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# How we do what we do

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## What we must report on - Our workforce and how we support their professional roles

### What we said we would do (*Priority for Improvement*)

***We will support and develop the whole social care workforce so they have high levels of confidence, competence and training, underpinned by person-centred values, behaviours and attitudes.***

### What have we done?

#### **Leadership in Social Care and Health**

A new directorate wide leadership structure has been implemented. The Head of Adults and Head of Children's Services now have responsibilities across social care and health in the areas of commissioning, safeguarding and disability services. This recognises the strengths in different parts of the directorate and supports development of a unified culture.

A new service manager structure also reflects wider leadership roles across agencies (Integrated Service Managers) and the directorate (Commissioning Service Manager, Safeguarding Service Manager, Disability Service Manager). Getting the right people into leadership posts has been a major priority during the year. Children's services has benefitted hugely from the drive and experience of a former director of social services to support service improvement whilst all positions have been subject to recruitment.

The leadership structures and role profiles reflect the need to be outward looking, to form positive and productive relationships with colleagues across the council and with key partners. This is critical to achieving the best outcomes for people with care and support needs in Monmouthshire. The new operating model has been approved in children's services, bringing with it new roles for team managers within the service.

#### **Training, Learning & Development**

##### *Social Services and Wellbeing Act*

Training priorities in the last year have focused on supporting the training needed for the SSWB Act. A comprehensive training approach was taken in the lead up to the Act comprising both regional and locally delivered training. The impact of the training and the approach to working with partners has seen an increase in the knowledge of the Act. Its principles and underpinning ethos are very much the language of all partners. 32 organisations, statutory, voluntary, independent and private providers received training alongside our multi agency teams:

##### *Regional Workforce Development*

Welsh Government support for regional developments and national priorities has seen the implementation of Regional Boards for Social Care Workforce Development that pull together national themes from across Wales. The regional board has supported:

- Qualification routes for social work
- Post qualifying programmes such as Continued Professional Education and Learning, Approved Mental Health Professional certification and Team Manager Diploma Programme

- Vocational QCF programmes and review linked to Qualifications Wales
- SSWB ACT Organisational Development programme
- Social Services practitioner initiatives
- Dementia strategy
- Achieving Best Evidence
- DOLs and Mental Capacity - and a range of mental health related joint training
- Domestic abuse
- Safeguarding Board joint training group

#### *Monmouthshire Social Services Workforce Development*

A competent, confident workforce is a central component of the children's services improvement programme. A comprehensive skills audit has been undertaken in children's services which informed a training plan. This reflects the needs of the service and individual members of the workforce.

Our professional workforce across social care and health is supported to continually develop their practice which supports registration with Social Care Wales. We support practice in many ways including; supervision, continuous professional development panel and staff development through Continuous Professional Education and Learning (CPEL) framework for social workers.

We are developing competency frameworks across all our occupational groups. Direct care is the first competency framework developed. Our care workforce is being supported, and must perform against a clear set of standards. This is an important mechanism to improve the quality of care and ensure our workforce feels supported in their roles.

#### **Attraction, Recruitment, Selection & Retention**

At the start of 2016/17 there were 17 agency workers across children's services. This has been steadily reducing throughout the year. At the end of the year there were eight agency workers within the service a reduction of over 50% in the year. An agency exit plan is in place that will continue to drive this down when it is safe to do so.

The high number of child protection registrations has meant a need to retain higher number of agency workers in the service due to the need to ensure risk is managed in a timely way for children and families.

A continuous recruitment campaign has resulted in an increase in applicants for advertised posts during the year. The recruitment campaign has been supported creatively by the marketing team with an emphasis on social media to support traditional recruitment methods. Further website work will be required to support all future attraction to the social care workforce.

We have developed a new induction programme in Children's Services, the Children's Services on-boarding programme. This supports all new appointees (including volunteers and agency workers) to ensure they are getting the right welcome to the Monmouthshire as well as the essential training and tools to do their jobs.

The very focussed approach to workforce development in Children's Services has meant morale in the service has improved, despite the level of change that is evident. Sickness absence has also fallen considerably in the service (see **figure 17**).

		2014/15	2015/16	2016/17
<b>Children's services</b>	<b>Average sickness days per FTE</b>	<b>11.89</b>	<b>23.40</b>	<b>10.45</b>

Figure 17

Retention rates have also improved considerably and staff turnover is now at the lowest level in the last 5 years (see **figure 17**).

Year	2012/13	2013/14	2014/15	2015/16	2016/17
Staff turnover %	9.5	10.52	9.76	10.62	7.53

Figure 17

### **Dare to Care – Supporting Care Workers in Monmouthshire**

The most critical issue facing adult social services in Monmouthshire is the ability to secure a care workforce. Dare to Care in Monmouthshire is a campaign to promote care as a career, linked to a wider strategy to develop career pathways, fair terms and conditions, training and development and standards. The planning of this major workstream has started in 2016/17 and will be a major priority in the coming year.

### **What we said we would do (*Priority for Improvement*)**

We will achieve a balanced budget within adult and children's services  
We will align our business systems to support delivery of our priorities

### **How well have we done?**

**Appendix 2** is visual representation of how the overall social care and health budget (including public protection) is divided between different service areas and individual budgets. As the illustration shows, whilst the budget of nearly £42million is the largest in the Council, outside of schools, the overall budget is made up of many smaller budgets, each of which is fully (indeed over) committed supporting individuals with care and support needs.

2016/17 was a very challenging year financially for social services in Monmouthshire. The outturn position was an overspend of £1.034million<sup>19</sup>. The considerable pressures reported throughout the year in adult and children's social services were reflected in the year end position. Children's Social Services reported an overspend of £572,000. This was a consequence of pressures in placements for LAC legal cost and agency workforce. These pressures were recognised in the 2017/18 budget and activity in all three areas is being taken forward through the children's services improvement programme. Adult social services outturn was an overspend of £492,000. Reductions in the budget at the start of the financial year had exposed pressures in older adult mental health services and the Chepstow integrated team arising from demographic pressures and pressures within the social care market. Again, these pressures have been reflected in the 2017/18 budget and a significant piece of work is underway to try and put commissioning of care at home on a sustainable footing.

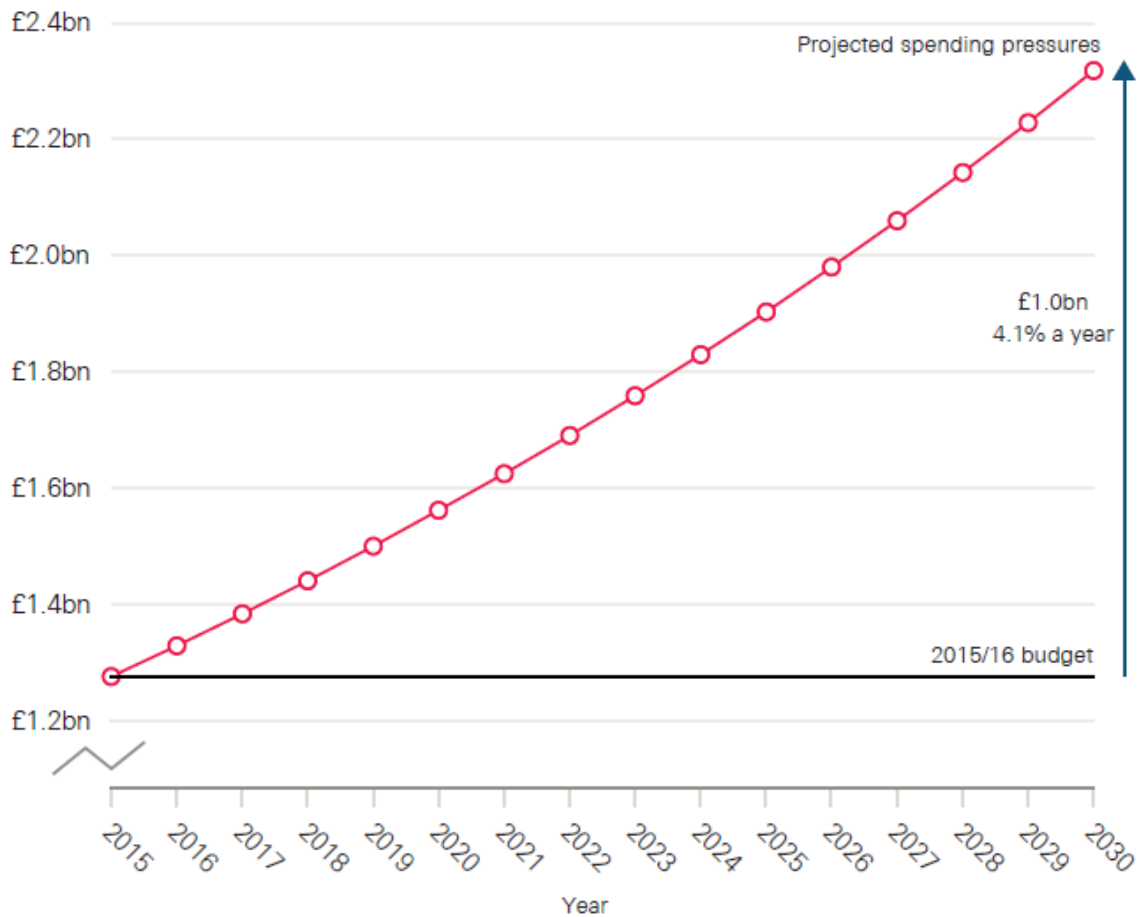
### **The Challenge of Financial Sustainability**

The challenge to Monmouthshire County Council, and indeed all councils across the UK, is meeting the costs of social care services against the backdrop of reducing budgets and increasing demand for care and support. Demographic changes, increasing levels of age-related disability and the need to invest in the care sector is very well documented. A major study by the Health Foundation<sup>20</sup> into the financial viability of the NHS in Wales highlighted the financial, and consequentially service, pressures facing adult social care in Wales which are severe:

*"Pressures for adult social care are projected to rise faster than for the NHS, by an average of 4.1% a year. With funding unlikely to rise at the same rate, there is a real risk that the level of unmet need for care services could rise in Wales"*

**Figure 18** illustrates the gap between current funding levels.





**Figure 18**

### What does this mean in Monmouthshire?

The financial pressures facing Monmouthshire County Council are hugely challenging over the next 4 years. The Council has consistently supported pressures in adult and children's social care to the tune of £5 million over the last 4 years. Over the same period adult social services has delivered savings of £2.3 million. 2016/17 was the first year that adult social care was not able to deliver on mandated budget savings (£600,000). Overall, adult social care services have successfully managed the impact of increasing numbers of older people by transforming the way we support wellbeing, care and support.

