

# Public Document Pack



County Hall  
Rhadyr  
Usk  
NP15 1GA

Wednesday, 14 June 2017

## Notice of meeting:

### Children and Young People Select Committee

Thursday, 22nd June, 2017 at 10.00 am  
The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

*Please note that a pre meeting will be held 30 minutes prior to the start of the meeting for members of the committee.*

## AGENDA

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1.	To note the appointment of the Select Chair.	
2.	To appoint a Vice-Chair.	
3.	Apologies for Absence.	
4.	Declarations of Interest.	
5.	Public Open Forum.	
6.	To confirm the minutes of the previous meeting.	1 - 12
7.	Director of Social Services Annual Report 2017.	13 - 58
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13.	Council and Cabinet Business - Forward Plan.	191 - 204

**14.**

**Discussion regarding the timings of future Children and Young People  
Select Committee meetings.**

**Paul Matthews**

**Chief Executive**

MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

M. Groucutt  
L. Brown  
D. Jones  
L. Jones  
M. Lane  
M. Powell  
T. Thomas  
J. Watkins  
S. Woodhouse

**Added Members**  
**Members voting on Education Issues**  
**Only**

Dr. A. Daly ( Church in Wales)  
M. Fowler (Parent Governor Representative)  
Vacancy (Parent Governor Representative)  
Vacancy (Catholic Church)

**Added Members**  
**Non Voting**

K. Plow (Association of School Governors)  
Vacancy (NAHT)  
Vacancy (ASCL)  
Vacancy (NUT)  
Vacancy (Free Church Federal Council)  
Vacancy (NASUWT)

## Public Information

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# Aims and Values of Monmouthshire County Council

## 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.

# Public Document Pack Agenda Item 6

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Children and Young People Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 16th February, 2017 at 2.00 pm

**PRESENT:** County Councillor P. Jones (Chairman)  
County Councillor P. Farley (Vice Chairman)

County Councillors: D. Blakebrough, L. Guppy, M. Hickman, D. Jones, and M. Powell.

County Councillor V. Smith attended the meeting by invitation of the Chair.

**Added Members:**

**Members voting on educational issues only:**

Mr. M Fowler (Parent Governor Representative)

### **OFFICERS IN ATTENDANCE:**

Will McLean	Head of Democracy, Engagement and Improvement
Mark Howcroft	Assistant Head of Finance
Nikki Wellington	Finance Manager
Tyrone Stokes	Accountant
Andrew Evans	Senior Management Accountant
David Barnes	Data and Information Systems Officer
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

### **ALSO IN ATTENDANCE:**

Ms. N. Allan - Principal Challenge Adviser (Education Achievement Service)  
Ms. S. Davies - Deri View Primary School

### **APOLOGIES:**

County Councillors P. Clarke and R. Harris

Mr. K Plow (Association of School Governors)

#### **1. Declarations of Interest**

County Councillor D. Blakebrough declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of schools' performance as she is a governor of Monmouth Comprehensive School.

County Councillor P. Farley declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct regarding any references made in respect of Chepstow

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Comprehensive School and the Dell Primary School. Also, in respect of the draft Education Achievement Service (EAS) Business Plan as he is a LA Governor of both schools and a member of the EAS Audit and Risk Assurance Committee.

County Councillor L. Guppy declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of the schools' performance report and the EAS Business Plan as she is a governor of Rogiet Primary School and Caldicot Comprehensive School.

County Councillor D. Jones declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of schools' performance and budgets as he is a governor of Ysgol Gymraeg Y Fenni and Llanfihangel Crucorney Primary School.

County Councillor P. Jones declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of the EAS Business Plan and the Monmouthshire Schools Outcomes of the National Categorisation Exercise as she is a governor of Raglan Church in Wales Primary School.

County Councillor M. Powell declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of school performance results as she is a governor of King Henry VIII Comprehensive School.

Mr. M. Fowler declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of Monmouthshire Schools Outcomes of the National Categorisation Exercise as he is a governor of Raglan Church in Wales Primary School.

#### **2. Confirmation of minutes**

The minutes of the Children and Young People Select Committee dated 12<sup>th</sup> January 2017 were confirmed and signed by the Chair subject to the following amendment:

Minute 4, page 3, first bullet point under Member Scrutiny, first sentence – remove 'In response' from the end of this sentence.

#### **3. Revenue and Capital Monitoring 2016/17 Period 3 Outturn Forecast Statement**

##### **Context:**

To provide Select Committee Members with information on the forecast revenue outturn position of the Authority at the end of period 3 which represents month 9 financial information for the 2016/17 financial year.

##### **Recommendations proposed to Cabinet:**

- That Cabinet notes the extent of forecast revenue underspend using period 3 data of £79,000, an improvement of £919,000 on the previous reported position at period 2.

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- That Cabinet expects Chief Officers to continue to review the levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported from at quarterly cycles.
- That Cabinet appreciates the extent of predicted schools reserve usage, its effect of forecast outturn reserve levels and the related anticipation that a further six schools will be in a deficit position by end of 2016-17.
- That Cabinet considers the capital monitoring, specific over and underspends, and importantly that Cabinet recognises the risk associated with having to rely on a use of capital receipts in the year of sale and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required.
- That Cabinet approves an additional investment of £30,000 into the Disabled Facilities Grant capital budget in order to respond to demands being placed on the current programme, funded by a virement from existing Highways Maintenance and Access for All budgets.
- That Cabinet approves a £30,000 increase to the Woodstock Way linkage scheme afforded by an equivalent underspend to another area improvement scheme (Abergavenny).

#### **Member scrutiny:**

- Six schools exhibited a deficit position at the start of 2016/17. This is anticipated to rise to 12 schools by the end of 2016/17. Officers are meeting with these schools with a view to producing recovery plans. However, it was noted that a number of these schools have very low deficit budgets and would therefore be likely to recover quickly.
- In response to a question raised regarding Post 16 funding, it was noted that the money is sent through to the schools via the local Authority. There are a range of different methods that could be applied to that distribution. The Children and Young People Directorate has been working with the schools to find an appropriate methodology which is based on live pupil data. Work during the previous year has been somewhat undermined by the fact that the actual quantum that was received from Welsh Government was significantly lower than was expected. An 8% reduction was received compared to last year. The Authority has a proposal with its schools that the distribution will be taken on equal shares of the reduction. However, this is being reviewed. If this is taken forward this year, the Authority will ensure that in the intervening year all of the schools will have to sign up to an agreed methodology, which will be adhered to for the next three years. The Welsh Government has increased the funding per unit of learning to schools by 1.25%. However, this is not the case for Monmouthshire as the units of learning for Monmouthshire's four comprehensive schools has decreased by 0.1%.

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- In response to a Select Committee Member's question regarding Fostering and external placement costs (paragraph 3.1.9 of the report), it was noted that the Children's Services budget has been very volatile in previous years, especially with regard to Fostering and external placements. The budget is currently coming in on line. However, due to the volatile nature of this service, Select Committee Members need to be aware that this budget could change quickly if one or two children go into external placement. However, the Children's Services Commissioning Strategy, which was presented to the Select Committee last year, is bedding in and is resulting in keeping children out of external placements and keeping more of them in internal fostering placements.
- In response to a Select Committee Member's question regarding the receipt of ad hoc grants from the Education Achievement Service (EAS) (paragraph 3.2.4 of the report) and the need for this money to be made available up front from Welsh Government, it was noted that with regard to the EAS, the five local authorities contribute in the region of £3.6M to the EAS every year combined. In the current financial year, the EAS will distribute £56M worth of grant from Welsh Government. Therefore, the amount of money coming via grants is hugely significant to Monmouthshire's schools. The Education Improvement Grant (EIG), the Pupil Deprivation Grant (PDG) and what was schools Challenge Cymru comes through and is identified early in the financial year. However, it is the additional pieces of money that Welsh Government has reduced flexibility over since the financial crash and this is the funding that is being distributed at the year end.
- School reserves (Paragraph 3.2.3) – There has been a sharp decrease in the reserves being held by schools. It was noted that there is a challenge to schools' governing bodies that there is a need for schools to have a balanced budget. If schools go into a deficit budget then a robust financial three year plan is established to ensure that these schools are out of a deficit budget by the end of this period. It was noted that there is a volatility in the levels of reserves held as schools are being asked to hold less of a reserves level. No school will be allowed to plan for a deficit budget.
- With regard to the issue of services bought in, it was noted that it is the governing bodies' decision as to where they procure services from. However, the close relationship that has been formed over the years between local authority staff and schools has led to a close positive relationship. The surety of the local authority ensures that processes are properly adhered to. Hybrid models are an option which are also being looked at. The Authority has to look to see if it is providing an excellent service. It was considered that, for a future meeting, a report could be presented regarding the relationship of the Authority and its schools with governing bodies.
- Children's Services – It was noted that in terms of the forecast outturn a large aspect of the over spend pertains to the continued use of agent staffing. A work force plan is being produced to identify the way in which the authority looks to recruit social workers. Much success has come via social media regarding



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recruiting of staff. This will lead to the phasing out of agency staff over a period of time. This will take place over the next 12 to 18 months. However, the forecast for 2017/18 has the potential to move away from using some agency staff from April 2017. It was noted that a firm base will be required before these changes can be made.

#### **Committee's Conclusion**

The Chair summed up as follows:

- She thanked the officers for presenting the report.
- Effective budget monitoring has taken place.
- The concerns raised were noted and would be continually monitored by the Select Committee.

We recommended that the Select Committee, at a future meeting, receives a report regarding the relationship between the Council and schools and also schools and governing bodies.

#### **4. Final Performance Report on Key Stages 4 & 5**

##### **Context:**

To receive the latest educational attainment data allowing the service to be held to account. This includes:

- Performance of pupils at the end of Key Stages 4 and 5.
- A breakdown, where possible of performance across all key stages for the following groups:
  - Girls and Boys.
  - Pupils who are eligible for free school meals (eFSM).

##### **Key Issues:**

- Draws together the headline messages from a number of more detailed analyses which are included as appendices to the report.
- Contains a wealth of information enabling members to drill down from authority level data to figures for specific learner groups.
- Comparisons are provided from 2011/12 which was the academic year prior to the last full Estyn inspection.

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- Enables the Select Committee to look beyond those high level measures to some of the detail that sits underneath.

#### Key Stage 4

- Monmouthshire saw a minimal increase by 0.1 percentage point to 67.0% in the headline Key Stage 4 indicator – the Level 2 Threshold including English / Welsh & Maths, compared to 66.9% in 2015 and 56.3% in 2012.
- Monmouthshire moved down to 3rd place from 1<sup>st</sup> in the Wales local authority rankings for Level 2 Threshold including English / Welsh & Maths.

#### Key Stage 5

- Performance improved in the percentage of pupils achieving the Level 3 Threshold, with 99.1% achieving the benchmark, an increase from the 97.9% in 2015.

#### Member Scrutiny:

- Free School Meals (FSM) gap – What is key is how the Authority identifies the early need of support required by FSM pupils. Working with the EAS there are now bespoke intervention plans in place for English and maths for all secondary schools.
- It was noted that in English, boys are underperforming, which needs to be improved. The change in the curriculum is leading to more technical accuracy in English language as opposed to English literature which should aid boys. The risk around English language this year is that it is a new qualification and schools have not taught it before.
- Self-evaluation and target setting – Some of Monmouthshire's schools were closer to their targets than other schools. Target setting is a process and we as an authority are working closely with our schools from Foundation Phase to Key Stage 4. Targets have been verified and pupil level data has been analysed to ensure that the targets are reliable.
- We are not where we would like to be in terms of our outcomes achieved last summer. The work that is being undertaken this year puts us in the right direction to break the 70%. The challenge will be the new qualifications and this might have an effect across the whole of Wales.
- The Authority continues to work with its schools. It has a close relationship with both primary and secondary schools.
- Pupil Deprivation Grant (PDG) – the Authority has commissioned the Education Achievement Service (EAS) to drive forward this piece of work.

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- Courses and training is on offer via the EAS for teachers regarding Free School Meals (FSM) provision.
- The plans that schools produce on how they spend their PDG - The challenge adviser works with the Head Teacher and Senior Leadership Team regarding how they spend that money and whether the money has made a difference.
- In response to a Select Committee Member's question regarding BTEC courses it was noted that BTEC qualifications do contribute to the outcomes. It is important for students to have a curriculum that is right for them.
- The Authority works closely with schools to make sure that it is understanding where they are in terms of their tracking and children's progress against their targets.
- It is important that there is consistency across the four comprehensive schools within Monmouthshire.
- In the coming years there might be some predictable volatility due to the changes in examinations. For all of the schools across the region, the EAS has delivered some of the grant money and funding in order for them to join an organisation around partnership in excellence.

#### **Committee's Conclusion**

The Chair summed up as follows:

- She thanked the EAS representative and officers for presenting the report.
- There were some disappointing results which were not in comparison with the Wales average but it was noted that improvements were being made.
- The focus must be on supporting pupils with a view to them achieving five GCSE qualifications.
- Expect Improvements to be achieved when the new curriculum has bedded in.

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### **5. Education Achievement Service (EAS) Business Plan 2017-2020 (First Draft for consultation)**

#### **Context:**

We received the South East Wales EAS Business Plan 2017-2020. The plan sets out the priorities, programmes and outcomes to be achieved by the Education Achievement Service on behalf of the South East Wales Consortium. This consideration by key partners is part of the construction of the plan.

#### **Key Issues:**

The South East Wales Consortium is required to submit to the Welsh Government a three-year business plan that will be updated annually. This is the fourth iteration of the plan first submitted in 2013. This plan covers the period 2017-2020.

The South East Wales EAS Business Plan sets out four priorities: Improving attainment overall but narrowing the gap between eligible for Free School Meals (eFSM) and non Free School Meals (FSM) pupils; raising attainment in English; Welsh and Mathematics. These are the core priorities for the service and all other activities and programmes are now supporting the achievement of these outcomes.

The Education Achievement Service (EAS) for South East Wales has prepared this Business Plan for 2017-2020 to outline the programme of work required to achieve improved outcomes for children and young people. This version builds on the current Business Plan for the service (2016-2019) but takes account of the framework of new Welsh Government (WG) policy, particularly:

- National School Categorisation system.
- 'Qualified for Life 2'- the National Education Improvement Strategy.
- 'Successful Futures' - the review of curriculum and assessment.
- 'Teaching tomorrow's teachers' - the review of Initial Teacher Training.

The programmes of work are closely targeted to achieving improvement where the needs are greatest. The aim of the Education Achievement Service (EAS) in partnership with Local Authorities is to:

- Improve leadership, teaching and learning to secure sustained improvement in outcomes for learners (in literacy/ Welsh / English and numeracy / mathematics) at least in line or above the rate of progress in Wales.
- Increase the pace of improvement for groups of learners across the region, particularly FSM and more able learners in Key Stage 4.
- Improve regional capacity to implement a self improving system.

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There is a comprehensive consultation with all stakeholders that will lead to the publication of the final version of the Business Plan within the timescales agreed in the EAS Business Planning Cycle. The first draft version has been shared with each local authority Director of Education and takes into account actions and deliverables that have been requested.

There is a high level summary of the main actions within the Business Plan and a section with Accountability Measures. In addition, there are detailed delivery plans and detailed reviews of progress for the previous Business Plan.