Children's services have required significant investment to safeguard children as LAC numbers and child protection registrations have increased. In agreeing budget saving priorities for 2017/18, there are a number of important considerations linked to the service issues set out in this report. Critically, the relatively early stage of the children's services improvement programme means that it is imperative that the focus of the service continues to be improving practice and outcomes for children. In so doing, improvements such as recruiting more local foster carers and supporting children to remain with their own families rather than come into the looked after system, for example, will deliver both better outcomes for children, be far more cost effective and deliver savings over time.

In adult services, the Health Foundation work illustrates the overall pressures meeting the needs of an ageing population across the UK. Monmouthshire has the highest percentage of people aged over 85 in Wales so these pressures are compounded. In Monmouthshire, commissioning domiciliary care in a different way will, in time, prove more cost effective. We have already invested with providers in meeting the national living wage. We recognise that

to support the standards of our future domiciliary care workforce, that we will need to understand the true costs of delivering quality care in a rural county with limited available workforce.

Each service area in social care and health will develop a service and financial sustainability plan for the next four years which will set out the changes that will be needed to meet need and demand, within the resource available, over a period of time. This will mean changes to the mix of services. For example in the area of respite, we continue to move away from residential respite to flexible person centre options.

In both adults and children's services doing the right thing for people has proved, and will continue to prove, more cost effective and it is crucial this principle informs the incredibly difficult budget decisions.

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# Our partnership working, political and corporate leadership, governance and accountability

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## **What we said we would do (*Priority for Improvement*)**

To effectively communicate with people, partners, elected members and council colleagues the important changes as a consequence of the SSWBA.

To realise the benefits for people from the statutory partnership arrangements and priorities for integration.

## **What have we done?**

The SSWBA required the establishment of a Regional Partnership Board from April 2017. The board, has been established and has met on bi-monthly. It has held two workshop events to confirm regional integration priority areas and developed joint statements of strategic intent for priority areas: older people; children with complex needs; carers.

Other elements of the statutory partnership and collaboration duties, including the establishment of a regional citizens' panel and a regional value based provider forum, are also in place with the Gwent region being amongst the first in Wales to establish these.

There are regional joint commissioning priorities: domiciliary care; model partnership agreement (for joint commissioning and pooled budgets for care home placements for over 65's); third sector review and pre-implementation work to support the national framework agreement for placements for people with learning disabilities and mental health problems.

The population needs assessment was completed, to meet statutory requirements under Part 2 of the Act, with discussion and sign off by each local authority and local health board governance process, with report submission by the deadline date of 31<sup>st</sup> March 2017.

The first Regional Partnership Board annual report was completed and submitted by due deadline of 31<sup>st</sup> March 2017, and this met requirements set out in Part 9 of the Act.

The Regional Partnership Board has reviewed existing partnerships and integrated arrangements across health and social services and has agreed a number of partnerships under the board as follows:

- Children and Families Partnership
- Older Persons Integration Partnership
- Mental Health and Learning Disability Partnership
- Carers Partnership
- Health, Social Care and Housing Forum

All integrated pieces of work will come under one or other of these partnerships and Monmouthshire is well represented on all partnerships, and leads the Children and Families Partnership.

At a local level, the Monmouthshire Integrated Services Partnership Board is well established and provides leadership to integrated working between primary, community health, social care and wellbeing services. The board also provides governance to the formal partnership agreements and pooled budgets between the health board and Monmouthshire County Council. Arrangements have been reviewed in the last year to ensure they are fit for the future and meet the aspirations for further integrated working supported by effective professional, financial and operational governance going forward.

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# Our Priorities for Improving

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## What are the priorities for next year and why?

The 2015/16 annual report set out a comprehensive set of 14 improvement priorities which were designed to be delivered over a 3 year period. We will be continuing to progress those priorities, and progress against them all has been noted in this report. They have been 'themed' into 12 priorities and supporting actions for the next 3 years to align them with the SSWBA and the reporting framework within this report.

*Overarching this priority, we will, in the next year, work with people, communities and partners to develop a strategic vision for wellbeing, social care and health in Monmouthshire.*

The priorities are:

### 1. *Involving people in everything we do – 'nothing about me without me'*

- We will co-produce our approaches to well-being, care and support with people and communities, including:
  - Developing and delivering dementia awareness training with carers.
  - Co-producing opportunities for understanding what matters to people with learning disabilities with Monmouthshire Peoples First.
  - *We will build on the learning from the care leaver apprenticeships to ensure we are doing what matters to children and young people and improve our ways on involving children in care and care leavers in our work*

### 2. *Locality focus – building everything we do around the communities in which people live their lives:*

- Set out a vision and support progression towards all support being delivered at a locality level. This means we will extend the locality approach to include children and families, people with learning disabilities and mental health.
- Support the community development team to facilitate meaningful community conversations to understand the assets and priorities for development in each locality
- Work with partners to align resources – finance, people, assets- within each locality to achieve maximum impact
- Build on strong relationships with primary care through NCNs to enhance integrated working between wellbeing, primary and community services
- Explore the opportunities for development of more integrated hubs to support the locality approach.
- Review structures and governance in partnership, reflecting a renewed purpose for integrated wellbeing, primary and community services
- Work with academic partners and Public Health Wales to develop performance measures will be developed and based on an agreed understanding of what good looks like.

### 3. *Early intervention and prevention – supporting people at the earliest opportunity to live the lives they want to live; preventing / delaying the need for intensive care and support*

- Work with colleagues across the council, with our partners and with communities to embed the principle that well-being and prevention is everyone's business and every service area can make a considerable contribution to well-being.

- Evaluate and determine if the current front door systems in adult and children's service support delivery of IAA comprehensively enough.
- Continue to work with a wide range of partners to develop locality approaches to wellbeing. This includes working with Public Health Wales to develop a social prescribing approach
- Work with school clusters and partners to develop a targeted, evidence-based model of early intervention and prevention in children's services for families that are showing signs of distress to ensure they can access early and appropriate support. This will aim to prevent families reaching a point where it is necessary for children's social services to intervene, less still for them to break down to the stage where their children are taken into care.
- Work with all partners to review current investment from all funding streams, e.g. core funding, Families First, Supporting People etc. to ensure the right range of targeted support is in place.

*4. Strengthening practice - developing our practice to understand 'what matters' to people so we focus care and support where it is needed on what people can do, and what they aspire to do, to overcome barriers to living the lives they want to live;*

- Social workers will spend their time working with people to understand what matters to them and facilitate them to live the lives they want to live.
- We will get the basics right – learning lessons from audits and complaints in key areas such as child protection, adult protection, Mental Capacity Act and Deprivation of Liberty Safeguards.
- Embed strengths-based and outcome-focussed practice in adult and children's services.
- Progression/ recovery/reablement will be at the heart of social work practice.
- Further develop and evaluate outcomes to understand the impact of practice change through a quality and performance framework that measures what matters. This will include quality assurance systems that support continuous improvement in practice and will be fully embedded in the way we work.
- Reflection as an essential part of practice is critical and a positive approach to continuing professional development, learning and review will support us to ensure we understand people's experience of us and improve from it.
- We will continue to develop our all-age approach to disability. This is a practice-led approach, improving the way we work with young people and their families throughout their life including at the critical time of the transition to adulthood.
- Where people have care and support needs we will work with them in a way which empowers them to identify, choose and control the support or care they need to live life as they want. There will be more direct payments so people can access the support which is right for them.
- We will support our workforce to enable them to better record 'what matters' in assessments and 'outcomes' care plans from the perspective of the person with care and support needs/ the carer.