The Business Plan sets out the overall priorities for the South East region and in addition an annex that focuses in particular on the priorities and programmes for each local authority in the Consortium, these have been discussed with local authority Directors and Cabinet Members prior to submission. These documents will also form part of the consultation process.

#### **Member scrutiny:**

- The Regional More Able Strategy will be linked to the 14-19 Strategy and the aim is to get primary schools involved. Primary schools are being challenged in preparation.
- The EAS has re-aligned the structure of its teams internally to reflect the model of the new curriculum. With every review of the Business Plan the EAS will look to align it more closely with the new curriculum as it comes on line.
- Each school cluster is in the process of drawing up a plan to work with £20,000 within their cluster to dedicate that spending on areas that they have identified from their data. The EAS will review this and take it forward with a view to developing it further.
- For some of Monmouthshire's cluster areas, the Authority is looking to develop a solution around business managers working across clusters bringing in additional levels of support and expertise but also looking at developing ALN provision based on clusters. Also, looking to provide a north / south cluster arrangement.
- The children's wellbeing is key and is being catered for. A part of the Business Plan refers to wellbeing in education. However, it is difficult to measure a child's wellbeing. This is best achieved by listening and talking to individual pupils and checking that they feel safe and cared for.
- Involving the family in the child's learning and raising expectations and aspirations is key. Many of Monmouthshire's schools already do this.
- All data relating to individual pupils is kept. However, it is more difficult to track the holistic wellbeing of pupils. The Youth Service undertakes surveys to understand how safe children feel. Interventions have been put in place within schools to make pupils aware of the risks of E bullying via social media. The

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Authority works with the NHS to understand the levels of need with regard to children's mental health. Therefore, the Children and Young People Directorate and schools provide more than just a set of examination results.

- The Principal Challenge Adviser recognises the different needs that Monmouthshire's schools require. The EAS has a close working relationship with the County Council and its officers.
- In response to a Select Committee Member's question regarding any potential threats to the Business Plan, it was noted that there were two issues, namely, the nature of the curriculum and the coming changes and the unpredictability and volatile nature of the grant funding.

#### **Committee's Conclusion**

The Chair summed up as follows:

- The Chair thanked the Principal Challenge Adviser for presenting the EAS Business Plan.
- It is a very clear and concise business plan which will be monitored annually by the Select Committee.

#### **6. Monmouthshire Schools Outcomes of the National Categorisation Exercise**

##### **Context:**

To advise the Select Committee of the outcomes of the annual national school categorisation exercise.

##### **Key Issues:**

The categorisation of schools is a useful annual barometer of the progress Monmouthshire's schools are making in two key areas; their academic performance and their capacity to improve.

##### **Member scrutiny:**

- Concern was expressed regarding how the National Categorisation Exercise is seen from the public's point of view and how Free School Meals (FSM) pupil data can have an effect on the categorisation of a school. The EAS recognises the unusual nature of Monmouthshire which has low levels of FSM pupils in comparison with other local authorities. However, it was noted that the data that had been examined by the EAS year on year had indicated that the gap in performance for FSM pupils and non FSM pupils was evident.

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- It was noted that for primary schools, FSM data is not a consideration in terms of the measures. It is in secondary schools only.
- In response to a Select Committee Member's question regarding 'Green' secondary schools, the Principal Challenge Adviser stated that 'Green' is about whether a school only requires four days support from the EAS. A school with a 'Green' status is very different from being a school in a standards Group 1 at Step One. A school in a standards Group 1 at Step One will require more than four days support from the EAS.
- Concern was expressed that the public perception of this system is not fully understood and may give the wrong impression of how a school is actually performing due to its colour status.

#### **Committee's Conclusion**

The Chair summed up as follows:

- She thanked the Principal Challenge Adviser for presenting the report.
- It is reassuring to see that no secondary schools in Monmouthshire are in the 'Red' category.
- The Select Committee recognises the significance of support associated with the colour coding provided by the EAS. This should be further publicised.
- There was a need to recognise that the concerns raised by the public regarding the colour coding and how this is perceived are unlikely to diminish.
- The Select Committee will monitor the National Categorisation Exercise on an annual basis.

#### **7. List of actions arising from the previous meeting**

We received and noted the list of actions that had been completed arising from the Children and Young People Select Committee meeting held on 12<sup>th</sup> January 2017.

#### **8. Children and Young People Select Committee Forward Work Plan**

We resolved to receive the Children and Young People Forward Work Programme. In doing so, the following points were noted:

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### **Minutes of the meeting of Children and Young People Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 16th February, 2017 at 2.00 pm**

- A Joint Select Committee meeting for all four select committees will be held on 27<sup>th</sup> February 2017 at 2.00pm to scrutinise the business case for the Alternative Service Delivery Model and the Council's Wellbeing objectives.
- The next ordinary meeting of the Children and Young People Select Committee, scheduled to be held on Thursday 23<sup>rd</sup> March 2017 will become a Joint Select Committee meeting with the Adults Select Committee. This Committee will consider the first Young Carers Strategy in Wales whereby some young carers will be invited to the meeting. A report on Safeguarding will also be considered at this meeting.

#### **9. Council and Cabinet Business - Forward Plan**

We resolved to receive the Council and Cabinet Business Forward Work Plan and noted its content.

#### **10. Next meeting**

The next meeting will be a joint meeting with Adults Select Committee which will be held on Thursday 23<sup>rd</sup> March 2017 at 2.00pm.

**The meeting ended at 4.30 pm**





# 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>	April 2017
<b>Version Number</b>	0.1
<b>Status</b>	Draft
<b>Review Frequency</b>	Annual
<b>Next review date</b>	June 2018
<b>Consultation</b>	

## Alternative formats

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

Phone: 01633 644010 or 07793798920


Fax: 01633 644666


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

If you want to comment on the 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 annual report as the Statutory Director of Social Services with Monmouthshire County Council. It represents my personal analysis and reflections of our strengths, as well as the challenges and opportunities we face, in leading wellbeing, social care and health services in our County.

This report highlights excellence - the impact on the lives of our most vulnerable citizens when we get things right. It also very honestly appraises areas where we need to improve and do better. It is a transparent exploration of progress on a journey to improve outcomes and change lives. My aim as Director is to build on strengths within the whole of Social Care and Health, across wider partnerships, with providers, within communities and within people's own lives. Leaders in social services need to work effectively with people, communities and partners to reduce and remove the barriers that people experiencing disability and disadvantage can experience to accessing the opportunities and life chances available to the rest of the population. Leaders also need to use many sources of information and evaluations to understand the quality and impact of our social services functions. We need to understand what good practice and quality care and support looks like, get the basics right consistently whilst enabling be-spoke and creative solutions to the complexities of individual case work and major service transformation.

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 each year on performance 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 to show how we are meeting the requirements of the Social Services and Wellbeing (Wales) Act (2014) (SSWBA) and the Regulation and Inspection of Social Care (Wales) Act 2016. The emphasis within 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.

2016/17 has seen the implementation of the most significant change in social services legislation in Wales for over 50 years: the SSWBA. The Act came into force on 6 April 2016. It provides the legal framework for improving the wellbeing of people who need care and support, and carers who need support; for transforming Social Services in Wales. The practice led transformation of adult services and care and support in Monmouthshire had been at the fore of driving and influencing the direction and detail of the legislation that was enacted on 6 April. The opportunity in Monmouthshire that the Act has presented for adult services is to really catalyse locality based partnerships to effectively connect people and support their wellbeing. We have called this placed based working. Supporting individual and community well-being is 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. Connection and purpose is what matters to people – the impact of loneliness and isolation impacts on us disproportionately at vulnerable times of their lives – as we get older, experience ill health or disability, or if we experiences difficulties in our childhood. Our focus on connecting people and communities builds on the learning from earlier developmental work – community connection and small local enterprises – and most significantly from the assets within Monmouthshire communities in the form of community organisations, non-statutory partners, volunteers, community hubs and village halls. Resources from different sources have been realigned to support this joined up approach within localities.

The SSWBA focuses 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.

Children's Services in Monmouthshire are entering the second year of a 3 year practice led improvement programme to deliver excellence outcomes for children and young people. The improvement programme focuses on 4 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. Achievements include putting in place a new operating model which reflects the way we need to work; making significant progress towards a permanent workforce (we have reduced our reliance on agency workers by 50%); reviewing family support which means practitioners are able to access the right support for children and families at the right time more easily and improving decision making at the front door of children's services and in court processes.

*What has this meant for children and young people?* Critically, 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 risks in the service. In the last year there has been a trebling of the number of children on the Child Protection Register. We have not recruited sufficient numbers of skilled Monmouthshire foster carers to accommodate often enough and it remains a challenge to consistently achieve the high standards of court work required by the judiciary is a challenge. Overall, my assessment of the evidence 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 and is evident in qualitative reviews of practice. 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 5 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. Our relationships with key 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. We are focusing well-being resources into these resource centres too, as well as in community hubs in the wider community.

Positively, Mardy Park particularly has seen considerable development, from both a building and a service point of view. Mardy Park is delivering fantastic opportunities for different people, of all ages to come together and support each and have fun together. Adult disability services are working really closely with children's disability services, and are developing locality working too. Relationships with primary care through the Neighbourhood Care Networks (NCNs) have really developed in the last year and Monmouthshire community services are leading the way in delivering a strategy for 'care closer to home' in the Gwent region.

The most significant challenges facing adult social care in Monmouthshire (as in many authority areas) is securing the right capacity and quality of care at home (domiciliary care). 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 (although numbers are still comparatively low), but more people have been delayed at home with the reablement service, or their families, having to provide additional support until long term care at home is in place. Relationships with care providers have developed really positively, and they are working together with the Council care at home services. There is further to go in the next year, though, to address the particular challenges in providing care in a rural county, and securing a care workforce in a County with high employment levels. 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. There can be 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. Throughout this report, I try to tell the story of what good looks like, and provide examples of what it means for people when we get things right. In tackling the service challenges we also address the challenge of financial sustainability as Council budgets reduce. We have a mantra in Social Services 'do the right thing and the savings will come'. 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 less children are in expensive placements away from home and thus losing connection with their local community. This axiom will be severely tested in the next while – the challenges of reducing public finances, a social care sector which needs to realign the way it works to secure the workforce to deliver quality (or indeed any) 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. If we do nothing else, we need to continue to develop our well-being 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 absolutely deliver a transformed relationship with 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 sustainable future for Social Care and Health in Monmouthshire and with the continued support of our workforce, partners. 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**

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# 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:

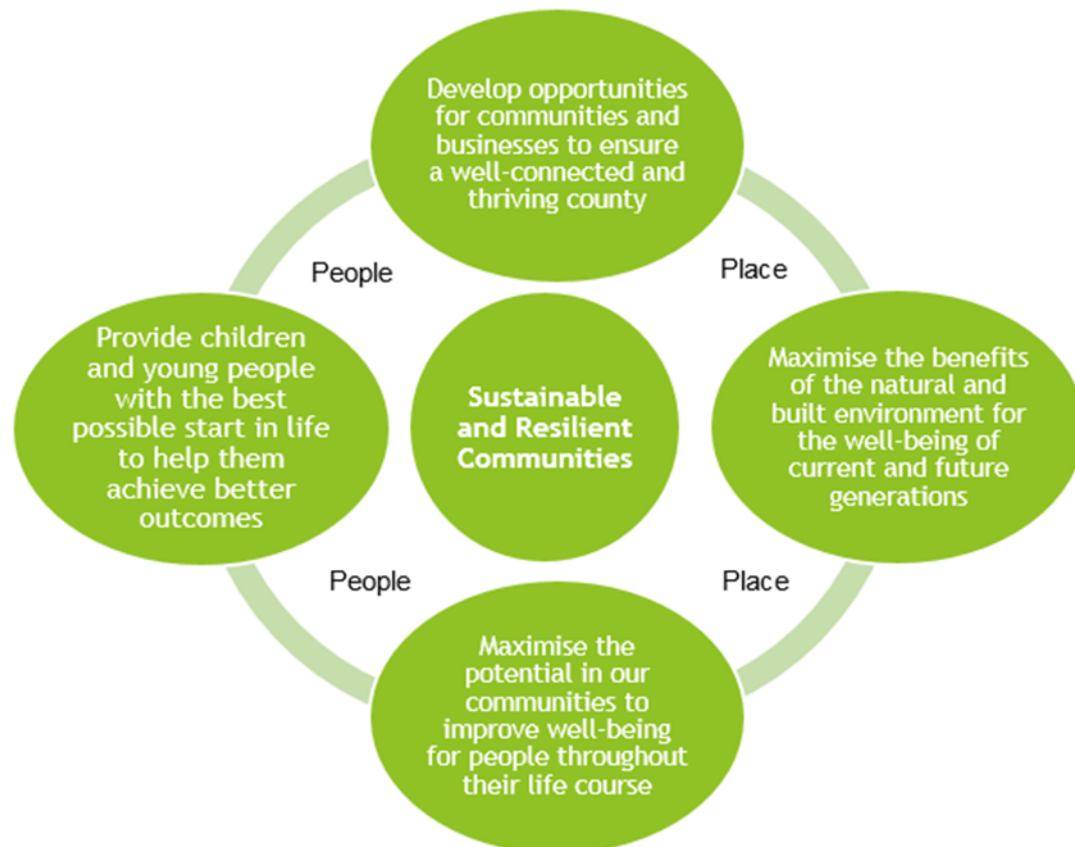


Figure 1

## 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*

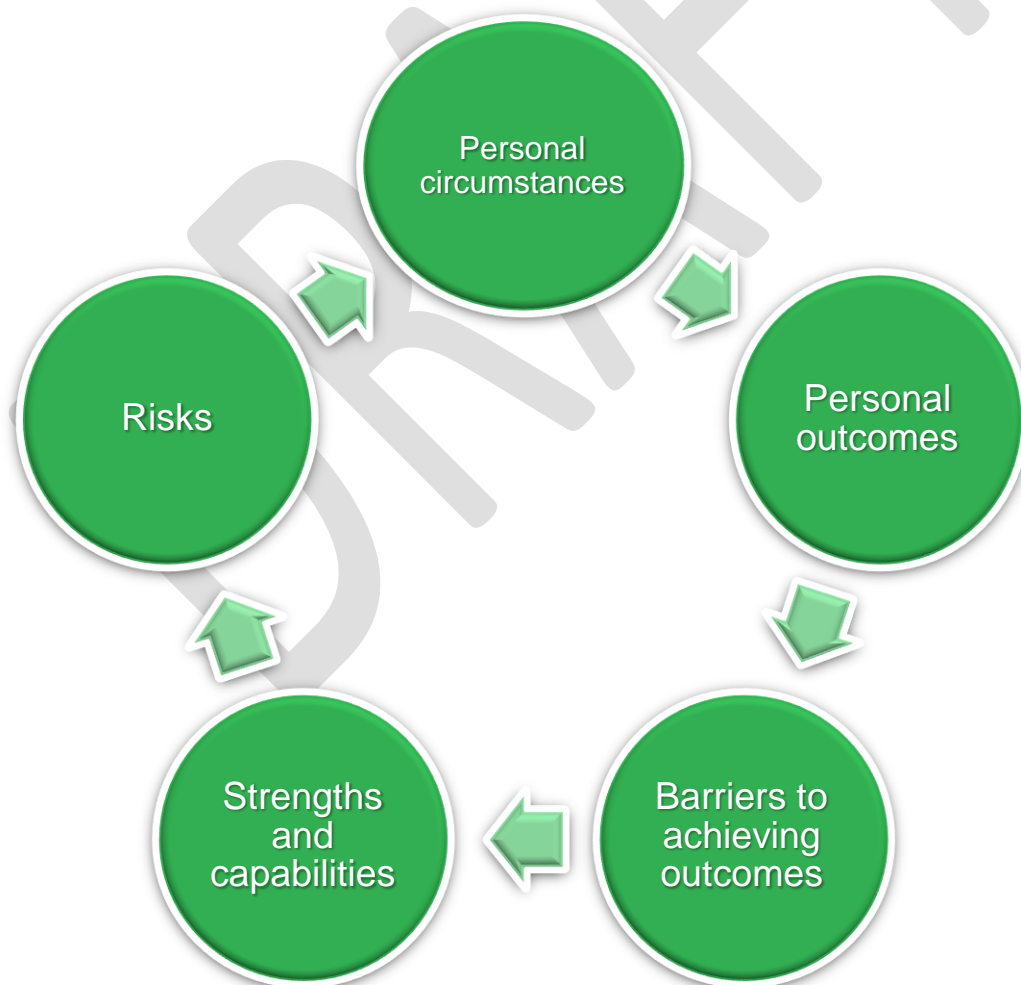
*to remain with their birth family or extended family and avoid the need for children and young people to become looked after.*

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 4 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 2** 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

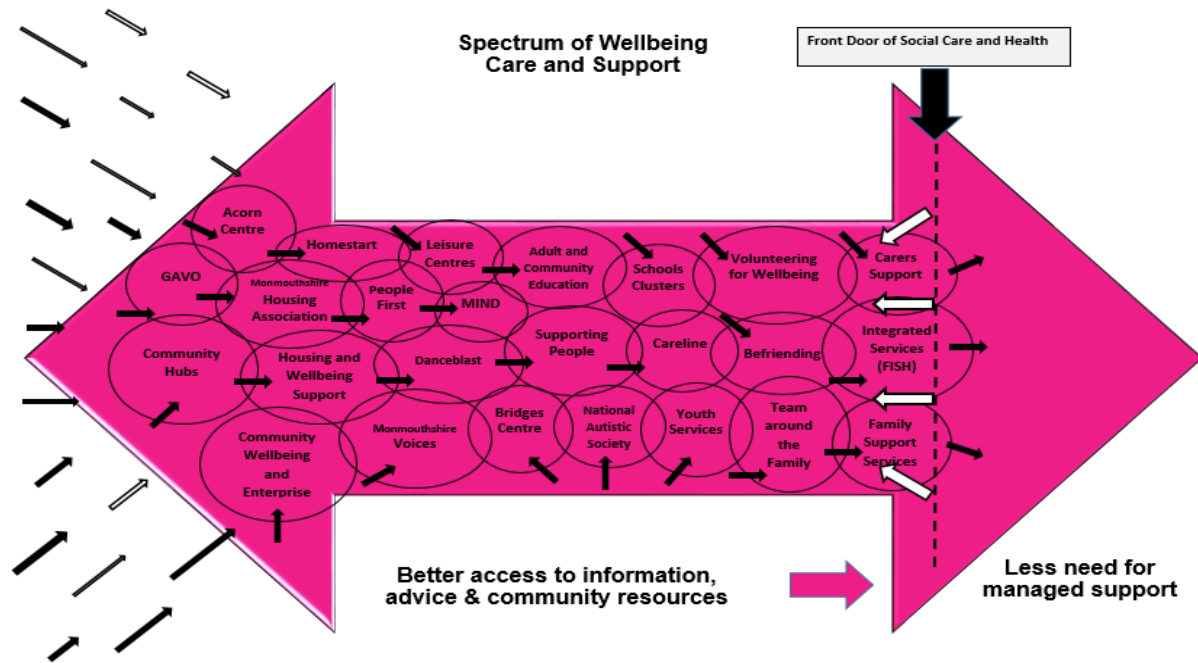


Figure 3

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.

Our 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 to 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, and what are our plans to achieve that improvement.**

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# 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.

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**

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

Analysis shows that overall adult services are performing well and is 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 endeavor. 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 6 totally professional ladies, 4 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 have made steady in the last year, from a position of great challenge in 2015/16**, when we saw a significant increase in the number of Looked After Children 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 Brookes 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. 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 Looked After Children in 2015/16 was a real cause for concern. The stabilisation of the number of Looked After Children, 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, but there is not a consistent approach to managing risk. Our performance measures show we are not completing enough assessments quickly enough.**

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>1</sup>.**

We have reviewed and aligned family support services in the last year.<sup>2</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.

# How are people shaping our services?

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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 2 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:

**Insert Chart**

The things people have said through *Our Monmouthshire* has, 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.

**Insert Figure here**

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 this both 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 Looked After Children (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>3</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.

# 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 define and personal well-being outcomes that they wish to achieve

**What does this mean?** – Understanding what matters with people, listening to understand and supporting people to articulate 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 specific, targeted, Programme for Improvement in Children's Social Services to deliver excellence in our 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*

Within the Council we have been developing the transformation of practice, based on understanding what matters, for a number of years which 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>4</sup> The development of partnership approaches to information, advice and assistance and well-being were developed during the year.

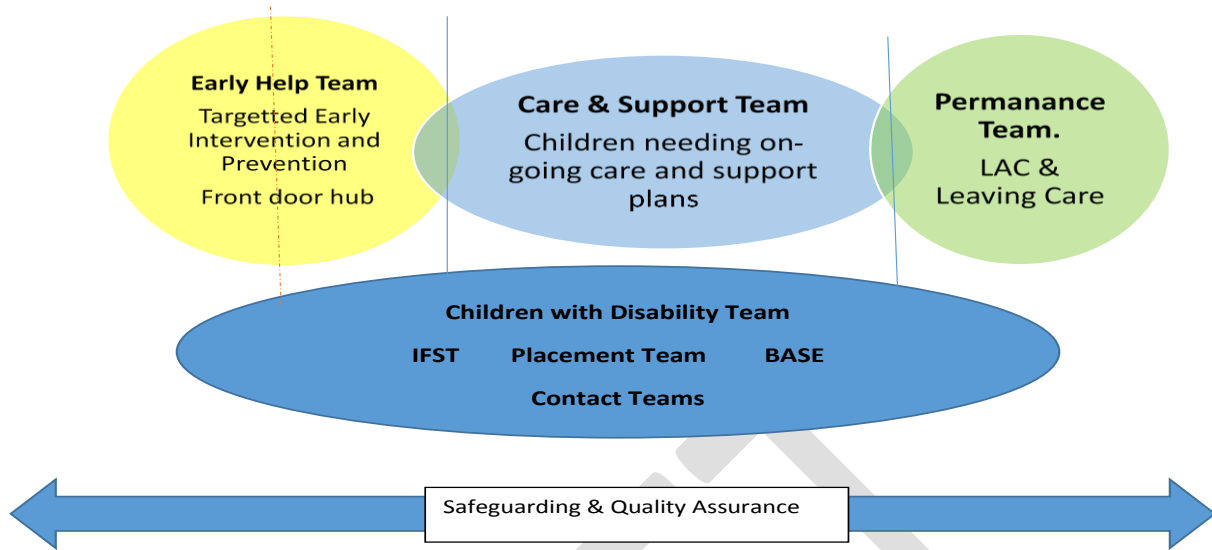
- *Understanding what matters to carers*

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 carer's strategies which really reflected carers priorities and were accompanied by a set of deliverable actions<sup>5</sup>[Carers Strategy English](#) [Carers Strategy Welsh](#) [Young Carers Strategy - You Tube Select Committee](#)

- *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 fig 7).

**Proposed Service Delivery Model**



- 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 an evidence-based vision and service model for children's services including from family support to complex needs will be delivered. 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. An evidence-based vision and service model for children's services including how all family support including for those with complex needs will be delivered. Policies and procedures to support the model have been 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?*

- We received 35 complaints against adult social services; 29 were resolved at stage 1 and 6 progressed to stage 2. We received 96 compliments about adult services

- We received **xx** complaints against Children’s Services; **xx** were resolved at stage 2 and **xx** progressed to stage 2
- 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"*

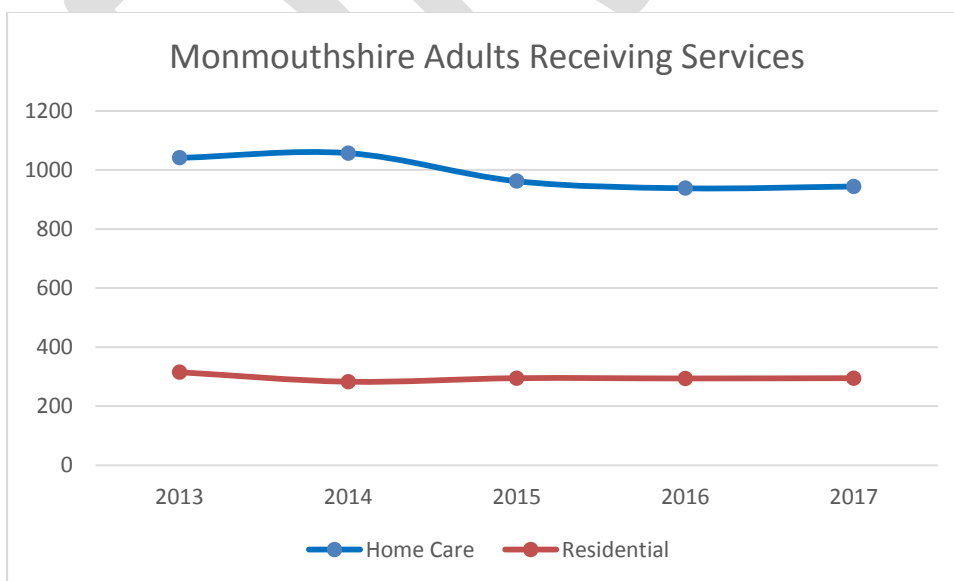
*We are lucky to be living within Monmouthshire Council who provide excellent social services and care by dedicated staff.”*

**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 (fig 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 includes 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>6</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>7</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**

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**What does this mean?**

This means working with people to support them to achieve their personal well-being goals they have identified themselves which together constitute a good life.

The Social Services and Well-being (Wales) Act 2014 details the different elements of well-being.

**Elements of wellbeing**



**Figure 10**

In enabling people to achieve personal wellbeing outcomes, there are 3 building blocks which form the foundation for the way we work with people at different stages of their lives to support them to achieve their own wellbeing outcomes:

- **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 their 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 has 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 Neighbourhood Care Network 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**

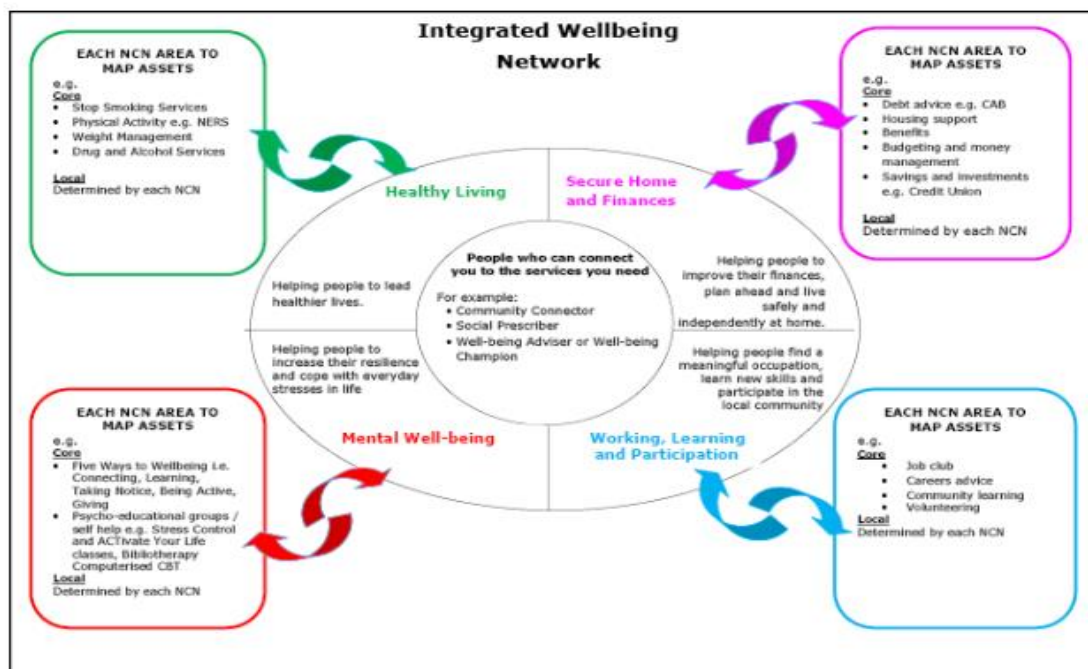
- We have reviewed the approach to, and availability of, IAA across the County<sup>8</sup>. IAA is available from a range of places in the County (Community Hubs, Leisure Centres, social care resource centres, primary care), for all citizens and includes a variety of activity e.g. signposting to support, 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 etc. 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>9</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 to focus 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 Intregrated Wellbeing Network



- 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>10</sup> as a resource centre in the North is providing a real focus for intra-generational wellbeing activities, as well as 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 who connect people to 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, and assist them to build networks and receive support that assists them to find solutions to 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

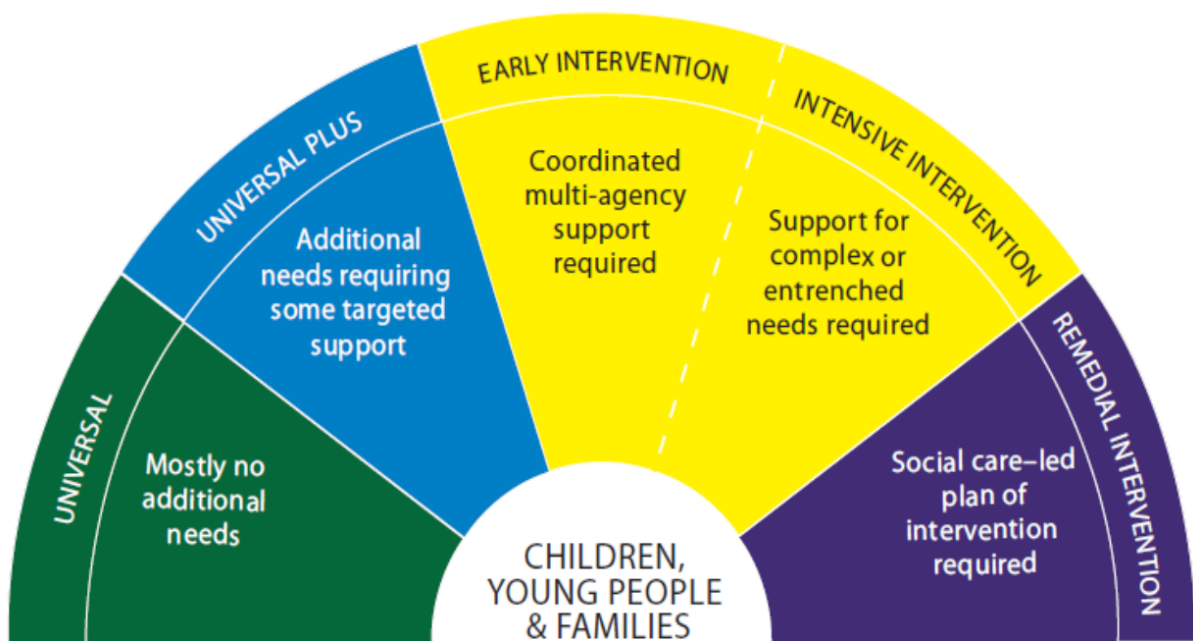


Figure 12

### 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 now every part of the Monmouthshire Care at Home is working in this way. This approach is transforming the experience of care of 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'.