*5. Delivering excellence in Children's Services – a programme to deliver practice-led transformation leading to improved outcomes for children in Monmouthshire*

- We will deliver year 2 of the Children's Services Improvement Programme. Year 2 of the programme will focus on:
  - Embedding leadership roles and responsibilities
  - Integrating targeted prevention through reviewing and integrating fully the team around the family into children's services
  - Fully implementing the quality and performance framework in every team and at a service level, this will enable remaining inconsistencies in standards of practice to be addressed

- Working with partners to identify, manage and mitigate risk outside of child protection processes
- Continuing to progress the court improvement plan
- Evaluating the options for increasing local foster carers for Monmouthshire children and recommending a way forward
- Understanding the quality of our support to our LAC and care leavers and making necessary improvements
- Ensuring there is a sustainable workforce model which minimises the number of agency workers
- Implementing the recommendations of the family support review
- Working with regional partners to develop more effective care and support options for children with complex needs

*6. Improving Outcomes – supporting delivery of personal outcomes so people can live the lives they want to live*

- Develop job coaching, apprenticeships and supported employment opportunities to enable people to overcome barriers to employment
- Support volunteering, including volunteering for wellbeing, so everyone has the opportunity to make for a contribution.
- Continue to develop 'My Mates' as a safe friendship/ relationship service for people with disabilities
- Implement the Carer's Strategy and Young Carer's Strategy to enable people with caring responsibilities to achieve their wellbeing outcomes
- Work with CYP to ensure the educational outcomes for LAC are met, and to minimise non-transitional school moves
- Develop an holistic plan to ensure a joined up approach to improve opportunities for our young people leaving care; specifically this will address:
  - Somewhere safe to live with financial security,
  - An active offer of education, work or training,
  - Ongoing social and emotional support

*7. Effective safeguarding - the very highest standards of safeguarding, understanding how we can prevent abuse and protect those who are experiencing or at risk of abuse or neglect*

- Ensure effective leadership and governance of safeguarding at a regional, whole authority and directorate level
- Develop the leadership of the Safeguarding and Quality Assurance Unit in whole authority safeguarding and operationally adult and child protection
- Roll out the 'safe audit' and evaluating where gaps are in safeguarding practice across the council
- Develop and implement a refreshed training strategy and plan
- We will continue to work with regional partners to ensure the DoLs safeguards are used when needed

*8. Improving outcomes through partnership working – positive productive partnerships which deliver: with people, communities, across Monmouthshire and the Greater Gwent region.*

- Work effectively within the Regional Partnership Board to develop key priorities for regional working in health and social care, providing leadership in significant areas, e.g. children with complex needs
- Work effectively with Public Service Board partners to shape the wellbeing objectives and lead priority partnerships
- Work in partnership with social care providers, communities, families and individuals to develop creative solutions to improve outcomes to individual and service wide problems.

- We will build on successful collaborations with partners in the Greater Gwent areas such as the regional adoption service and frailty service and progress further collaborations where there is a clear business case.

*9. Quality of care - being passionate about the quality of care; care which is based on relationships and deep exploration over time of what matters to the people we work; developing our quality assurance mechanisms to really understand the impact and outcomes from practice and service delivery*

- Support the development of the direct payment cooperative work develops as one way of increasing the number of direct payments in the county.
- Complete the move from task and time to relationship-based care at home for the whole care sector in Monmouthshire, to address the critical issues in quality and quantum of care.

*10. Workforce development - Developing our workforce – in the Council and across the social care sector – to have the capability and capacity to achieve the standards we set ourselves*

- Work with partners through “Dare to Care “, a workforce strategy to reframe the image of care work, develop career pathways and apprenticeship and training programmes. Through this work, develop more sustainable retention and recruitment in the care sector.
- We will work with regional partners, and across the whole social care sector to prepare for workforce implications of the Regulation and Inspection Act.
- We will implement the next phase of our workforce plan for children’s service, the priority outcome being a stable, permanent workforce
- Training and organisational development activity will be aligned to the culture and values we are developing.
- We implement a collective development programme for the new leadership structure in social care and health

*11. Financial sustainability – four year service and financial sustainability plans for the whole of social care and health*

- We will develop our operating model for social care and health, supported by four year plans for each service area which are sustainable and cost effective from a service and financial perspective

*12. Intelligent commissioning - Using data and evidence to inform decisions about how we commission and develop the service officers to deliver outcomes*

- We will develop an integrated commissioning unit within social care and health which will embed commissioning as a core function within children’s services
- We will commission a new approach to care at home, ‘turning the world of domiciliary care’ commissioning upside down. We will also continue to address risks of business sustainability in the sector.
- We will re-provide the Council’s residential care for older people with dementia through an innovative partnership arrangement
- We will develop relationships with providers to deliver what matters to people with a learning disability and mental health problems, including increased community connection and reduction in dependency on service provision
- We will develop a commissioning framework in children’s services and engage with providers to ensure a full range of services which provide positive outcomes for children, young people and families



- We will continue to explore procurement approaches which ensure we pay a fair price for care, based on an open book, high trust, relationship
- We will commence a review of all supporting people services

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## Further Information and Supporting Documents

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<sup>1</sup> Institute of Public Care *Monmouthshire Delivering Excellent Practice in Children's Services: Progress Review*, June 2017

<sup>2</sup> Institute of Public Care *Monmouthshire Delivering Excellent Practice in Children's Services: Progress Review*, June 2017

<sup>3</sup> Monmouthshire County Council, Child Protection Co-ordinator, '6 month Child Protection Report, Children on the CPR – the journey in the last 6 months!'

<sup>4</sup> Interim Family Support Review, April 2017

<sup>5</sup> Monmouthshire Carers Strategy , [Young Carers Strategy - You Tube Select Committee](#)

<sup>6</sup> [Act Watch Notes - April 2017](#)

- <sup>7</sup> [Carers Strategy English](#), [Carers Strategy Welsh](#)  
[Young Carers Strategy - You Tube Select Committee](#)

<sup>8</sup> Report on progress in relation to 'front door' services in Monmouthshire Children's services, June **2016**

<sup>9</sup> Institute of Public Care, Review of Delivering Excellence in Children's Services programme, April 2017  
The Provision of Information, Advice and Assistance in Monmouthshire, Report to Adult Select Committee.

<sup>10</sup>

<sup>11</sup> <https://www.youtube.com/watch?v=aA-j6xXRwIE>

<sup>12</sup> [Dewis Press Release and Launch Photos.docx](#)

- [Telling the Story - evaluation Mardy Park.docx](#) , [Telling the story – My Mates](#), [Telling the Story – My Day My Life](#)

<sup>13</sup> <sup>12</sup>Telling the Story – Mardy Park Photos

<sup>14</sup>

<sup>14</sup> Monmouthshire Integrated Services Performance Report for Gwent Frailty Joint Committee, 2016/17

<sup>15</sup> Head of Children's Services, May 2017

<sup>16</sup> Independent Reviewing Officer Reports – 01/04/16 – 30/09/16 & 01/10/2016- 31/03/2017

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<sup>17</sup> WAO Report into Safeguarding Arrangements in the Kerbcraft Service in Monmouthshire County Council, February 2017

<sup>18</sup> Monmouthshire County Council, Child Protection Co-ordinator, '6 month Child Protection Report, Children on the CPR – the journey in the last 6 months', April 2017

<sup>19</sup>Revenue & Capital Monitoring 2016/17 Outturn Statement, Monmouthshire County Council Cabinet, June 2017

<sup>20</sup> 'The path to sustainability: Funding projections for the NHS in Wales to 2019/20 and and 2030/31' , Toby Watt and Adam Roberts

# Childrens' Social Care in Numbers

## The Context



We spent **£10.1 million** on delivering social care to children

**133** children are looked after



The number of children on the Child Protection Register has risen from **33 to 91**

## How are we doing?



**75%** of childrens' assessments were on time



**2.4%** of children are re-registered on the Child Protection Register

**76%** of children are satisfied with their care



## Outcomes for children



**69%** of children supported by social care achieved the core subject indicator at key stage 2, compared to **94%** of all pupils

**8%** of looked after children had an unplanned school move



Over **60%** of children are supported to remain at home



# Adults' Social Care in Numbers

## The Context



We spent **£29.3 million** on delivering social care to adults

We employ the equivalent of **331** full time staff



We expect **185%** more people age 85 and over living in Monmouthshire in 25 years

## How are we doing?

The average age of people entering residential care is **79**



**89%** of adult protection enquiries are completed within timescales

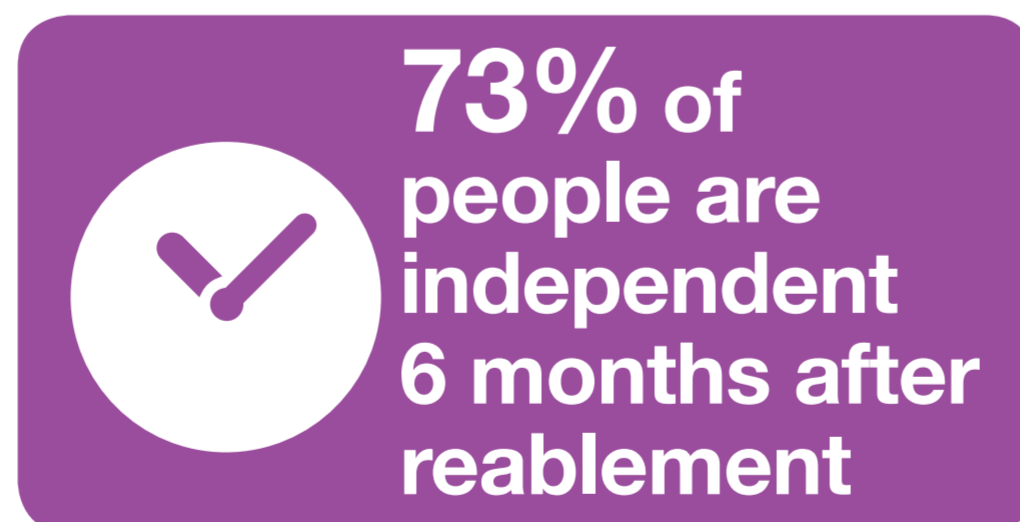
**22** people aged 75 and over were delayed in hospital because social care was unavailable



## Outcomes for adults



**36%** of carers can do the things that matter to them compared to **51%** of people we support

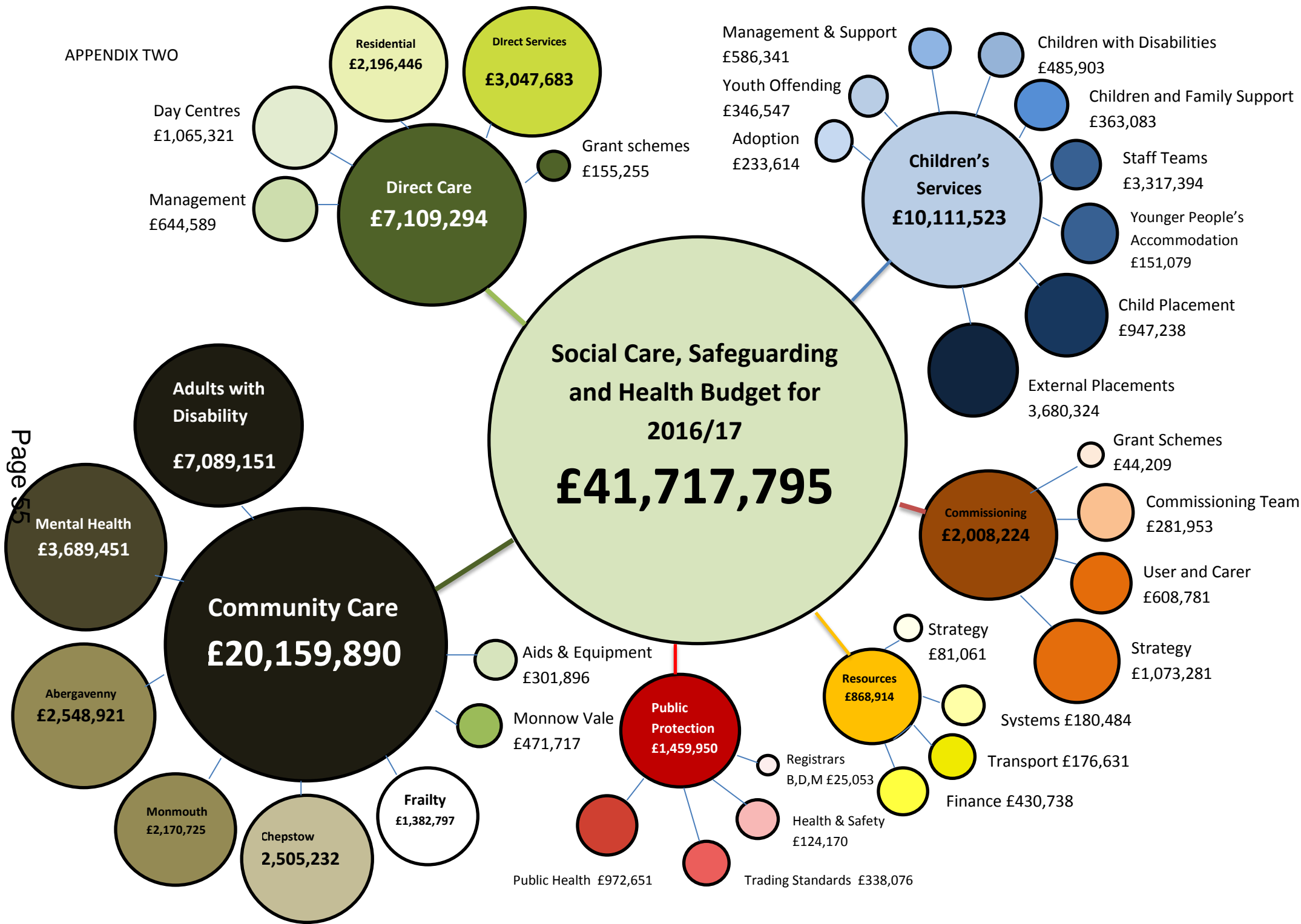


**73%** of people are independent 6 months after reablement



**85%** of adults are satisfied with their care and support





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## REPORT

**SUBJECT: Update and approval of matters arising from the Action Plan - Safeguarding arrangements – Kerbcraft scheme**

**MEETING: Cabinet**

**DATE: 5<sup>th</sup> July 2017**

**DIVISION/WARDS AFFECTED: Countywide**

### 1. PURPOSE

To receive an update and approve matters arising from implementation of the action plan approved by Council on the 20<sup>th</sup> March 2017 (appendix 2 of the report titled ' Wales Audit Office report on safeguarding within the kerbcraft scheme in Monmouthshire County Council').

### 2. RECOMMENDATIONS

- 2.1 That members note the progress made against various items within the action plan reported to Council on the 20<sup>th</sup> March 2017 (appendix 1 attached).
- 2.2 That the new procedure for the provision of kerbcraft training (appendix 2 and 3) be approved.
- 2.3 That members consider feedback from the select committees and decide what action they wish to take – if any.
  - 2.1.1 Explicitly a request from Strong Communities Select Committee that the update to the action plan be reported to Council.
  - 2.1.2 Recommendations arising from the CYP Select Committee – to be completed.
- 2.4 That members note the transfer of the kerbcraft training function and management of the school crossing patrol service to the CYP directorate.

### 3. KEY ISSUES

- 3.1 Following a review by Wales Audit Office (WAO) of the provision of kerbcraft training by MCC staff on behalf of Welsh Government an action plan was reported to Council in March 2017.
- 3.2 Appendix 1 replicates the action plan but in italics under relevant headings an update is provided.
- 3.3 One of the actions requires the preparation and implementation of new procedures for the provision of kerbcraft training and that the future operating model be reported to Cabinet.

- 3.4 During March and April officers reviewed previous and current working arrangements and developed a new procedure for the provision for kerbcraft training.
- 3.5 The new working arrangements are provided in appendices 2 and 3 .However the following points are brought to members' attention.
- 3.6 A major weakness highlighted by WAO was the control and recording of volunteers that supported MCC in the training of children at each school.
- 3.7 Since WAO expressed concern over the management of volunteers in August 2016 none has been used and all kerbcraft training has been provided by MCC kerbcraft trainers occasionally with assistance from school support staff.
- 3.8 The new procedure limits the use of volunteers to six at any one time so the checking and recording of safeguarding information relating to the volunteers becomes much more straightforward (previously records for up to 80 volunteers were required).
- 3.9 This change in procedure along with clear instructions on how the scheme is to be delivered will offer greater confidence that safeguarding is controlled in the provision of this service.
- 3.10 Although included within the Road safety Grant from WG there is synergy between the kerb craft training and school crossing patrol service with the CYP role of support to schools. As a result CYP are now providing the line management function for these services albeit in conjunction with Highways to collate WG returns.

#### **4. REASONS**

- 4.1 The Council's action plan in response to the WAO findings is quite specific and in particular seeks to ensure that members are kept informed on progress with implementation, and its ongoing performance. This report seeks approval of some aspects of the action plan and keeps members' informed of progress with implementation of the action plan.

#### **5. RESOURCE IMPLICATIONS:**

None directly from this report. The kerbcraft scheme is funded and delivered on behalf of Welsh Government. The funding is £56,000 per annum and is incorporated within the WG Road Safety Grant.

#### **6. FUTURE GENERATIONS and EQUALITY ASSESSMENT**

Attached

**SAFEGUARDING ASSESSMENT:** As contained within the body of the report, supporting reports and the FGEA. The Action plan is intended to strengthen safeguarding arrangements surrounding the kerbcraft scheme.



**7. CONSULTEES:**

None

**8. BACKGROUND PAPERS:**

Report to Council on the 20<sup>th</sup> March 2017 titled ' Wales Audit Office report on safeguarding within the kerbcraft scheme in Monmouthshire County Council'.

**9. AUTHORS**

Roger Hoggins, Head of Operations

CONTACT DETAILS: [rogerhoggins@monmouthshire.gov.uk](mailto:rogerhoggins@monmouthshire.gov.uk)

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Subject area and evidence source

Wales Audit Office - Safeguarding arrangements – Kerbcraft scheme – Monmouthshire County Council

WAO Statutory Recommendation made under section 25 of the Public Audit (Wales) Act 2004

**The Council should keep complete records in relation to volunteers, including evidence of DBS checks, occupational health questionnaires, safeguarding training, and reference details.**

Pages 61  
Key issues from WAO report

- Major weakness in volunteer record keeping in the Kerbcraft scheme prior to June 2015
- No central Council database for volunteers to ensure they have had the right pre-employment checks, therefore children are at risk
- Despite improvements made, there remain major weaknesses in the Council’s monitoring and record keeping

Current position

- Internal Audit have undertaken a thorough review of the Council’s arrangements for supporting volunteers, including safeguarding and volunteering. The draft report was issued on 3<sup>rd</sup> March 2017. *2<sup>nd</sup> Draft issued to Head of People’s services w/c 22<sup>nd</sup> May.*
- The Volunteer Toolkit is in place to provide support, consistency and best practice both for volunteers and the staff that support them.
- The Volunteer Network supports the sharing of good practice and ensures a coherent message regarding safeguarding
- An extensive programme of training to volunteer co-ordinators and volunteer leads
- Within Kerbcraft, the SAFE evaluation has identified that training records are held in the form of paper documents by the Road Safety Officer and the Safeguarding Unit has a copy of who has been trained in regard of Service Staff and dates (*confirm that Safeguarding Unit has received the SAFE audit*). However no formal spreadsheet or database is kept of what training has been undertaken and when it is due for renewal.