### Learning, Developing and Participating in Society

- My Day, My Life, 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 approach is most vividly evidenced through the stories of individuals<sup>11</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 3 self-funded holidays with supported holidays. I can honestly say I don't want MDML to finish. As my new confidence and independence is down to the programme. I used to dread getting up in the mornings not any more. Its 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 looked after children 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.
- 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 has supported by 1700 volunteers active across all directorates, 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 Looked After Children and care leavers, working with support providers and registered social landlords.
- We have invested in a number of business case 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

### **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, 36% children and People 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 6 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 are 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 seen by a registered dentist within 3 months of becoming looked after
- 98.33% Looked After Children are registered with a GP
- 68.75% Looked After Children are achieving the core stage indicator at stage 2 and 29.41% at key stage 4
- 8.14% Looked After Children 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>12</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)

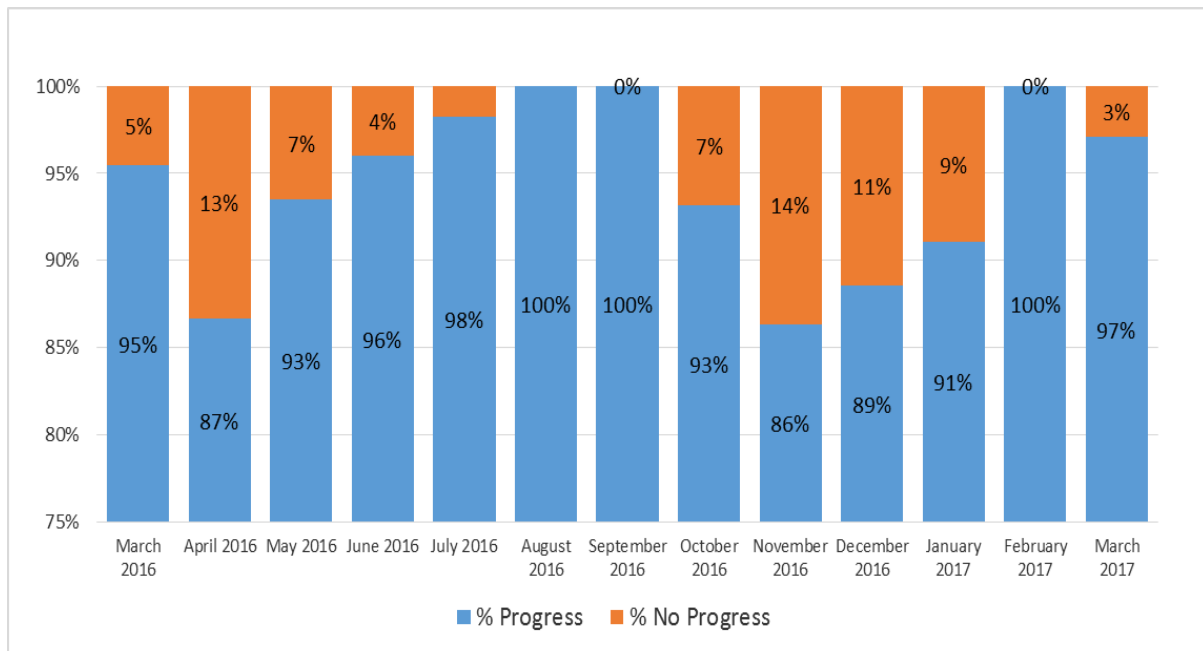


Figure 13

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

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Number of Cases with External Providers (Group adjusted)

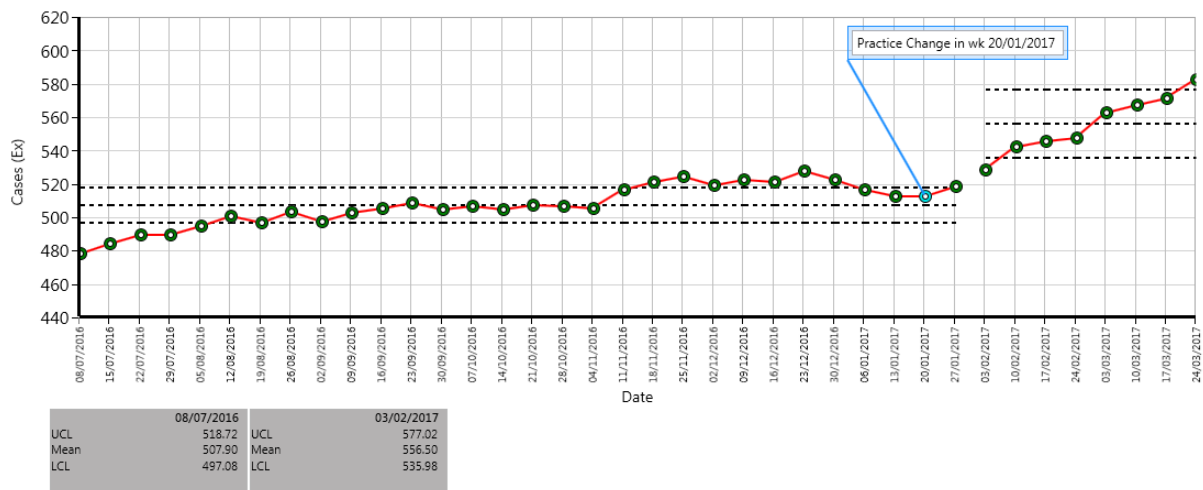


Figure 14

- 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>13</sup>
- Monthly analysis by the Independent Reviewing Officer highlights the number of looked after children and mix of placements. Figure 15 is a summary over the last 5 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 Looked After Children reviews undertaken<sup>14</sup>. This provides an invaluable insight into how well we are support Looked After Children, progress and opportunities to improve. A theme this year has been that despite the similar number of Looked After Children at the start and end of the year, there has been a lot of change within the population of Looked After Children. The latest report highlights a number of improvements in practice, and very positively a really good news story in the numbers of children being placed for adoption in a timely way (9 in 2016/17 compared with 0 in the previous year). Again, positively in the last half the year there were no breakdowns in Special Guardianship Orders, compared with 6 breakdowns in the first 6 months. The report notes ongoing challenges within the Court processes and securing suitable accommodation and support for care leavers.
- In terms of educational outcomes for looked after children, The latest data for academic year 2015/16 shows Monmouthshire's performance increased across all key stages. All key stage 4 looked after children 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 SEWSCB and 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 Board's 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
- 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.
- Developed a self-evaluation tool (SAFE) for use across settings in Monmouthshire which support children and adults at risk
- 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 Social Services and Wellbeing (Wales) Act 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.
- Supported the workforce in Children's Services through the new operating model, revising systems, policies and decision making processes.

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

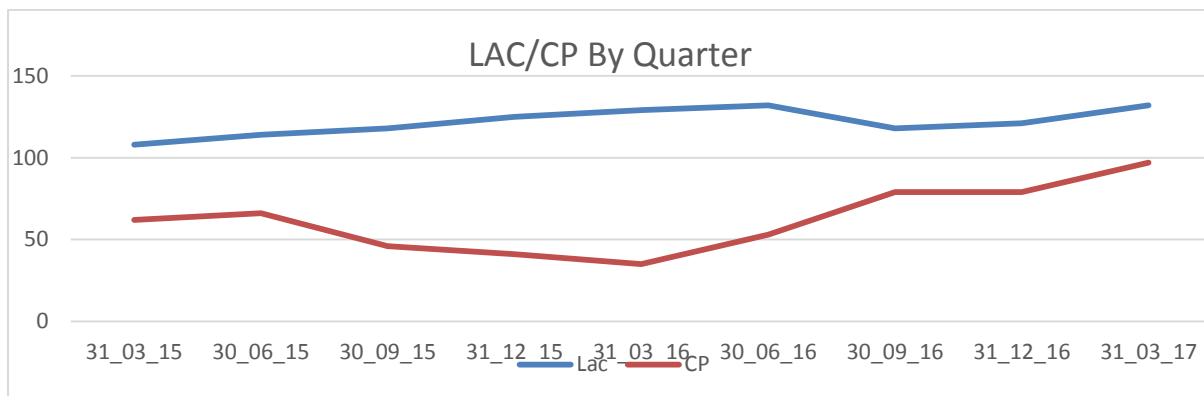
### What does our performance against national outcome measures tell us?

Protecting adults at risk

- **XX** adult protection referrals were responded to within 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 15.



	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

- 2.38 % children on the child protection register were re-registered during the year. A low level of re-registrations indicates that in appropriate de-registration decisions are not being made/
- 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 Operations<sup>15</sup>. Whole authority safeguarding arrangements have been strengthened and the specific concerns around the individual service are being addressed.
- Child Protection Co-ordinator 6 monthly report on children on the child protection register. The latest audit<sup>16</sup> highlights a number of areas for further exploration in considering why the numbers 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 care and support plans can be used more effectively to understand and manage risks outside of a registration process.

# 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 recruited to. 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 in key partners, as 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 being very much the language of all partners 32 organisations, statutory, voluntary, independent and private received training alongside our multi agency teams:

##### *Regional Workforce Development*

Welsh Government support for regional developments and national priorities have 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 range of Mental Health related joint training
- VAWDASV
- 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 their registration with Social Care Wales. We support practice in many ways including; supervision, continuous professional development panel, staff development through CPEL framework.

We are developing competency frameworks across all our occupational groups. Direct care is the first competency framework developed. Our care workforce are 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 feel supported in their roles.

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

At the start of 16/17 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 8 agency workers within the service a reduction of over 50% in year 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.

There is a continuous recruitment campaign that 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 on going to support all future attraction of the Social Care workforce.

We have developed a new induction programme in Children's Services, the Children's Services on-Boarding Programme – This is supporting all new appointees (including volunteers and agency workers) to ensure they are getting the right welcome to the Monmouthshire, the essential training and tools they need 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 16).

		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>

Table 16

## **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 2016/17.

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### **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 1** is visual representation of how the Social Care, Safeguarding and Health (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.

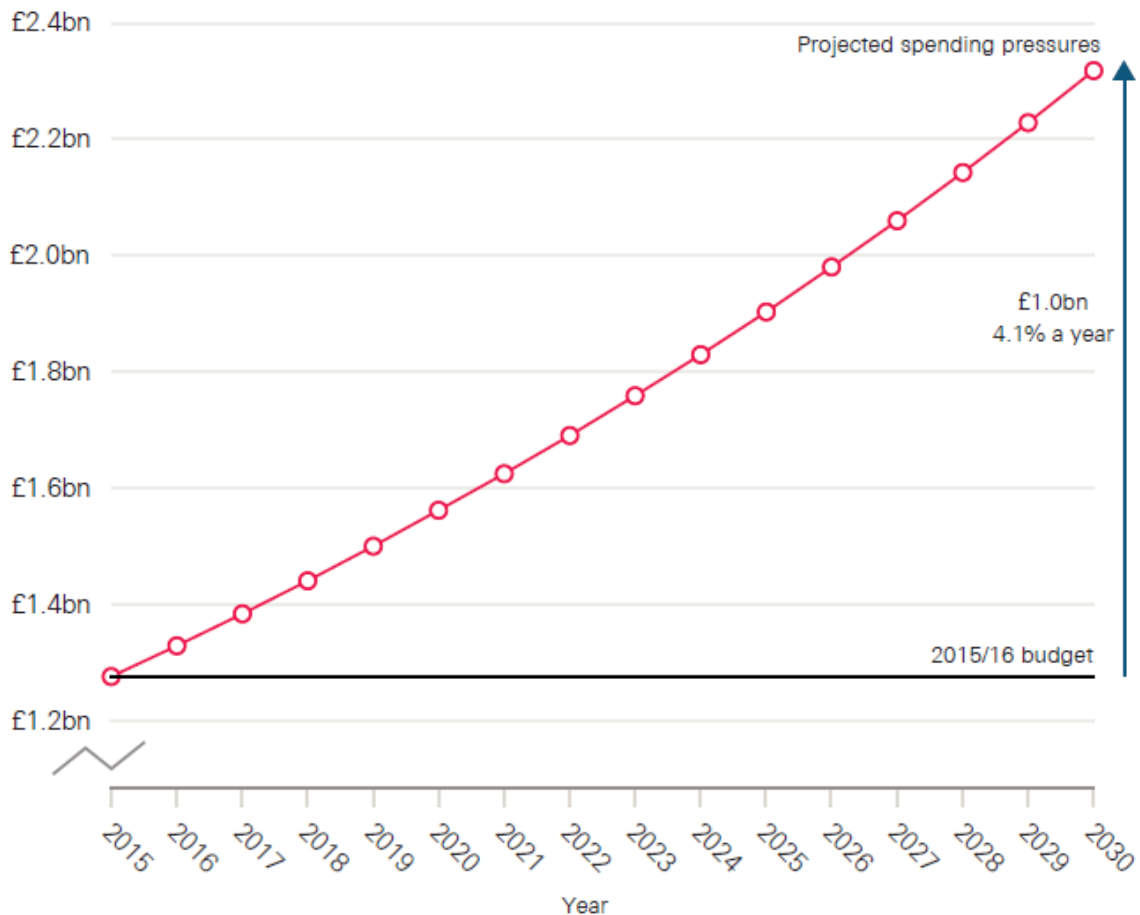
2016/17 was a very challenging year financially for social services in Monmouthshire. The outturn position was an overspend of £1.034million<sup>17</sup>. The considerable pressures reported throughout the year in adult and children's social services were reflected in the year end position. Children's Social Services reported an overspend of £572K. This was a consequence of pressures in placements for Looked After Children legal costs, agency workforce. These pressures were recognised in the 2017/18 budget and activity in all 3 areas is being taken forward through the Children's Services Improvement programme. Adult Social Services outturn was an overspend of £492K. 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>18</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 17 illustrates the gap between current funding levels.



**Figure 17**

### 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 (£600k). 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 looked after children 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 number 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 domiciliary care workforce we need for the future, that we will need to understand the true costs of delivering quality care in a rural County with limited available workforce.

Each service in social care and health will develop a service and financial sustainability plan for the next 4 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 continuing 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 inform 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 Act

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 required Partnership and Collaboration duties, including the establishment of a regional citizen's panel and a regional value based provider forum, are also in place with the Gwent region being among in Wales the first 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.

A PNA has been 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 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.