Actions	Desired Result	Action	Measure or milestone	Accountable Officer	Timescales
	Central database in place for volunteers to ensure there is safe and consistent recording of all pre-employment checks and training	<ul style="list-style-type: none"> <li>Central Data Base Developed</li> <li><i>Awaiting demonstration of proprietary database for central record (Alacrity). In the interim presently spreadsheets being established in each department for all volunteers records.</i></li> <li>Information with every Council volunteer recorded in one place</li> </ul>	<ul style="list-style-type: none"> <li>Database operational</li> <li>Database fully populated</li> </ul>	<p>Chief Officer for Resources</p> <p>Chief Officer for Resources</p>	<p>June 2017</p> <p>June 2017</p>
	High level assurance that effective safeguarding arrangements are in place for volunteers	<ul style="list-style-type: none"> <li>Issue of internal audit report into volunteering. <i>Completed (agreed that recommendations be implemented authority wide – reissued to People Services</i></li> <li>Development of action plan to address any issues within internal audit report</li> <li>Follow up audit to review any issues identified</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of internal audit report at WASCG</li> <li>Action Plan in place</li> <li>Follow up audit undertaken</li> </ul>	<p>Chief Officer for Resources</p> <p>Chief Officer for Resources</p> <p>Chief Officer for Resources</p>	<p>April 2017</p> <p>May 2017</p> <p>January 2018</p>

Clear roles and responsibilities for volunteer co-ordinators in Monmouthshire County Council.	<ul style="list-style-type: none"> <li>Roles including volunteer co-ordination are clearly represented in job descriptions <i>Highlighted for inclusion in appropriate JD's subject to staff consultation</i></li> </ul>	<ul style="list-style-type: none"> <li>Take forward actions from the Internal Audit report</li> </ul>	Chief Officer for Resources	March 2017
	<ul style="list-style-type: none"> <li>All volunteer co-ordinators have the required training <i>2017 Leading volunteers training plan created and being rolled out. Training records for staff are held centrally.</i></li> </ul>	<ul style="list-style-type: none"> <li>Ensure complete training records for all volunteer co-ordinators</li> </ul>	Chief Officer for Resources	March 2017

Page 63 WAO Statutory Recommendation made under section 25 of the Public Audit (Wales) Act 2004	<p><b>The Council should develop specific internal guidance and procedures for the operation of its Kerbcraft scheme so that staff are clear about how the scheme should operate.</b></p>
Key issues from WAO report	<ul style="list-style-type: none"> <li>No appropriate controls were in place for the operation of the scheme from September 2012 to June 2015</li> <li>As at June 2016, no specific guidance was in place for staff operating Kerbcraft to which they could be held accountable</li> <li>No adequate assurance arrangements in place</li> <li>The Council's Internal Audit has not reviewed Kerbcraft since its suspension in July 2015</li> <li>No formal operating framework in place for the scheme</li> </ul>
Current position	<ul style="list-style-type: none"> <li>Kerbcraft has operated without volunteering input since August 2016</li> <li>New management arrangements are in place and a review of the operating model is underway</li> <li>A SAFE audit completed and an action plan in place to address safeguarding gaps.</li> </ul>

## Actions

Desired Result	Action	Measures or milestones	Accountable Officer	Timescales
A sustainable operating model is in place	<ul style="list-style-type: none"> <li>Appraise the options for the future operating model for Kerbcraft</li> </ul>	<ul style="list-style-type: none"> <li>Option appraisal undertaken</li> </ul>	Chief Officer for Operations	April 2017
	<ul style="list-style-type: none"> <li>Recommend future operating model to Cabinet <i>Option appraisal undertaken and new procedure prepared (appendix 1). Reporting to Strong Communities Select committee in June prior to Cabinet report in July (Cabinet date slipped due to purdah)</i></li> </ul>	<ul style="list-style-type: none"> <li>Operating model approved by Cabinet</li> </ul>	Chief Officer for Operations	June 2017
Clarity of roles and responsibilities of those working within Kerbcraft	<ul style="list-style-type: none"> <li>Operating model will set out clear role profiles, competencies <i>New procedure prepared and JD's updated to reflect roles</i></li> </ul>	<ul style="list-style-type: none"> <li>Framework embedded in the policy development process of the council</li> </ul>	Chief Officer for Operations	June 2016
Clear safeguarding procedures are in place to give assurance on Kerbcraft operations	<ul style="list-style-type: none"> <li>Assurance by Internal Audit on the effectiveness of Kerbcraft <i>Audit scope approved and underway</i></li> </ul>	<ul style="list-style-type: none"> <li>Audit field work completed</li> </ul>	Chief Internal Auditor Chief Officer for Operations	April 2017
	<ul style="list-style-type: none"> <li>Implementation of all actions identified in the SAFE action plan <i>New procedure developed</i></li> </ul>	<ul style="list-style-type: none"> <li>All actions identified completed</li> </ul>	Chief Officer for Operations	June 2017
		<ul style="list-style-type: none"> <li>Action plan in place and</li> </ul>	Chief Internal Auditor	September 2017

		<ul style="list-style-type: none"> <li>Implement an action plan to address any issues identified in the audit</li> <li>Undertake a follow up audit if indicated</li> </ul>	<p>considered at appropriate officer and Member committees</p> <ul style="list-style-type: none"> <li>Audit fieldwork undertaken</li> </ul>	Chief Internal Auditor	April 2018
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WAO Statutory Recommendation made under Section 25 of the Public Audit (Wales) Act 2004 Page 66	<p><b>The Council should establish effective performance management and scrutiny arrangements for the Kerbcraft scheme and clarify the roles of the Safeguarding and Quality Assurance Unit and Internal Audit in those arrangements.</b></p>
Key Issues from WAO Report	<ul style="list-style-type: none"> <li>There were no reports to Members regarding the transfer of responsibility for Kerbcraft to Monmouthshire County Council</li> <li>The Council does not receive reports on how the scheme is operating and whether it is achieving its objectives</li> <li>Lack of effective oversight of the scheme</li> <li>Internal Audit has not been asked to review the service</li> <li>Concerns regarding the scheme's operations were not raised with the Council's Cabinet</li> </ul>
Current Position	<ul style="list-style-type: none"> <li>There has been no reporting on Kerbcraft performance to any select committee since the scheme transferred to the Council</li> <li>As the scheme is funded by a Welsh Government specific grant, there are quarterly returns to Welsh Government on performance, e.g. number of children who participate and achieve outcomes</li> <li>The Safeguarding and Quality Assurance Unit has a role with Kerbcraft and other service areas which supports self evaluation and improvement. It has supported the service responsible for Kerbcraft to complete a SAFE audit, develop an action plan and is providing some support to complete the identified actions. The Unit is not resourced to provide this high</li> </ul>

	<p>level of support to all parts of the Council, or to Kerbcraft on an ongoing basis. The long term relationship will be one of high level support and assurance, reporting any issues to the Whole Authority Safeguarding Co-ordinating Group.</p> <ul style="list-style-type: none"> <li>Internal Audit has planned but not yet undertaken an audit of Kerbcraft.</li> </ul>				
	Desired Result	Action	Measure or Milestones	Responsible Officer	Timescale
	Effective governance arrangements for the political reporting of Kerbcraft performance	<ul style="list-style-type: none"> <li>Determine a Select Committee to hold officers and Cabinet Member to account for delivery of the actions to implement these recommendations and for the ongoing performance of Kerbcraft</li> </ul>	<ul style="list-style-type: none"> <li>Select Committee confirmed and first report received</li> </ul>	Chief Officer for Operations	June 2017
		<ul style="list-style-type: none"> <li>Report on delivery of WAO recommendations to Audit Committee and Cabinet on a biannual basis until there is high level assurance that performance has improved and risks have been reduced</li> </ul>	<ul style="list-style-type: none"> <li>Report on progress with this action plan to audit committee</li> </ul>	Chief Officer for Operations	July 2017
	Clear relationship articulated between Internal Audit and Safeguarding and Quality Assurance Unit	<ul style="list-style-type: none"> <li>Memorandum of Understanding between Internal Audit and Safeguarding and Quality Assurance Unit which sets out the respective roles in assuring the effectiveness of safeguarding.</li> </ul>	<ul style="list-style-type: none"> <li>Memorandum of Understanding in place and agreed by Senior Leadership Team</li> </ul>	Chief Internal Auditor/ Chief Officer for Social Care and Health	April 2017
	Performance Measures for Kerbcraft which demonstrate how effectively the	<ul style="list-style-type: none"> <li>Performance measures developed</li> </ul>	<ul style="list-style-type: none"> <li>Measures in place</li> </ul>	Chief Officer for Operations	April 2017
		<ul style="list-style-type: none"> <li>Scrutiny by the appropriate select committee</li> </ul>	<ul style="list-style-type: none"> <li>Select committee</li> </ul>	Chief Officer for Operations	June 2017 and



	service purposes are met		scrutiny of performance		thereafter on at least an annual basis
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## Kerbcraft (Road Safety Training) – Policy &amp; Procedures

The Kerbcraft (Road Safety Training) service provides essential road safety training for 5 – 7 year old primary school children. The scheme is designed to teach pedestrian skills by means of practical road side training rather than teaching in the classroom. The training is built around teaching 3 skills; choosing safe places and routes; crossing safely at parked cars and crossing safely near junctions. The scheme examines risk, hazard and danger, and through coaching, children understand and learn at a very early age the necessary skills to be safer when walking.

Key Procedures

- Contact school/head teacher to arrange a meeting to discuss the establishment of the Kerbcraft program, identify pupil numbers, year group of children to be trained and contact details of lead teacher.
- Arrange to meet lead teacher to discuss delivery of Kerbcraft and agree training day and delivery programme. School to provide register of children and identify children that are on a Special Educational Programme.
- Prior to beginning training, visit site and carry out a survey of streets/roads surrounding the school to identify and assess training routes and locations. Site risk assessments will need to be carried out to determine appropriate training locations and retained on the school file.
- Permission will be sought from parents of the children due to be trained, permission forms will be sent home via the school? In addition to permissions an information letter will be sent incorporating an outline of the scheme and how the scheme safeguards children. No training will take place until appropriate permissions have been received.
- Collect parent permission slips form school which will be checked, scanned and filed securely. Update register, scan and retain on school file. Ensure either copies or the original permission slips are retained by the school
- Provide check list (to include DBS, Safeguarding training, Health Check etc. as per Kerbcraft Volunteer Checklist) of volunteers and training co-ordinators for the Head Teacher for approval and retention in the school.
- All staff providing training will be required to complete and be in a position to provide proof of;
  - Safeguarding Level 1 training (to be refreshed every 3 years)
  - Enhanced DBS with Children Barred list check (to be reapplied for every 3 years)
- Request Head Teacher or designated member of staff to formally confirm (in writing) agreement to commence training.
- Turn up at school at the prearranged time/date, undertake training in accordance with “kerbcraft” training manual. Check & assess training route using the Training Day Risk

Assessment Pro Forma prior to the training, identify issues and additional controls where appropriate, if route is not appropriate utilise previously identified route/location. If route is not acceptable due to site issues or inclement weather suspend training – inform volunteers and school and if appropriate, organise alternative training at School.