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. Governance arrangements have been reviewed in the last year to ensure they are fit for purpose going forward 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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## Our Priorities for Improvement

### 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 11 overarching priorities and supporting actions for the next 3 years to align them with the SSWBA and evidence of where we need to focus our attention:

1. *involving people in everything we do – 'nothing about me without me'*
2. *locality focus – building everything we do around the communities in which people live their lives*
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*
4. *strengthening practice - developing our practice to understand 'what matters' to people so we focus care and support where it is needed on what they can do, and what they aspire to do, to overcoming barriers to them living the lives they want to live;*
5. *Delivering excellence in Children's Services – a programme to deliver practice led transformation leading to improved outcomes for children in Monmouthshire*
6. *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*
7. *improving outcomes through partnership working – positive productive partnerships which deliver: with people, communities, across Monmouthshire and the Greater Gwent region.*
8. *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*
9. *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*
10. *Financial sustainability – 4 year service and financial sustainability plans for the whole of social care and health*
11. *Intelligent commissioning - Using data and evidence to inform decisions about how we commission and develop the service officers to deliver outcomes*



### Involving people in everything we do

- Developing and delivering dementia awareness training with Carers.
- Co- producing opportunities for surveys of services with Monmouthshire Peoples First.

### Early intervention and prevention.

- **Reviewing IAA approach and exploring if Children’s Services early help FISH are delivering IAA or to what extent we need a separate IAA service.**

*We are clear that the early intervention approach and place based work is the right way to progress but we want to evaluate and determine if the current front door systems allows capture of IAA comprehensively enough.*

- **Continue to develop the place based approach including the development of ‘social prescribing’.**

*We are going to develop along with Public Health Wales, primary and the Neighbourhood care networks a social prescribing approach which dovetails with the early intervention and place based approach, there is evidence that high numbers of people could benefit from the wellbeing benefits.*

- **Extend the reach of the place based approach to include people with Learning disabilities and mental health.**

*With the above initiatives we will be ensuring we have reach across all people and be progressing to a locality model where all the people we support are seen in the context of their lives and the community they live in.*

### Strengthening practice.

- **Further develop and evaluate outcomes from the changes in practice perspective.**

*We have come a long way but still have some distance to travel, further normative approaches will be used to support the practices shift further.*

- **Integrating place based /locality working.**

*In order to maximise the possibility of connection and increasing well- being we will be developing community conversations between place based and team workers. We see a progression towards all support being delivered at a locality level.*

### Effective Safeguarding

- Bringing adult and children’s safeguarding together.

As part of a recent restructure we want to explore how the working functions of a joint safeguarding unit will work.

- Rolling out the ‘safe audit’ and evaluating where gaps are.

As part of wider whole authority safeguarding approach there will be 'safe audit' work carried out throughout all aspects of adult services.

Improving outcomes through partnership working

Improving the quantum and quality of relationship based care and support:

- **Ensure the DP cooperative work develops and that the numbers of DP's increases.**

*We want to maximise the opportunities for people to have voice and control and be able access Direct Payments in higher numbers.*

- **Turning The World Upside Down ( TTWUD) – sustainability of market and “Dare to Care”**

We are moving from task and time to relationship based care, the TTWUD programme when implemented will be based on this principle. We see this as a sustainable approach that can begin to address the critical issues we have at present.

Workforce development

“Dare to Care “ is a piece of work we need to develop alongside key partners locally and regionally to re frame the image of care work , developing more sustainable access and better retention into the care sector.

Financial sustainability

## Appendices

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This final section should list where further information can be accessed electronically and/or in hard copy with appropriate cross-references and/or footnotes in the text of the report. As the intention of an annual report is not to contain everything that can be located elsewhere, it is important to signpost and support people to access additional information produced by the local authority, its partners and other external organisations where relevant.

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<sup>1</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>2</sup> Interim Family Support Review, April 2017

<sup>3</sup> Monmouthshire Carers Strategy , [Young Carers Strategy - You Tube Select Committee](#)

<sup>4</sup> [Act Watch Notes - April 2017](#)

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

<sup>6</sup> Report on progress in relation to 'front door' services in Monmouthshire Children's services, June **2016**

<sup>7</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. XX

<sup>8</sup>

- <sup>9</sup> <https://www.youtube.com/watch?v=aA-j6xXRwIE>
- [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>10</sup>Telling the Story – Mardy Park Photos

<sup>11</sup>

<sup>12</sup> Monmouthshire Integrated Services Performance Report for Gwent Frailty Joint Committee, 2016/17

<sup>13</sup> Head of Children's Services, May 2017

<sup>14</sup> Independent Reviewing Officer Reports – 01/04/16 – 30/09/16 & 01/10/2016- 31/03/2017

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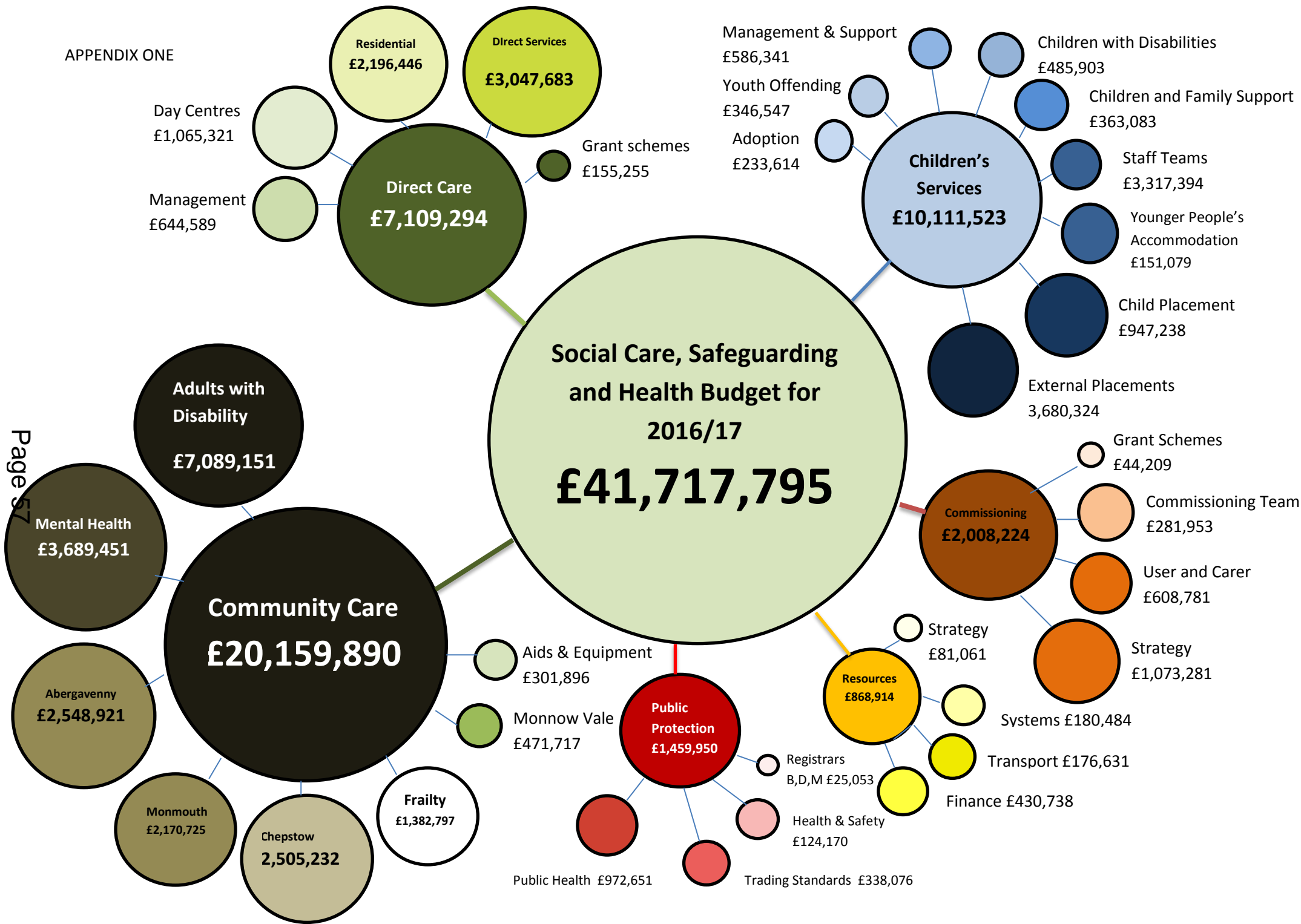
<sup>15</sup> WAO Report into Safeguarding Arrangements in the Kerbcraft Service in Monmouthshire County Council.

<sup>16</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>17</sup>Revenue & Capital Monitoring 2016/17 Outturn Statement, Monmouthshire County Council Cabinet, June 2017

<sup>18</sup> 'The path to sustainability: Funding projections for the NHS in Wales to 2019/20 and and 2030/31' , Toby Watt and Adam Roberts

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**SUBJECT:** Corporate Safeguarding Policy

**MEETING:** Select Committee

**DATE:** 7<sup>TH</sup> June 2017

**DIVISION/WARDS AFFECTED:** County wide

**1. PURPOSE:**

To inform Members of the introduction of the new Corporate Safeguarding Policy

**2. RECOMMENDATIONS:**

It is recommended that Members agree and adopt the Corporate Safeguarding Policy

**3. KEY ISSUES:**

- Safeguarding children and adults at risk has the very highest priority in the Council.
- Safeguarding, under the Social Services and Wellbeing Act (Wales) 2014, is recognised as everybody's responsibility and considerable progress has been made over the last 5 years to systematically embed safeguarding culture, knowledge and practice.
- All staff, paid and unpaid, and Councillors share a responsibility both corporately and individually to ensure that children and adults at risk are treated with respect and protected from harm.
- Whilst the Council does have an existing safeguarding policy in place it is heavily focussed towards educational settings and other child and family services. Safeguarding is therefore firmly embedded in some Directorates and service areas however there are varying levels of understanding as to expectations in other parts of the organisation.
- This policy will be a mechanism to evaluate understanding, systems and training throughout the Council and ensures that safeguarding is firmly placed as core to the business of the council.

**4. REASONS:**

The Social Services and Wellbeing Act (Wales) 2014 aims to strengthen and build on existing safeguarding practice to ensure that people are able to live their lives to the full.

There is a new overarching duty to promote the well-being of people who need care and support and every service within the Council has a role to play and has to take full ownership of their safeguarding responsibilities.

**5. RESOURCE IMPLICATIONS:**

Any resources required to implement this policy will be found from within existing service budgets

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

The policy is to assure Members around the level of safeguarding practice which is essential to the well-being of future generations.

**7. CONSULTEES:**

SLT

Cabinet

Whole Authority Safeguarding Working Group

All comments received have been incorporated into the policy

**8. BACKGROUND PAPERS:**

WASG Self evaluation

Social Services and Wellbeing Act (Wales) 2014

**9. AUTHOR:**

Claire Marchant Chief Officer, Social Care and Health

Cath Sheen, Corporate Safeguarding Programme Lead

**10. CONTACT DETAILS:**

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# CORPORATE SAFEGUARDING POLICY

JUNE 2017

MARCHANT, CLAIRE L.

**MONMOUTHSHIRE COUNTY COUNCIL**  
**CORPORATE SAFEGUARDING POLICY**

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# **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

## **1. INTRODUCTION**

**Safeguarding children and adults at risk from abuse is everybody's responsibility.**

Monmouthshire County Council (the Council) is committed to ensuring that people living in the County are safe and protected and that its statutory duties to safeguard and protect children, young people and adults at risk are discharged.

For the purposes of this policy, children and young people are defined as anyone who has not yet reached their 18th birthday. This does not exclude a young person who is 16 years of age in Further Education, or a member of the Armed Forces, in hospital, in a young offender's institution, or in prison.

An adult at risk is defined as an adult who is experiencing, or who is at risk of, abuse or neglect, has needs for care and support (whether or not the Council is meeting any of those needs), and as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

The Council's workforce shares a responsibility, both collectively and individually, to ensure that children and adults at risk are protected from harm. Council employees, Councillors, volunteers and contractors who come into contact with children or adults at risk in the course of their duties are expected to understand their responsibility and where necessary take action to safeguard and promote the welfare of vulnerable people.

## **2. SCOPE**

For the purposes of this policy 'workforce' is defined as those engaged by the Council, including permanent and temporary employees, students, volunteers, workers employed by employment agencies, contractors and consultants.

The policy covers the whole workforce and Councillors, and whilst all have varied levels of contact with children, young people and adults at risk everybody should be aware of potential indicators of neglect and abuse and be clear about what to do if they have concerns.

This policy makes explicit the expectation that all settings providing services for children and adults in Monmouthshire will have their own safeguarding policies and procedures which are in keeping with this document and other local, regional and national procedures and guidance.

## **3. OBJECTIVES**

The policy provides a framework which ensures that policies and practices within the Council are consistent and in line with stated values, which must underpin all work with children, young people and adults at risk.

The intention of this policy is to support quality service delivery, promote good practice and ensure services are delivered in a way that children, young people and adults at risk are safe from harm and are allowed to fulfil their potential and live the lives they want to live.

This policy is intended to be enabling; to ensure that all parts of the Council understand how to put effective safeguards in place. This is a policy for a positive, preventative and

# **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

proactive approach to safeguarding. The policy must be owned and implemented across the Council and promoted in wider communities. The policy is intended as an enabler of a positive culture of proactively identifying, mitigating, managing and removing risks to safety, whilst ensuring decisive and timely action to address serious concerns.

## **4. PRINCIPLES OF THE POLICY**

This policy is underpinned by the Council's vision to build sustainable and resilient communities and the 4 wellbeing objectives:

- To develop opportunities for communities and businesses to ensure a well-connected and thriving county
- Maximise the benefits of the natural and built environment for the well-being of current and future generations
- Maximise the potential in our communities to improve wellbeing for people throughout the course of their life
- Provide children and young people with the best possible start in life to help them achieve better outcomes

There is an expectation that all of the workforce, Councillors and partners share an objective to help keep children, young people and adults at risk safe by contributing to:

- Creating and maintaining a safe environment
- Identifying where there are concerns and taking action to address them in partnership with other agencies
- Prevent unsuitable people from working with children, young people and adults at risk
- Ensure the whole workforce understands safeguarding and their accountabilities and responsibilities
- Promote safe practice and challenge poor and unsafe practice

The policy sets out a preventive approach which ensures safeguards are proactively put in place to prevent abuse and neglect occurring

The Council requires a competent workforce of individuals who are able to identify instances in which there are grounds for concern about the welfare of a child or adult and initiate or take appropriate action to keep them safe.

The policy requires effective partnership working between all those involved with providing services for children, young people and adults at risk.

## **5. LEGISLATIVE CONTEXT**

The Council remains committed to the 1945 Declaration of Human Rights, the UN Convention on the Rights of a Child, as well as the United Nation's Principals for Older People.

The Care Quality Commission 2014 defined Safeguarding as "protecting individual's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect."

# MONMOUTHSHIRE COUNTY COUNCIL CORPORATE SAFEGUARDING POLICY

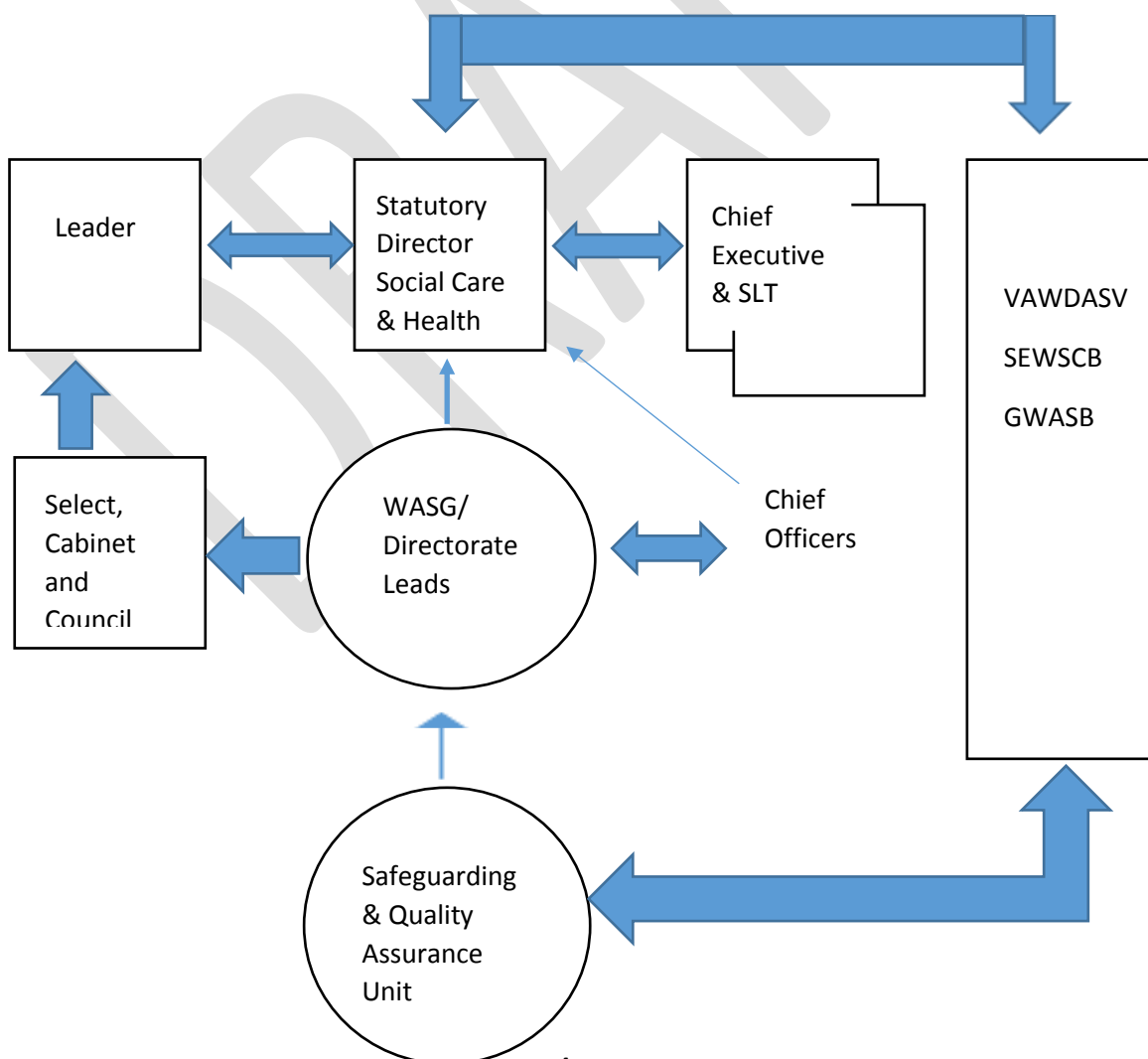
The Social Services and Well-being (Wales) Act (2014) (SSWBA) aims to strengthen and build on existing safeguarding practice in Wales to ensure that people are able to live their lives to the full. There is a new overarching duty to promote the well-being of people who need care and support together with an emphasis on shared responsibility and partnership working.

“Whilst the Council is the organisation in making enquiries to identify whether an individual is at risk of harm, or abuse, and co-ordinating a response it should be clear that Safeguarding is everyone’s business and to this end this responsibility cannot be achieved in isolation and without clear and accountable leadership.” Social Services and Wellbeing Act (Wales) 2014 (SSWA)

In the Social Services and Wellbeing Act, well-being is defined through eight aspects, one of which is protection from abuse and neglect. In relation to a child, well-being also includes their physical, intellectual, emotional, social and behavioural development; and their welfare (ensuring they are kept safe from harm).

Appendix 1 gives further related legislation, policy and guidance and key contacts within the Council.

## **6. Governance Arrangements**



# **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

## (a) Role of the Regional Boards

The **Gwent Wide Adult Safeguarding Board (GWASB)** has the statutory responsibility to provide the strategic lead in the region in relation to the safeguarding citizens and the promotion of their well-being, as enshrined in the Social Services and Well-being Act 2014 and accompanying guidance, 'Working Together to Safeguard People Volume 1'. The GwASB's purpose is to lead, co-ordinate and ensure the effectiveness of multi-agency safeguarding adult practice in the region. Monmouthshire Council is accountable to the GwASB as a key statutory partner and as such must contribute fully to the work streams of the Board, and ensure good alignment with the Council's work programmes.

The **South East Wales Safeguarding Children Board (SEWSCB)** has the statutory responsibility to provide the strategic lead in the region in relation to the safeguarding of children and promotion of their welfare, as enshrined in the Children Act 2004 and The Social Services and Well-being Act 2014 and accompanying guidance, 'Working Together to Safeguard People Volume 1'. The SEWSCB's purpose is to lead, co-ordinate and ensure the effectiveness of multi-agency safeguarding children practice in the region. Monmouthshire Council is accountable to the SEWSCB as a key statutory partner and as such must contribute fully to the work streams of the Board, and ensure good alignment with the Council's work programmes.

The **Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Regional Board B** was established as a statutory requirement within the VAWDASV Act 2015 in order to strategically lead the implementation of the Act in the region. Monmouthshire Council is a key statutory partner on the Board and contributes fully to its work streams and ensures good alignment between the Board and the Council's work programmes.

## (b) Chief Officer Social Care and Health (SCH)

The Chief Officer SCH fulfils the role of Statutory Director of Social Services and has legal accountability for ensuring the Council has appropriate safeguarding measures in place to protect children, young people and adults at risk. The Chief Officer is responsible for reporting the effectiveness of these arrangements on a corporate level to the Chief Executive, Senior Leadership Team and Cabinet and Council.

The Chief Officer SCH is the point of contact for all other Chief Officers to report serious safeguarding concerns which may occur in their service area. The Chief Officer is responsible for ensuring appropriate action is taken including reporting to the Chief Executive and Lead Cabinet Member as necessary.

## (c) The Chief Executive

The Chief Executive has overall responsibility for ensuring arrangements for safeguarding of children and adults at risk are effective across the Council. The Chief Executive is responsible for developing effective governance arrangements and ensuring there is a safeguarding policy in place.



## **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

Through one to one meetings with the Chief Officer for Social Care and Health (SCH), the Chief Executive is kept informed of relevant safeguarding issues.

(d) The Leader

The Leader of the Council is overall responsible for providing political leadership to ensure the Council fulfils its duties and responsibilities for safeguarding.

(e) Lead Cabinet Member for Safeguarding

The Lead Cabinet Member for Safeguarding will have regular one to one meetings, monthly as a minimum, with the Chief Officer SCH and be kept informed and updated on relevant safeguarding matters.

The Lead Member will be briefed on any sensitive cases that may be considered for Child or Adult Practice Reviews or may otherwise become a matter of public interest.

(f) Executive Members

All Cabinet members have a responsibility to challenge their Chief Officer on the effective safeguarding performance within their area.

(g) Chief Officers

Chief Officers are responsible for reporting any serious safeguarding concerns that may arise in their service area to the Chief Officer SCH. Chief Officers will brief their respective Cabinet Members on any safeguarding issues and on the general effectiveness of safeguarding arrangements.

Chief Officers are responsible for ensuring the workforce within their Directorates are appropriately trained to identify and respond to safeguarding concerns.

Chief Officers are responsible for ensuring that they have safeguarding operational procedures in place and Safeguarding Audit Framework for Evaluation (SAFE) Audits are undertaken for the relevant service areas within their Directorate.

Chief Officers will ensure that Directorate Safeguarding Leads (DSLs) are nominated for any service areas where there is direct contact with the public and the DSL has a direct link to them to ensure that a robust reporting mechanism is in place for reporting noncompliance or any safeguarding concerns.

(h) Head of Children's Services and Head of Adult Services

The Heads of Service ensure the Chief Officer SCH is informed of any safeguarding issues in their one to one meetings and ensure that any serious concerns are raised immediately.

The Heads of Service represent the Council on the South East Wales Safeguarding Children's Board (SEWSCB) and the Gwent Wide Adult Safeguarding Board (GwASB) and are responsible for ensuring appropriate representation on any respective Sub Groups. The Heads of Service will brief the Chief Officer SCH, the Senior Leadership Team, Select Committees, Cabinet and Council on any issues arising from Child or Adult Practice Reviews and the resultant action plans.

The Head of Children's Service has operational and strategic management responsibility for the Safeguarding and Quality Assurance Unit which works across the Council to

# **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

provide assurance and support to safeguarding and operationally leads Child Protection and Protection of Vulnerable Adult processes.

## **7 ROLES AND RESPONSIBILITIES**

### **(a) Councillors**

All Councillors must familiarise themselves with this Policy and seek advice from the Chief Officer SCH if they are unclear about their responsibility for safeguarding. The Corporate Safeguarding Policy will be communicated as part of the mandatory induction programme for all new Councillors.

All Councillors will be expected to undertake safeguarding training Level 1 as a minimum.

### **(b) Select Committee**

The role of the Select Committee is to review and scrutinise decisions and make reports or recommendations in connection with the discharge of any of the Council's functions whether by the Cabinet or another part of the Council. The role is to provide constructive challenge to the Council about its safeguarding activity in an impartial and independent manner.

### **(c) All Staff**

Every service area of the Council has a role to play and must take full ownership of their safeguarding responsibilities. The Council expects every member of the workforce to take all reasonable steps to ensure the safety of any child or adult at risk involved in Council activity.

Managers must proactively analyse where risks to safeguarding are most likely to arise in their particular service(s) and ensure they have appropriate operational procedures and supporting systems in place to manage these well. They are accountable for understanding the training needs of their workforce and ensuring there are appropriate operational arrangements for people to access the right training.

Any person responsible for, or working with, children or adults at risk in any capacity, whether paid or unpaid, is considered to have a duty of care towards them both legally and contractually and as a responsible moral citizen. This includes a duty to behave in a manner that does not threaten, harm or put people at risk of harm from others.

All parts of the workforce have a responsibility to conduct themselves in their private lives in a manner that does not compromise their position in the workplace or call into question their suitability to work with children or adults at risk.

All members of the workforce should:

- Be alert to the possibility of harm, abuse and neglect
- Participate in relevant safeguarding training and multi-agency working to safeguard children and adults at risk
- Be familiar with local procedures and protocols for safeguarding and follow the Councils Code of Conduct and other professional codes
- Report any concerns about the safety or welfare of a child or adult at risk.

Everybody working for or on behalf of the Council has a duty to report any concerns they may have for the welfare and/or protection of children and adults at risk. The duty to

## **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

report is a legal requirement and failure to report appropriately will be considered a serious matter under the Council's personnel policies. (See Appendix 2 for how to make a referral and Appendix 1 for contact information and referral forms)

Each Directorate where there is direct contact with the public, will have a Directorate Safeguarding Lead (DSL) responsible for safeguarding. See Appendix 3 for roles and responsibilities. The DSL will work and liaise with the Safeguarding and Quality Assurance Unit to deal with any safeguarding concerns about a child or adult at risk including allegations against members of staff.

### **(d) Safeguarding and Quality Assurance Unit**

The Council's Safeguarding and Quality Assurance Unit provides safeguarding support to all service areas and settings in the County covered by this policy. This is alongside of the unit's operational / statutory role in respect of adult and child protection.

The Unit will support, challenge and hold to account all directorates, schools, service areas and partner agencies in respect of their safeguarding practices in the following ways:

- Facilitate directorates, service areas, schools and partner agencies to undertake a bi-annual audit of safeguarding arrangements using the SAFE framework
- Undertake regular review meetings / visits to Council departments and other settings to discuss safeguarding procedures and practices
- Provide support and challenge to directorates regarding their safeguarding arrangements
- Provide professional advice and consultation regarding safeguarding or child / adult protection issues
- Support the Whole Authority Safeguarding Group in delivering its activity programme
- Support the Whole Authority Safeguarding Group in implementing a quality assurance framework for safeguarding
- Work with People Services in relation to safe recruitment and HR Practices and the development of a training plan
- Provide safeguarding training across the Council to support services in meeting their training requirements
- Follow up any allegations against professionals in partnership with others.

### **(e) Directorate Heads of Service**

All Heads of Service are responsible, through their Departmental Management Teams (DMTs) for ensuring that the workforce is aware of the Corporate Safeguarding Policy and service operational procedures and that people receive training at a level appropriate to their role and responsibility

All Heads of Service must ensure that safe recruitment practices are adopted particularly in relation to reference checks and where relevant, checks through the Disclosure and Barring Service (DBS).

All Heads of Service must report any safeguarding concerns to their responsible Chief Officer or DSL.

## **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

### (f) Line Managers and Supervisors

Every line manager / supervisor is responsible for ensuring that the workforce for whom they are responsible (including agency, consultants and volunteers) receive the training they need, proportionate to their role and responsibilities.

### (g) Contractors, Sub Contractors or organisations funded by the Council

All contractors, sub-contractors or other organisations funded by the Council are responsible for arranging checks through the safe recruitment process and for ensuring that staff comply with regulatory and contractual arrangements relating to their safeguarding responsibilities. All contractors, sub-contractors and other organisations are responsible for informing relevant Managers within the Council of any safeguarding concerns they may have.

### (h) Agency Workers

The Council requires all Employment Agencies to undertake the relevant safe recruitment checks and references on any staff members offered employment / placements within the Council. However, it is the responsibility of the Directorate/ Service Manager to draw the Agency Workers attention to the Corporate Safeguarding Policy.

## **(8) Quality Assurance**

### (a) Reporting and Monitoring

The Council has comprehensive mechanisms in place for Officer and Councillors which provide a robust governance framework supported by a performance reporting system that is transparent, on line and capable of providing information for challenging scrutiny by Officers, Councillors and Regulators.

At a corporate level, the responsibility for monitoring the effectiveness of safeguarding arrangements across the Council is delegated to the Whole Authority Safeguarding Group. Terms of Reference for the Whole Authority Safeguarding Group can be found at Appendix 4

The Whole Authority Safeguarding Group will produce a report at least annually for Senior Leadership Team, Cabinet and Scrutiny. This report will provide an overview of the Council's safeguarding performance. This will provide an opportunity for councillors to scrutinise and challenge the Council's safeguarding activity

A clear line of sight on reporting of safeguarding performance is also available through Service Improvement Plans (SIPs) which are subject to scrutiny by the Leader of the Council, Cabinet Member, Chief Executive, SLT and Policy and Performance Unit. Safeguarding information pertinent to the service area must be included in all SIPs.

Observations of Cabinet, Scrutiny, Internal Audit and external regulators will steer and influence the priorities of the Whole Authority Safeguarding Group.

All reports prepared for Members will include a section and explanation to any safeguarding implications in the same way as Finance and Legal.

The Head of Adults and Head of Children's Services will ensure the activities of the regional boards will be reported to Council on a formal, regular basis

## **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

The SLT will have safeguarding as part of its work programme and regular agenda item at its meetings.

The Senior Management Team (SMT) Meetings will have safeguarding as a regular agenda item and will be a forum to raise awareness about safeguarding and to cascade information.