- Meet with volunteers following inspection and prior to training at the School to brief volunteers and Q&A
- Register at school
- Update childrens training register
- Undertake training in accordance with the Kerbcraft manual
- Whilst training takes place all officers/volunteers must be mindful of safeguarding, should a case be identified, Officers must follow the procedures set out in the Safeguarding Policy, and report the case to the identified Designated Officer.
- Assess children and address any problems that have not been addressed during the scheme, using standard pro forma, parental questionnaires etc. Collect and collate feedback forms, scan and file accordingly.
- Evaluate feedback forms to ascertain effectiveness of scheme, identify and address any issues that arise.
- Arrange Kerbcraft certificate assembly

**APPENDIX 3****Monmouthshire County Council****Traffic & Development, Road Safety Education, Training & Promotion****Implementation of Kerbcraft in Schools****Procedure / Checklist**

<b>School</b>				
<b>Year</b>				

Week		Action / Activity	Date Actioned	Actioned By	Comments
1	1	Visit school and carry out a survey of street/roads surrounding the school to identify and assess training routes & locations			
1	2	Assess travelling time from School to training route & locations			
1	3	Carry out detailed Risk Assessment of surveyed routes & locations for training retain on School File			
1	4	Make contact with School / Head teacher to arrange meeting to discuss the establishment of Kerbcraft Training and identify numbers, year group of children to be trained and contact details of lead teacher.			
2	5	Arrange to meet lead teacher to discuss delivery of Kerbcraft and agree training day and delivery programme School to provide register of children and identify children that are on a Special Educational Programme			

2	6	Carry out 1 : 1 training with SEP staff			
2	7	Arrange for permission letters & Volunteering letters to be sent out (via the School) to Parents.			
3	8	Collect parent permission slips from School and update register and retain on file. Ensure permission slips (copy/original) are retained by School.			
3	9	Collect volunteer permission slips from school and contact (Standard letter) volunteers outlining the scheme, the commitment (16 weeks) etc. and request confirmation of their commitment to the scheme			
4	10	Arrange to meet volunteers to outline the scheme and MCC volunteering requirements; DBS, Volunteer Health Questionnaire, Safeguarding & References etc.			
4	11	Update volunteer database with current DBS, safeguarding, health checks where appropriate			
4	12	Arrange for DBS checks for those who do not have a DBS and update database (Reference MCC Volunteer Toolkit)			
4	13	Arrange for Safeguarding Training for those volunteers not trained and update database when completed (Reference MCC Volunteer Toolkit)			
4	14	Arrange Volunteer Health Questionnaire to be completed and sent to HR (Dawn Hathaway) and update database when completed (Reference MCC Volunteer Toolkit)			
5	15	Arrange Volunteer training at School and Practical session on street/road			
	16	Provide check list (to include DBS, Safeguarding training, Health Check etc. as per Kerbcraft Volunteer Checklist) of			

		volunteers and training co-ordinators for the Head Teacher for approval and retention in the School.			
	17	Request Head Teacher or designated member of staff to formally confirm agreement to commence training.			
6 -18	18	Commence Training;			
		Training Day Procedure/Checklist			
		a	Check & assess training route using the Training Day Risk Assessment Pro Forma prior to the training, identify issues and additional controls where appropriate, if route is not appropriate utilise previously identified route/location. If route is not acceptable due to site issues or inclement weather suspend training – inform volunteers and school and if appropriate organise alternative training at School		
		b	Meet with volunteers following inspection and prior to training at the School to brief volunteers and Q&A		
		c	Register at School		
		d	Update Children’s Training Register		
		e	Update Volunteer Training Register		
6-9	19	Train children in Finding Safe Places and Routes to Cross			
10-13	20	Train children in Crossing Between Parked Cars			
14-17	21	Train the children in Coping with Junctions			

18	22	Assess children and address any problems that have not been addressed during the scheme, using standard pro forma, parental questionnaires etc.			
18	23	Arrange School Kerbcraft Certificate Assembly and thank you to volunteers.			
	24	Undertake Training Evaluation			





## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Roger Hoggins</p> <p><b>Phone no:</b></p> <p><b>E-mail:</b> rogerhoggins@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To Update on Safeguarding arrangements within the Kerbcraft scheme</p>
<p><b>Name of Service</b></p> <p>Operations</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>7<sup>th</sup> June 2017</p>





***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***


**Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	x	x
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	x	x

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Young people in Monmouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe	A robust system will be in place and ensure any previous weakness in structure, steer and practice and accountability is addressed
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Young people in Monmouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe	A robust system will be in place and ensure any previous weakness in structure, steer and practice and accountability is addressed
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The improvements will support people in being and feeling safe	A robust system will be in place and ensure any previous weakness in structure, steer and practice and accountability is addressed
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	x	x
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The improvements to the service delivered does not discriminate but will support everyone across all ages, religions, race and cultures	A robust system will be in place and ensure any previous weakness in structure, steer and practice and accountability is addressed

## 2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The action plan clearly sets out the expectations of those working for or on behalf of the Council, to deliver the new approach to Kerbcraft, and in line with this, expectations of those accountable within the authority in assuring this is delivered.</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The action plan clearly sets out the expectations of those working for or on behalf of the Council, to deliver the new approach to Kerbcraft, and in line with this, expectations of those accountable within the authority in assuring this is delivered.</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The action plan clearly sets out the expectations of those working for or on behalf of the Council, to deliver the new approach to Kerbcraft, and in line with this, expectations of those accountable within the authority in assuring this is delivered.</p>	<p>N/A</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The action plan will be delivered through existing resources but the intention is to prevent problems in safeguarding occurring.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Authority / volunteer /external provider working should be strengthened. This should impact on individuals and communities.</p>	<p>N/A</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Nothing additional	None	N/A
Disability	Nothing additional	Nothing additional	N/A
Gender reassignment	Nothing additional	Nothing additional	N/A
Marriage or civil partnership	Nothing additional	Nothing additional	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	Nothing additional	Nothing additional	N/A
Race	Nothing additional	Nothing additional	N/A
Religion or Belief	Nothing additional	Nothing additional	N/A
Sex	Nothing additional	Nothing additional	N/A
Sexual Orientation	Nothing additional	Nothing additional	N/A
Welsh Language	Nothing additional	Nothing additional	N/A

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4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Young people in Monmouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe	None – the policy is to improve safeguarding	N/A

Corporate Parenting	N/A	N/A	N/A
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**5. What evidence and data has informed the development of your proposal?**

Council Minutes March 2017  
WAO Report 2017

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

None

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**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

What are you going to do	When are you going to do it?	Who is responsible	Progress
None			

**8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.**

The impacts of this proposal will be evaluated on:	Annually by report to select committee
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**9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Strong Communities Select	June 2017	

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**SUBJECT: YOUTH ENTERPRISE – EUROPEAN STRUCTURAL FUND (ESF) PROGRAMMES - INSPIRE2WORK EXTENSION**

**MEETING: Cabinet**

**DATE: 5<sup>th</sup> July 2017**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

- 1.1** Further to Cabinet approval for the implementation of the Inspire2Work (I2W) programme in [March 2016](#), Youth Enterprise requests in principle support for additional match funding from Authority Invest to Redesign reserves. This funding will enable the enhanced delivery of the existing I2W programme which provides post 16 support, intervention and employment opportunities utilising European Structural Fund (ESF) monies.

**2. RECOMMENDATIONS:**

- 2.1** Further to endorsement by the Economy and Development Select Committee on the 13<sup>th</sup> June 2017, a Cabinet decision is sought to approve the release of additional match funding from the Invest to Redesign reserves for the next three years to January 2020, enabling support for an additional 120 participants across an extended 18-24 age range. The funding will enable the extension of the existing team to include an Employability Officer and administrative apprenticeship opportunity, both of which will be fixed term contracts until the end of the project. The Employability Officer duties will be extended to other programmes, across additional funding streams, on a timesheet basis.

**3. KEY ISSUES:**

- 3.1** The current I2W programme for 16-18 year olds was approved by Cabinet in March 2016 for three years at total project cost of £381,601 split between 45% ESF of £171,720 and 55% MCC match funding of £209,881.
- 3.2** Following the delayed final approval of the programme in February 2017 one of the project's original partners, Melin Homes, has withdrawn from the project. This provides an opportunity for the Authority to extend its current programme provision beyond 16-18 year olds to 16-24 year olds.
- 3.3** Members have previously been made aware that Welsh Government has implemented the Youth Engagement and Progression Framework 2013, which provides a delivery model centred on the needs of young people identifying six key areas for achieving better outcomes for young people. The principles of the framework is embedded in the I2W programme and is designed to secure added value whilst reflecting the needs and aspirations of Monmouthshire's young people and the Authority's Single Integrated Plan.

**4. REASONS:**

- 4.1** Inspire2Work enables Not in Education, Employment or Training (NEET) 16 -24 year olds to gain a range of skills, qualifications and meaningful work placements to feel confident and motivated to enter into sustainable employment or further learning. Outcomes include; NEET young people gaining qualifications upon leaving; NEET young people in education or training upon leaving and NEET young people entering employment upon leaving.
- 4.2** Positive Progression from I2W will include work-based learning, engagement and traineeship programmes which are delivered by Youth Enterprise through Torfaen Training and the Authority's YPrentis Shared Apprenticeship Construction Scheme.