Departmental Management Team meetings (DMT) will have safeguarding as a regular item on their agenda and will escalate risks, issues and training needs to the relevant DSLs

Every Service in the Council will report on their safeguarding guidelines to the Whole Authority Safeguarding Group through their DSL.

### **(b) Safeguarding Audit Framework for Evaluation - SAFE**

The SAFE audit tool (See Appendix 5) will be used to monitor and gather information and monitor compliance of the Safeguarding Policy by all DMTs, schools and other settings working with children, young people and adults at risk. The audit will be undertaken on a bi-annual basis and information gathered will be used to improve safeguarding for children, young people and adults at risk.

The audit tool is based on legislation and is set out in sections which require service areas to critically consider their own practice, procedures, systems and culture. The SAFE includes a safeguarding action plan which enables the service area to establish a programme of activity to address any improvements indicated through the SAFE. The Safeguarding and Quality Assurance Unit will provide support and follow up review, to services in completing and delivering their SAFEs.

The SAFE is an important mechanism in the safeguarding of children, young people and adults at risk in the care of the Council, at school or in other services provided or commissioned by the Council.

### **(c) Internal Audit / External Regulators**

Internal Audit will consider reviewing safeguarding on a cyclical basis in accordance with their normal planning and risk assessment process along with all other services of the Council which could be subject to an audit review. This will be done on an annual basis.

Where there are matters of concern in service provision, allegation of fraud, theft or corruption or significant non-compliance with Council policy, discussions will take place with Internal Audit to assess whether they are the appropriate mechanism to investigate the matter further. If both parties confirm that this is appropriate Internal Audit will undertake a special investigation and report back any outcomes to the respective Head of Service / Chief Officer.

The Council will address any issues identified by respective external regulators and it is incumbent on all Chief Officers and Senior Managers to ensure that coherent and comprehensive self-evaluation and consequential action is taken where required to oversee improvements.

All internal and external audit reports are scrutinised by the relevant Select Committee and any recommendations, if accepted, from every inspection / audit report are

## **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

transferred into the work programme of the Whole Authority Safeguarding Group and relevant Service Plans for action and subjected to the Council's performance measures.

### **(9) SAFE WORKFORCE**

#### **(a) Recruitment, selection and management of the workforce**

The Council will implement safe recruitment and employment standards in accordance with Safeguarding Children Board and Gwent Wide Adult Safeguarding Board regional guidance and as set out in the Monmouthshire Recruitment and Selection Policy and Guidance Handbook.

To promote safe recruitment and HR practices the Council will:

- Review its recruitment and selection procedures regularly and will carry out regular auditing on safe recruitment practices for staff
- Ensure that managers responsible for recruitment receive safe recruitment training which is updated on a regular basis
- Ensure that safe recruitment procedures are made accessible to and used by all managers
- Ensure that safe recruitment standards are applied and monitored within the contractual arrangements in services that are commissioned by the Council or supported through grants.
- Monitor staff compliance with its policies for safeguarding and promoting the welfare of children, young people and adults at risk through training and auditing of HR processes

The Council's Disciplinary Procedures set out what action will be taken against any member of the workforce who does not comply with the Council's policies and procedures, including those in place to safeguard and promote the well-being of children and adults at risk.

[Corporate Disciplinary Policy](#)

[School Disciplinary Policy](#)

#### **(b) Whistleblowing**

Whistleblowing is defined as:

'The disclosure by a member of staff or professional of confidential information which relates to some danger, fraud or other illegal or unethical conduct connected with the work place, be it of the employer or his/her fellow employees' (Public Concern at Work Guidelines 1997).

The Council has an agreed [Whistleblowing Policy](#) which refers to the reporting, by any member of the workforce, of suspected misconduct, illegal acts or failure to act within the Council. The whistleblowing policy can be used for confidential reporting of any abusive, inappropriate or unprofessional behaviour against any children, young people or adults at risk, or any conduct that breaches criminal law or statute; compromise health and safety,

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breaches accepted professional code of conduct, or otherwise falls below established standards of practice in relation to children, young people or adults at risk.

The Council expects the highest standards of conduct from the workforce, and encourages the workforce and others with serious concerns about any aspect of the Council's work to come forward and voice those concerns in a safe environment. The Whistleblowing policy enables members of the workforce to raise concerns at an early stage and in the correct way.

The policy is accessible to all staff within the People Services area on the Hub. The Policy explains:

- The types of issues/disclosures that can be raised
- How the person raising a concern will be protected from victimisation and harassment
- How to raise a concern
- What the Council will do.

### (c) Allegations against Adults who work with Children, Young People or Adults at Risk

Allegations or concerns in regard to adults working with children and/ or adults at risk must be referred and investigated in a fair, timely and consistently in order to effectively protect those at risk.

Policy and guidance which clarifies Council staff member's duty to report concerns relating to other staff members, professional, and volunteers, and offers support to this process includes:

- All Wales Child Protection Procedures;
- Wales Interim Policy and Procedures for the Protection of Vulnerable Adults from Abuse;
- The Council's Whistle Blowing Policy (See Section 8)

The sharing of information must be sensitively handled and be restricted to those agencies who have a need to know in order to:

- Protect adults and children;
- Facilitate enquiries;
- Manage disciplinary and/ or complaint's aspects.

On the completion of the investigation, should an individual be dismissed or removed from working with children or vulnerable adult's (in a Regulated Activity) the Council has a Duty to refer the individual to the DBS (Safeguarding Vulnerable Group's Act 2006). Equally the Council has an obligation to refer certain information about employee's conduct and matter's relating to safeguarding to professional regulatory bodies.

Any member of the Monmouthshire County Council workforce/ employee of a contractor or sub-contractor who believes that allegations or suspicions are not being investigated properly has a responsibility to escalate their concern to a higher level within the Council or via the Council Whistleblowing Policy – See above.

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Referral forms can be found at

Adults - [www.gwasb.org.uk](http://www.gwasb.org.uk)

Children - <http://www.sewsc.org.uk/index.php?id=40>

## (d) Training

All members of the workforce, whether permanent or temporary, Councillors and volunteers who work with children and adults at risk in Monmouthshire will be given access to this policy and the name and contact details of the DSL as part of their induction when they commence work.

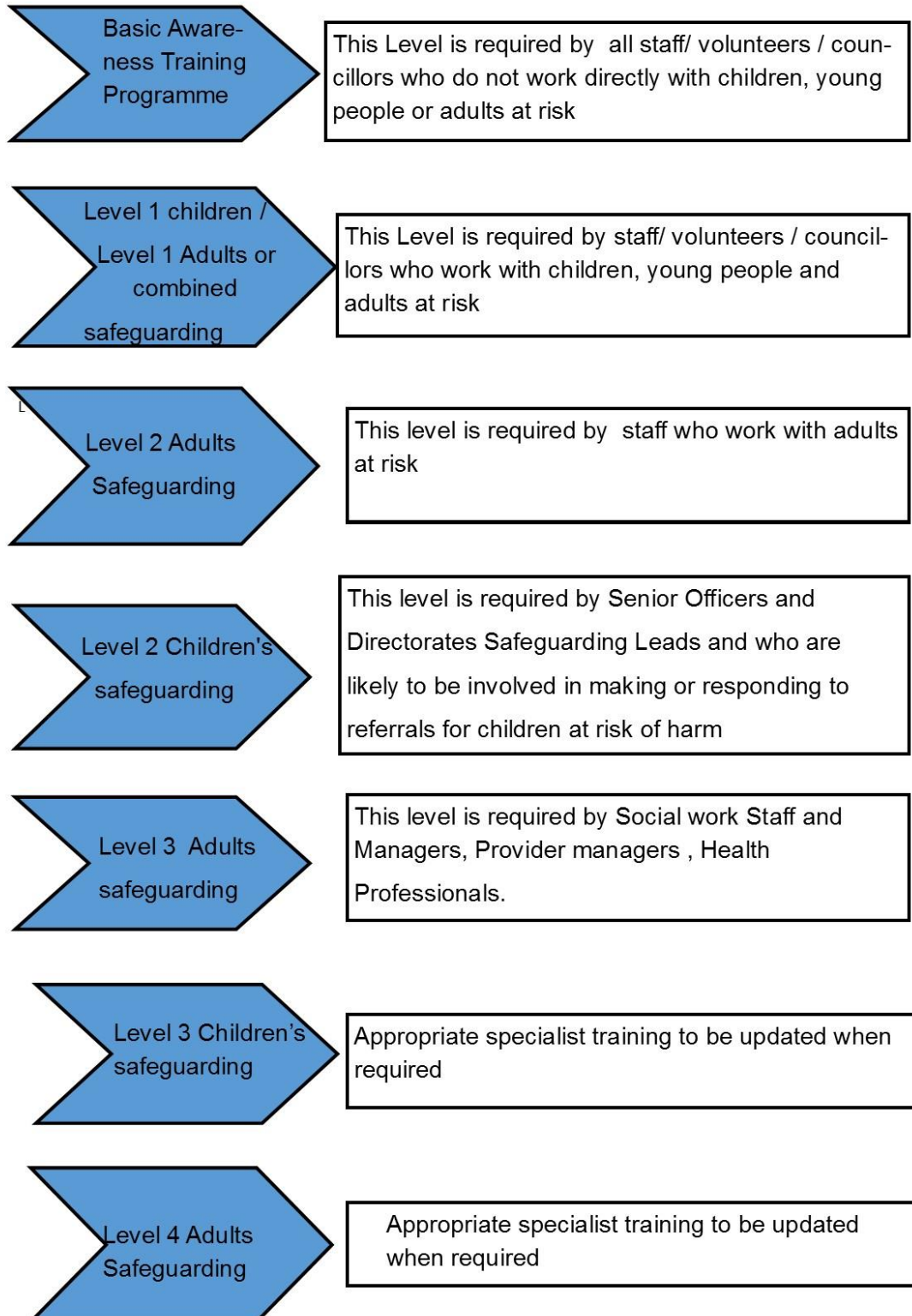
All of the workforce will be expected to undertake training relevant to the position that they hold and to renew their qualifications to the highest level.

All members of the workforce are responsible for their own Continuous Professional Development and to ensure that their safeguarding training is current and up to date. Each Directorate is required to keep a record of workforce safeguarding training using the template at Appendix 7.

The Council's Safeguarding and Quality Assurance Unit will be responsible for informing Directorates of the Training Programme. Attendance at training courses will be monitored through SAFE audits and reported back by each Directorate to the WASG.



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## (e) Volunteering

This Policy applies to all volunteers who engage with adults at risk, children and young people in their volunteering role.

Volunteers working for the Council, including within schools, will be subject to the same recruitment processes as the paid workforce and according to the nature of the activity being undertaken.

Safeguarding will be covered within the initial induction and soon after a Level 1 Safeguarding training course must be attended to raise the volunteer's awareness.

## **10. PREVENTATIVE APPROACH**

One of the Council's corporate priorities is to support Monmouthshire residents to be safe, stay well and to live independently within their community. With regard to this the Council is committed to the development and commissioning of services and the implementation of community and individual well-being approaches to help meet this aim.

Services operating within the Council will be expected to respond to the needs of children and adults at risk, understand how to establish a positive culture of safeguarding and adhere to the principles of partnership working in promoting prevention and early intervention.

### Counter Terrorism and the Risk of Radicalisation

The PREVENT Public Sector Duty came into place in July 2015. The Counter Terrorism and Securities Act 2015 places an expectation on the Council when exercising its functions, to have due regard to the need to prevent people from being drawn into terrorism. PREVENT covers all forms of extremism including Islamist extremism, Extreme Far-Right, militant, animal rights etc. The aim of PREVENT is to safeguard those who may be vulnerable to extremist influence and provide support to those who are at risk. If anybody has PREVENT concerns, they should raise with the PREVENT Lead for the Council (See Appendix 1).

Initial referrals are made via the Multi Agency Referral Process (MARF) before a PREVENT referral is submitted. Once it is ascertained that the referral is not subject to any other police investigations, a multi-agency panel known as the Channel Panel is held and a support plan is developed for the individual.

### Child Sexual Exploitation

Child sexual exploitation is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, 'protection' or affection. The vulnerability of the young person and grooming process employed by perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent.

The Council strives to create a hostile environment to child sexual exploitation and actively works with partners to identify children at risk and prevent this form of abuse.

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### **Self-Harm / Suicide**

Self-harm is the name given to any deliberate act of self-injury or behaviour intended to cause harm to someone's own body.

The Suicide and Self Harm Prevention Strategy and associated action plan builds on 'Talk to Me' the 2009 national action plan to reduce suicide and self-harm in Wales. It sets out the strategic aims and objectives to prevent and reduce suicide and self-harm in Wales over the period 2015-2020. It identifies priority care providers to deliver action in certain priority places to the benefit of key priority people, and confirms the national and local action required.

Buddy is a support and advice website for young people living with Self Harm which has been developed by young people and professionals from the Council. Buddy provides confidential support, advice and tools and techniques to help deal with negative thoughts and feelings associated with self-harm. There is specific information for helping people within this site, as well as advice for parents and professionals

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

### **Modern Slavery / Trafficking**

Modern Day Slavery encompasses slavery, sexual exploitation, human trafficking, forced labour, and domestic servitude. Traffickers and slave masters use whatever means they have to coerce, deceive, and force the individual into a life of abuse, servitude and inhumane treatment. The Modern Slavery Act came into law in 2015 and allows the courts to pass down severe sentences on the perpetrators, and to place restrictions on people from harm. The Council has a Duty under S 52 of the Act to advise the Secretary of State of any individual who may be identified as a victim of Slavery, or Trafficking.

The Council acts in accordance with the relevant Modern Slavery and Trafficking legislation and guidance, and promotes practices to identify and safeguard victims of these crimes, and ensure transparency of supply chains.

Training and Victim Support regarding Modern Slavery can be found at BAWSO [www.bawso.org.uk](http://www.bawso.org.uk).

### **Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)**

Domestic Abuse is recognised to impact both adults and children and can have life changing effects. The VAWDASV Act (Wales) 2015 aim's to improve arrangements for the prevention of gender based violence, abuse, and sexual violence. The Act requires the Council to train all staff in a principle based approach to targeted enquiry for these issues across the Public Service known as "Ask and Act" in order to signpost victims and potential victims to support services. The regional VAWDSV board has also prioritised a "whole school approach" to training and support in order to continue a preventative agenda to domestic abuse.

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## **11. ROBUST PROTECTION**

### **(a) Child Protection**

Child Protection is an essential part of safeguarding and promoting welfare, it refers to the activity which is undertaken to protect children who are suffering, or at risk of suffering significant harm, as a result of abuse or neglect.

The categories of abuse recognised within Child Protection are

- Physical Abuse
- Sexual Abuse
- Emotional Abuse
- Neglect

The definitions of categories of abuse are outlined in Appendix 7

The primary legislation and guidance which shape's Child Protection Practice and Procedures is:

- Children Act 1989
- Children Act 2004
- All Wales Child Protection Procedures 2008
- Social Services and Wellbeing Act (Wales) 2014

Whilst Statutory Social Service's Departments are the Lead Agency in Child Protection matters, there is a wider duty on all agency's to work together to protect and safeguard children.