**5. RESOURCE IMPLICATIONS:**

**5.1** ESF programmes require 55% of total project costs to be match funded. The current project funding for I2W over three years is £381,601 ESF £171,720 with Authority match funding provision of £209,881. The enhanced delivery programme will incur circa an additional £180,652 additional cost over the the lifetime of project, consisting of £81,293 ESF and £99,359 match funding. In real terms the additional match funding requirement from Authority reserves will be circa £75,000 broken down as follows: Year One £17,000; Year Two £38,000 and Year Three £20,000. The remaining match funding will be made up from surplus FR40 grant from the project.

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

**6.1** The programme will improve provision, opportunities and outcomes to those targeted. This includes vulnerable young people; young carers, young parents, homeless, care leavers, young offenders as well as young people economically inactive and furthest from the labour market.

**7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

**7.1** The report outlines Youth Enterprise's aims to continue pre and post 16 services in order for them to remain accessible, safe, available and relevant to the young people of Monmouthshire.

**8. CONSULTEES:**

Senior Leadership Team

**9. BACKGROUND PAPERS:**

Future Generations Evaluation	(Appendix 1)
Inspire2Work Project Costs	(Appendix 2)
Invest to Redesign earmarked reserves	(Appendix 3)

**10. AUTHOR:**

Hannah Jones, MCC Youth Enterprise Manager

**11. CONTACT DETAILS:**

**Tel: 07738 340418**

**E-mail: [hannahjones@monmouthshire.gov.uk](mailto:hannahjones@monmouthshire.gov.uk)**



monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Hannah Jones</p> <p><b>Phone no:</b> 07738 340 418 <b>E-mail:</b> hannahjones@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <ul style="list-style-type: none"> <li>To implement the Inspire2Work programme enabling a reduction in the number of young people aged 16 -24 years who are NEET( not in education, employment or training)</li> </ul>
<p><b>Name of Service:</b> Enterprise/Youth Enterprise Team</p>	<p><b>Date Future Generations Evaluation</b> 1<sup>st</sup> June 2017</p>

*NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc*

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**Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The aim of the programme is to create the conditions for young people most at risk to thrive. It will enable young people to feel confident and capable to engage in school with peers and others and enjoy the curriculum. It will support young people to make the right choices to move into further education, employment and training. The programmes will equip young people with the appropriate skills to manage and sustain further education, employment and training.</p>	<p>Developing bespoke interventions and support packages to support the learner's needs.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The programmes will work within the Environmental Sustainability Objectives set by WEFO( Welsh European Funding Office) and deliver to the indicators set for an ESF(European Structural Funding) Youth Employment and Attainment priority. The programmes will address issues such as waste, recycling, minimize energy usage and efficient use of such resources, whilst also raising awareness of environmental issues and healthy lifestyles. They will also provide targeted environmental education training, including potential for accreditation.</p>	<p>Sharing expertise, networks and resources will ensure a good provision for our young people.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The Inspire2Work team will work with young people, supporting them to overcome health and wellbeing barriers by either delivering health or wellbeing workshops and/or support, linking learners with health care professionals, organisations and networks and other health and wellbeing services. The young people's health and wellbeing is a crucial element to reducing their overall risk of becoming NEET.</p>	<p>The one to one support from teams will enable us to identify and address individual need. Setting agreed goals and reinforcing recognition and achievements. A reduction in the barriers to participation is a key element of the programmes enabling young people to be engaged, supported and valued. The level of support offered will be high and consistent.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The programmes will encourage safe and appropriate use of IT and the internet, developing young peoples' ICT literacy skills, preparing them for further learning, education and training.</p> <p>The programmes will link to the wider community, helping young people be active citizens in their community and have a greater awareness of community safety.</p>	<p>Encourage safer use of the internet and raise awareness of the harmful effects and consequences of inappropriate use of social media</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The programmes are funded by the ESF and the managing authority is WEFO.ESF has undertaken a full Socio Economic Analysis to identify needs, challenges and opportunities across Wales. It will incorporate ESDGC (Education, Sustainable Development and Global Citizenship) elements enable young people to become globally responsible citizens.</p>	<p>Working closely with our Local Authority partners and Careers Wales we will share resources and good practices to ensure young people have the best opportunities to engage in global well –being and how this impact’s on their community.</p>
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The programmes will ensure that all marketing, publications and printed literature is available bilingually where appropriate. The programmes will conform to the Welsh Language Legislation Welsh Language Wales Measure 2011 and accompanying welsh language standards. The Eisteddfod will be in Abergavenny in 2016, therefore we will encourage young people on the programme to get involved and support the event.</p>	<p>Encouraging young people to embrace the vibrant welsh culture and language.</p>
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>The programme will develop effective ways to engage and provide support for those individuals regardless of ethnic origin, gender, disability sexual orientation or religion to ensure all young people actively participate in and benefit from the programme. The programme will follow WEFO’s guidance and the LA Equal Opportunity’s Policy which stipulates how staff can best promote equality of opportunity and outcomes for young people regardless of age, race, ethnicity and disability.</p>	<p>All of our policies and procedures are guided by the current local and national equal opportunities guidance and legislation.</p>

## 2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p>	<p>The long term plan for the future is that young people that have engaged in Inspire2Work will remain in education, employment or training and their risk of becoming NEET is reduced. This will reduce the likelihood of future or continuing poverty amongst young people. It will also deliver improved health and well-being for young people, whilst also instilling a work ethic for young people and seeing aspiration levels rise.</p>	<p>With the financial investment from the Local Authority into this 3 year programme, the aim is to develop resilience in the 'most at risk' NEET young people, so that as their confidence and skills develops, they will be able to progress, either achieving specified softer outcomes or progressing into further employment.</p> <p>We therefore anticipate that over the life of the programmes the number most at risk of NEET and who are NEET will reduce due to the success of the programmes.</p>
 <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	<p>The Inspire2Work is a regional programme. Newport City Council is the lead beneficiary, working with the following joint beneficiaries; City of Cardiff County Council, Monmouthshire County Council, The Vale of Glamorgan Council and Llamau.</p>	
 <p>Involving those with an interest and seeking their views</p> <p><b>Involvement</b></p>	<p>The programmes will involve learners in the design, delivery, evaluation and redesign of the learning experiences. As part of the learning journey, the team understands the necessity for bespoke learning opportunities involving the learner and fostering shared responsibility and autonomy of the learner as well as constant progress.</p>	<p>The programme will discuss at point of referral the learners' needs, vocational pathways and training route options. It will provide formative reviews of the learner experience, carry out Learner Voice questionnaires, have informal discussions and feedback during the programme and end of programme evaluations.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p><b>Prevention</b></p>	<p>The Inspire2Work programme is both preventative initiative to enable the reduction in the risk of young people becoming NEET and reduction in the number of young people who are NEET.</p> <p>It is anticipated that the long term impact of the programmes will challenge behaviours, actions and attitudes, subsequently establishing firm foundations on which to support in the future and provide generic skills.</p>	<p>The programmes will be monitored and reviewed on a quarterly basis to ensure targets are on track and then young people feel the programmes are meeting their needs and expectations.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p><b>Integration</b></p>	<p>The programmes will work with young people, supporting them to overcome health and wellbeing barriers by either delivering health and wellbeing programmes and/or support, linking young people with health care professionals, organisations and networks and other health and wellbeing services. The young peoples' health and wellbeing is a crucial element to reducing their overall risk of becoming NEET.</p>	<p>The programmes will be monitored and reviewed through amount of referrals to speclaist support for emotional wellbeing; progress of each young person during the programme and through termly discussions with other professionals within the school community.</p>

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We aim to engage with young people 11-24years most at risk of becoming NEET (not in education, employment or training) or who are NEET.	None identified	N/A
Disability	We aim to engage and support young people to meet with individual needs without discrimination.	None identified	N/A
Gender reassignment	We aim to provide a provision which is inclusive for transgender people and groups We will address any issues in regards to work placements, employment and training opportunities.	None identified	N/A
Marriage or civil partnership	Not applicable	None identified	N/A
Pregnancy or maternity	Risk assessment will be in place for pregnant young people ensures all health and safety measures have been addressed and the well-being of the young person is paramount.	None identified	N/A
Race	Young people referred onto the Inspire2Work programme will be given the same opportunities regardless of race. The relevant support will be provided to meet individual needs	None identified	N/A



Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Religion or Belief	We aim to offer bespoke packages of support that will take into account young peoples' religion and religious beliefs.	None identified	N/A
Sex	We aim to offer opportunities that will take into account individual needs regardless of sex.	None identified	N/A
Sexual Orientation	We aim to offer opportunities that will take into account individual needs regardless of sexual orientation.	None identified	N/A
Welsh Language	We will adhere to the Welsh Government Welsh Language Policy. We will aim to provide bilingual learning opportunities if there is a need.	None identified	N/A

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4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?

Safeguarding	Safeguarding is a priority, young people on the programmes will have a multiple barriers and are vulnerable individuals. All staff and volunteers have completed the Safeguarding level 1. The programme will link with the TAF system and monthly multi-agency meetings in schools.	None identified	N/A
Corporate Parenting	Inspire2Work programme targets young people who are looked after children (LAC) and care leavers. We aim to provide a tailor package which is flexible to their needs and circumstances.	None identified	N/A

**5. What evidence and data has informed the development of your proposal?**

The following data has identified and informed the need to develop the Inspire2Achieve programme;

- The Local Authority Early Identification process identifying young people most at risk in key stage 3 and 4.
- The Careers Wales 5 Tier model data, identifying young people 16 -18 years in tier 4 who are in education, employment or training yet are at risk due to circumstances.
- Young people 19 -24 years who are vulnerable and are still in education.

The following data has identified and informed the need to develop the Inspire2Work programme;

- The Careers Wales 5 Tier model data young people in tier 1 and 2 of the system who are NEET
- NOMIS figures identifying the number of 19 -24 year olds that claim job seeker allowance
- 16 -24 vulnerable groups identified through local partnership forums.

The work of the 14 -19 Curriculum Group, Multi-Agency Meetings, Post 16 Steering Group and the Keeping in Touch have identified the need for further intervention for those most vulnerable to participate and engage in the curriculum and sustain future education, employment and training.

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

It is anticipated that the Inspire2Work programme will have a positive impact on the young peoples' social, emotional, health and wellbeing, education and skills. This will develop their resilience and improve their life chances. This proposal does acknowledge that due to personal, social and educational barriers, not every young person will progress into full time education, training or employment.

**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

What are you going to do	When are you going to do it?	Who is responsible	Progress
Implementation of the Inspire2Work programme	February 2017	Hannah Jones	Programme Started

**8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.**

The impacts of this proposal will be evaluated on:	March 2018
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**9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
03	Departmental Management Team (DMT)	18 <sup>th</sup> August 2015	.Approved by DMT no further amendments
	Children and Young Peoples Select Committee	17 <sup>th</sup> September 2015	Costings to be broken down per year for ESF funding and match funding for future reports
	Cabinet	2 <sup>nd</sup> March 2016	Inspire to Work and Inspire to Work programmes approved
	Economy and Development Select Committee	13 <sup>th</sup> June 2017	Inspire2Work Extension approved
	Cabinet	5 <sup>th</sup> July 2017	Inspire2Work Extension

# Inspire 2 Work

## Inspire2Work Costings

## Appendix 2

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	Current		Enhanced		Current		Enhanced		Current		Enhanced	
	17-18		18-19		19-20		19-20		Total		Total	
	Y1		Y2		Y3		Y3		Total		Total	
Delivery	£ 69,665.37	£ 85,848.17	£ 73,066.84	£ 113,187.83	£ 56,701.49	£ 87,739.07	£ 56,701.49	£ 87,739.07	£ 199,433.70	£ 286,775.07	£ 199,433.70	£ 286,775.07
Management	£ 23,249.04	£ 30,438.00	£ 24,448.73	£ 41,702.24	£ 25,440.67	£ 42,694.17	£ 25,440.67	£ 42,694.17	£ 73,138.44	£ 114,834.41	£ 73,138.44	£ 114,834.41
<b>Staff Total</b>	<b>£ 92,914.41</b>	<b>£ 116,286.17</b>	<b>£ 97,515.57</b>	<b>£ 154,890.06</b>	<b>£ 82,142.16</b>	<b>£ 130,433.25</b>	<b>£ 82,142.16</b>	<b>£ 130,433.25</b>	<b>£ 272,572.14</b>	<b>£ 401,609.48</b>	<b>£ 272,572.14</b>	<b>£ 401,609.48</b>
FR40	£ 37,165.76	£ 46,514.47	£ 39,006.23	£ 61,956.03	£ 32,856.87	£ 52,173.30	£ 32,856.87	£ 52,173.30	£ 109,028.86	£ 160,643.79	£ 109,028.86	£ 160,643.79
<b>TOTAL</b>	<b>£ 130,080.17</b>	<b>£ 162,800.63</b>	<b>£ 136,521.80</b>	<b>£ 216,846.09</b>	<b>£ 114,999.03</b>	<b>£ 182,606.54</b>	<b>£ 114,999.03</b>	<b>£ 182,606.54</b>	<b>£ 381,601.00</b>	<b>£ 562,253.27</b>	<b>£ 381,601.00</b>	<b>£ 562,253.27</b>
ESF	£ 58,536.08	£ 73,260.29	£ 61,434.81	£ 97,580.74	£ 51,749.56	£ 82,172.94	£ 51,749.56	£ 82,172.94	£ 171,720.45	£ 253,013.97	£ 171,720.45	£ 253,013.97
MF	£ 71,544.09	£ 89,540.35	£ 75,086.99	£ 119,265.35	£ 63,249.47	£ 100,433.60	£ 63,249.47	£ 100,433.60	£ 209,880.55	£ 309,239.30	£ 209,880.55	£ 309,239.30
No. of Participants	48	88	48	88	46	86	46	86	142	262	142	262
Unit Cost	£ 2,710.00	£ 1,850.01	£ 2,844.20	£ 2,464.16	£ 2,499.98	£ 2,123.33	£ 2,499.98	£ 2,123.33	£ 2,687.33	£ 2,146.00	£ 2,687.33	£ 2,146.00

### **Appendix 3 – Invest to Redesign earmarked reserves for Inspire2Work Extension**

The Inspire2Work programme fully aligns with the strategic direction of the Authority in addressing the priority that 'Nobody Gets left behind'. It also addresses the 'Well Being Objective' to 'Provide children and young people with the best start in life to help them achieve better outcomes'.

This enhancement not only enables us to extend our offer by bringing in additional ESF funding to the County but will also provide an additional resource and additional opportunities in the form of an Employability Officer and an administrative apprenticeship. As the funding is time limited, the posts funded as a result will be fixed contract. These posts will enable us to draw in and manage additional funds such as the Employability Grant from Welsh Government which will equate to circa £150k over 2 years and will not require additional match funding.

The use of reserve funding is consistent with the protocol. We have explored existing budgets, however this is not an option due to no surplus funds within Youth Enterprise. We have secured 45% of the project costs from the European Structural Fund. This is not an on-going expenditure, it will be for the lifetime of the project. The 45% has been secured by Newport City Council our Lead Beneficiary and approved by WEFO for the project duration. The grant offer letter for the existing scheme of work of the project has been signed off by the Head of Business and Economy. The project extension will increase delivery and capacity will bring added value to the project as a whole, reducing the unit cost per participant.

Rationale for the reserve is to redesign our services for young people 16 -24 years, improve access to employment, training and apprenticeships, linking with our existing and creating new local business network. Enabling young people to gain higher paid employment, offering employability courses and qualifications. Enabling the team to develop an Employability model/structure fit for the future in Monmouthshire, complimenting and enriching existing programmes within the local, private and third sector. Linking with the City Deal region opportunities and networks for future growth. Also to support those young people furthest from the labour market, to acquire the skills and experience to gain and maintain sustainable employment. This will directly support an additional 120 young people on the Inspire2Work programme over its duration period, whilst the increased capacity will enable the team to explore further funding opportunities to support additional young people outside of the Inspire2Work programme.

#### **Business Case Justification**

The project fully aligns with the strategic direction of the Authority in addressing the priority that 'Nobody Gets left behind'. It also addresses the 'Well Being Objective' to 'Provide children and young people with the best start in life to help them achieve better outcomes'.

This also aligns with the following

- Monmouthshire Business Growth and Enterprise Strategy 2014 -2020 – Nurturing Youth Enterprise and Entrepreneurship
- Single Integrated Plan( SIP) Outcome 8A – Improve access to job opportunities especially young people

- SIP performance indicator: Unemployed persons as a % of the economically active population aged 18 -24. Current level of 11.3%, with a target to reduce this to 9.5% by the end of the programme.
- Monmouthshire NEET Reduction Strategy 2015 -2018

As stated any savings made as a result of this investment will be paid back to reserves. The programme is not proposing to acquire reserve funds beyond that which is required, and as such is expecting to utilise all of the reserve funds granted. However, if alternative grants become available that are eligible to be used as match funding these will be used in place of reserve funds. Any reserve funds leftover as a consequence of this will be returned upon completion of the Inspire2Work programme, and any necessary compliance checks relating to the programme.

## MONMOUTHSHIRE COUNTY COUNCIL REPORT

<b>SUBJECT:</b>	<b>APPOINTMENTS TO OUTSIDE BODIES – Category 'B'</b>
<b>DIRECTORATE:</b>	<b>Chief Executive</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>5<sup>th</sup> July 2017</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

### 1. PURPOSE:

- 1.1 To appoint representatives to serve on outside bodies joint committees.

### 2. RECOMMENDATIONS:

- 2.1 That Cabinet make appointments to the outside bodies joint committees set out in the attached schedule.

### 3. REASONS:

- 3.1 A schedule of appointments to outside bodies is attached. With some exceptions, appointments are normally made for the term of the Council

### 4. RESOURCE IMPLICATIONS:

- 4.1 In most cases members will be able to claim travel allowances from the County Council. In some cases these expenses are payable by the appropriate outside body.

### 5. CONSULTATION:

None

### 6. BACKGROUND PAPERS:

List of Appointments to Outside Bodies – Category B

### 7. AUTHOR:

#### CONTACT DETAILS:

**Telephone:** Nicola Perry, Senior Democracy Officer

**Email:** nicolaperry@monmouthshire.gov.uk





Category 'B' – Joint Committees - Appointments made by the Cabinet

No.	Body	Term of Office	Source of Members Allowances	No. of Reps	Name of Councillor Appointed	Appointed at Cabinet
1	Gwent Joint Records Committee	Term of Council	Council	2	Councillor D. Edwards Councillor R.J.Higginson	6 <sup>th</sup> June 2012 6 <sup>th</sup> June 2012
2	Gwent Joint Cremation Committee	Term of Council	Council	2	Councillor S.B.Jones Councillor K.G.Williams <i>Note: at least one Cabinet member necessary</i>	6 <sup>th</sup> June 2012 5 <sup>th</sup> June 2013
3	Wales Purchasing Consortium	Term of Council	Council	1	Councillor P.Murphy	6 <sup>th</sup> June 2012
4	Prosiect Gwyrdd Joint Committee	Term of Council	Council	2	Councillor S.B.Jones Councillor P.Murphy	6 <sup>th</sup> June 2012