### **(b) Adult Protection**

Adult Safeguarding is on a statutory basis from April 2014 when SSWBA which came into force. The drafting and ratification of SSWBA compliant all-Wales policy, procedure and guidance is not yet complete. Adult Safeguarding is shaped, and informed by the "All Wales Interim Policy and Procedures for the Protection of Vulnerable Adult's" in a modified form.

The SSWBA refers to an 'adult at risk from abuse or neglect' which is defined as an adult who:

- Is experiencing or is at risk of abuse or neglect,
- Has needs for care and support (whether or not the authority is meeting any of those needs), and
- As a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

This applies to all adults within the County boundary whether or not they are ordinarily resident. Adult safeguarding also needs to take into account the capacity of adults to make decisions in accordance with the Mental Capacity Act. If an adult is deemed to have capacity, then consent must be sought for the safeguarding process. The only exception to this is when an alleged abuser is a potential risk to other vulnerable people.

The Act also places a 'duty to report' on all staff to report actual or suspected abuse or neglect of both adults and children deemed to be at risk and provides for the use of Adult

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Protection Safeguarding Orders (APSO) via a Magistrate to allow Designated Officers to enter a premises where it is suspected an adult is at risk and speak to them alone to establish if they are safe

Appendix 8 sets out a flowchart outlining Adults referral process

(c) Allegations or Concerns against adults who work with children and adults at risk Professional Strategy Meetings

All Professional Strategy Meetings for children and adults at risk will be convened and chaired by the Safeguarding and Quality Assurance Unit in accordance with regional guidance.

### **12. SAFE SERVICES**

(a) Commissioning Arrangements

Any new service provider commissioned to support children or adults at risk will be required to undergo an accreditation process. The accreditation process is designed to ensure that the service is fit for purpose and has the necessary arrangements in place to safeguard those it is supporting and deliver a quality service. As part of the accreditation process checks will be made with local hosting authorities, regulating bodies as well as financial enquires. Providers will be required to provide information confirming their safeguarding policy and procedures.

Contractor monitoring activity either, planned or unplanned, will include stratifying the Council that the provider is managing their responsibilities in regard to safeguarding and are operating in line with legislation, policy and procedures Where required confirmation will be sought of the services performance regarding safe recruitment practices, DBS checking and safeguarding referrals.

(b) Lettings and Hiring

With almost all casual lettings the Council will not be contracting the services of hirers. It is nonetheless allowing its premises to be used for activities that may involve children, young people or adults at risk.

Therefore Managers have a duty to ensure, as far as is reasonable, that these activities also comply with safeguarding responsibilities. Members of the public may reasonably assume that because an activity is taking place within a Council setting, the Council has had due regard to safeguarding in entering into the arrangement.

In allowing use of council premises, the onus must remain upon the hirer to ensure that safeguarding measures are maintained throughout. This is something that organisations are made aware of under safeguarding legislation and through their own organisational governing body, if applicable.

Managers should request to see and retain copies of relevant safeguarding documentation as proof that hirers and their staff comply with such measures on receipt of applications.

Managers must also consider reporting any concerns about an individual's suitability to work with children, young people and adults at risk to Children's/ Adults Services

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In the case of 'one off' children's events, for example, a private birthday party, safeguarding legislation exempts such uses from the processes mentioned above but nonetheless this policy requires managers to be able to properly demonstrate due regard to safeguarding risks in agreeing any hiring arrangements.

### (c) Monmouthshire Homesearch - Housing Register

The Council's Housing Register, known as Monmouthshire Homesearch, is a partnership between the Council and local housing associations. Monmouthshire Homesearch is common housing register and a joint allocations policy. The Housing Register, a legal responsibility of the Council, determines the priority and procedure for the allocation of housing accommodation in Monmouthshire. The Housing Register policy supports and contributes to the Council's Safeguarding Policy through the following

Special Management Lettings - There may be exceptional circumstances where the only way an exceptionally urgent housing need can be resolved is through the use of management discretion. There is the ability in very urgent cases for MHR Operational Sub Group to exercise discretion. In the interests of fairness to all applicants these circumstances are kept to an absolute minimum. Such cases may include the following circumstances: an applicant has an exceptional need that is not covered by the allocation scheme, for example, where Child or Public Protection issues require urgent rehousing.

Serious Offenders – Monmouthshire Homesearch will seek to minimise the risk to the community and the applicant where individuals are considered to pose a risk to themselves and/or others (even where an individual has not been convicted of an offence). Monmouthshire Homesearch (through the Council's Housing Options Team) will work with the Police and Probation Services to assess and manage risk and will apply special arrangements where cases are referred through the Multi-Agency Public Protection panel (MAPPA) or any protocol with Probation Services Officers. This may result in restrictions being placed upon the applicant in their choice of property or area, or a direct offer of suitable accommodation being made.

Information Sharing - Information may be shared about individuals and their history irrespective of whether their consent has been obtained in exceptional circumstances. This will be in accordance with the provisions of the Crime and Disorder Act 1998 (Section 115). This includes where there is a need to safe-guard children and address child protection issues or vulnerable adults.

### (d) Licensing

With effect from 1<sup>st</sup> April 2016 all new and existing Licensed Hackney Carriage, Private Hire Drivers, Proprietors and Operators must undergo Safeguarding of children young people and adults at risk training before obtaining a licence from the Council.

All staff within the Licensing Section should undertake safeguarding training to enable them to work with the taxi trade to gather information to safeguard children young people and adults at risk and be able to share relevant information with Police and Social Services.

Whilst the Council is unable to insist on safeguarding training as part of the condition of a licence with the alcohol and entertainment industry Licensing will continue to work with the Police to provide free training to those working in the industry and continue to improve information sharing.

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The Council will continue to work with traders who require licenses e.g. takeaway outlets to provide assistance on how to recognise possible safeguarding issues.

### **13. Safeguarding in Education**

#### **Roles and Responsibilities in Schools**

##### **(a) The role of the Governing Body in Maintained Schools in Monmouthshire**

Governing bodies of maintained schools, governing bodies (Corporations) of FE institutions, and proprietors of independent schools in Monmouthshire should ensure that their respective organisations: (See in Keeping learners safe - The role of local authorities, governing bodies and proprietors of independent schools under the Education Act 2002 2.21)

- Have effective child protection policies and procedures in place that are:
  - In accordance with local authority guidance and locally agreed interagency procedures
  - Inclusive of services that extend beyond the school day (e.g. boarding accommodation, community activities on school premises, etc.)
  - Reviewed at least annually
  - Made available to parents or carers on request
  - Provided in a format appropriate to the understanding of children, particularly where schools cater for children with additional needs
- Operate safe recruitment procedures that take account of the need to safeguard children and young people, including arrangements to ensure that all appropriate checks are carried out on new staff and unsupervised volunteers who will work with children, including relevant DBS checks
- Ensure that the head teacher/principal and all other permanent staff and volunteers who work with children undertake appropriate training to equip them with the knowledge and skills that are necessary to carry out their responsibilities for child protection effectively, which is kept up-to date by refresher training
- Give clear guidance to temporary staff and volunteers providing cover during short-term absences and who will be working with children and young people on the organisation's arrangements for child protection and their responsibilities
- Ensure that the governing body/proprietor remedies without delay any deficiencies or weaknesses in regard to child protection arrangements that are brought to its attention
- Ensure that the designated senior person (DSP) for child protection, the designated governor and the chair of governors undertakes training in inter-agency working that is provided by, or to standards agreed by, the Safeguarding Children Board and refresher training to keep their knowledge and skills up to date, in addition to basic child protection training.

##### **(b) Additional responsibilities of community Focussed Schools, Pre and Post School Learning and Out of Hours Learning Providers in Monmouthshire.**

The governing body of a school controls the use of the school premises both during and outside school hours, except where a trust deed allows a person other than the governing body to control the use of the premises, or a transfer of control agreement has been made. Governing bodies can enter into transfer of control agreements in order to share control of the school premises with another body, or transfer control to it. The

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other body, known as the “controlling body”, will control the occupation and use of the premises during the times specified in the agreement.

Transferring control of the premises to local community groups, sports associations and service providers can enable school facilities to be used without needing ongoing management or administrative time from school staff.

Where the governing body provides services or activities directly under the supervision or management of school staff, the school’s arrangements for child protection will apply. Where services or activities are provided separately by another body, the governing body must confirm that the body concerned has appropriate policies and procedures in place in regard to safeguarding children and child protection and there are arrangements to liaise with the school on these matters where appropriate.

### (c) Responsibilities of Head teachers

Head teachers and principals of all schools should ensure that all staff (including supply teachers and volunteers):

- Are aware of child protection policies and procedures adopted by the governing body or proprietor are fully implemented and followed by all staff
- Can access sufficient resources and time to enable them to discharge their responsibilities, including taking part in strategy discussions and other inter-agency meetings, and contributing to the assessment of children
- Understand the procedures for safeguarding children, and feel able to, raise concerns about poor or unsafe practice and that such concerns are addressed sensitively and effectively in a timely manner in accordance with agreed Welsh Government Procedures for Whistleblowing in Schools and Model Policy
- As part of their induction, are given a written statement about the school’s policy and procedures, and the name and contact details of the DSP for child protection when they start work in a new establishment

### (d) Role of the Designated Person in Schools

The designated senior person for safeguarding in Monmouthshire fulfils an essential role in developing and implementing policies that help to safeguard adults and children from all forms of abuse and create a safe environment. Refer to Keeping Learners Safe

Each setting should identify a Designated Senior Person (DSP) with lead responsibility for managing adult and child protection and safeguarding issues and cases.

The DSP should know how to recognise and identify the signs of abuse and neglect and know when it is appropriate to make a referral to the relevant investigating agencies.

The role involves providing advice and support to other staff, making referrals to and liaising and working with other agencies as necessary. The DSP role is not to investigate allegations, but they must keep the head teacher informed of all adult/child protection issues in the establishment.

The DSP must be a senior officer at the setting or part of the senior leadership team with the status and authority within the organisation to carry out the duties of the post, including committing resources to child protection matters, and where appropriate directing other staff. Dealing with individual cases may be a responsibility of other staff



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members, but it is important that a senior member of staff takes responsibility for this area of work.

In many schools and settings a single designated person will be sufficient, but a deputy should be available to act in their absence. In establishments which are organised on different sites or with separate management structures, there should be a designated person for each part or site. In large organisations, or those with a large number of adult/child protection concerns, it may be necessary to have a number of deputies to deal with the responsibilities.

The establishment must also make arrangements to cover the role of the DSP when that person is unavailable. In many cases, there will be a deputy DSP in place and larger schools may have a team of staff working together.

The DSP does not have to be an expert in the area of adult/child protection but will take responsibility for the establishment's adult/child protection practice, policy, procedures and professional development working with other agencies as necessary. The head teacher should ensure that the DSP:

- is given sufficient time and resources to carry out the role effectively, which should be explicitly defined in the post holder's job description
- has access to required levels of training and support to undertake the role, has time to attend and provide reports and advice to case conferences and other interagency meetings as required.

### **(e) Referrals**

The DSP should act as a point of contact and a source of support, advice and expertise within the setting establishment when deciding whether to make a referral by liaising with relevant agencies.

The DSP is responsible for making referrals about allegations of suspected abuse to the relevant investigating agencies. Where these relate to cases of suspected abuse or allegations of abuse against staff or volunteers, the process for referral and enquiries is set out in the relevant procedures

DSPs have a responsibility to ensure that:

- The Duty Officer (children's social care) contact details for the originating authorities of all service users are sourced and displayed in an area which is accessible to all staff;
- In the event of a safeguarding concern a referral is made both to the duty officer in the person's home authority and to the Monmouthshire duty officer.
- In the event of an allegation against a professional the Safeguarding and Quality assurance Unit is informed at the same time as the above referral/s.

### **(f) Role of Independent Settings and Residential Establishments**

Proprietors of residential and/or independent settings should ensure that:

- They comply with the requirements of their regulatory body
- They fulfil all responsibilities for safeguarding adults and children (including those at risk).

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### **(g) The Role of the Manager of Early Years Settings/ Nurseries/ Playgroups/ Before & After School Care Settings**

Managers of Early Years Settings and all partner agencies in Monmouthshire providing services for children should:

- Act as or appoint a DSP to take the lead role in safeguarding and protecting the children in their care.
- Ensure that they have an up to date Safeguarding/child protection policy and procedures which have been adopted by the proprietor/managing body and are fully implemented and followed by all staff;
- Ensure that sufficient resources and time are allocated to enable the designated person and other staff to discharge their responsibilities including taking part in strategy discussions and other inter-agency meetings, and contributing to the assessment of children; and
- All staff and volunteers understand the procedures for and are supported in raising concerns with regard to children in their care

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Record of Appendices

Appendix 1	Relevant Legislation and Council Contacts
Appendix 2	Referral Process – Children
Appendix 3	Roles and Responsibilities Directorate Safeguarding Leads
Appendix 4	Terms of Reference Whole Authority Safeguarding Group
Appendix 5	SAFE Auditing Tool
Appendix 6	Training Record Template
Appendix 7	Categories of abuse - Definition
Appendix 8	Flow chart adult referrals

# MONMOUTHSHIRE COUNTY COUNCIL CORPORATE SAFEGUARDING POLICY

## Appendix 1

### Relevant Legislation and Contact Details

- Social Services and Wellbeing Act (Wales) 2014
- Children Act 1989, 2004
- Carers Act 2004
- Human Rights Act 1998
- Equalities Act 2010
- Framework for Assessing Children and their Need (2001)
- Stronger Partnership's for Better Outcomes (2006)
- Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse (2010)
- Mental Capacity Act 2005
- All Wales Child Protection Procedures (2008)
- NSF for Children, Young People and Maternity Services
- Direct Payment's Guidance
- Violence against Women, Domestic Abuse and Sexual Violence Act 2015
- Data Protection Act
- United Nations Convention on the Rights of the Child 1989
- VAWDASV Regional Service -  
[www.gwasb.org.uk/fileadmin/documents/Handout\\_7 -  
\\_Gwent VAWDASV services directory 3 amended 16.12.16 HG.pdf](http://www.gwasb.org.uk/fileadmin/documents/Handout_7_-_Gwent_VAWDASV_services_directory_3_amended_16.12.16_HG.pdf).
- PREVENT  
[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/445977/3799 Revised Prevent Duty Guidance England Wales V2-Interactive.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/445977/3799_Revised_Prevent_Duty_Guidance_England_Wales_V2-Interactive.pdf).
- Keeping Learners Safe [www.childreninwales.org.uk%2Fpolicy-document%2Fkeeping-learners-safe-role-local-authorities-governing-bodies-proprietors-independent-schools-education-act-2002-](http://www.childreninwales.org.uk%2Fpolicy-document%2Fkeeping-learners-safe-role-local-authorities-governing-bodies-proprietors-independent-schools-education-act-2002-)

### Relevant Contacts

Social Services Duty – Children Services	01291 635669 during office hours 0800 328 4432 out of office hours
Social Services Duty – Adult Services	Monmouth/Usk/Raglan – 01600 773041 Abergavenny – 01873 735885 Chepstow/Caldicot – 01291 635666
PREVENT	Shereen.Williams@newport.gov.uk
South East Wales Safeguarding Board	<a href="http://www.sewsc.org.uk">www.sewsc.org.uk</a>
Gwent Wide Adult Safeguarding Board	<a href="http://www.gwasb.org.uk">www.gwasb.org.uk</a>
Buddy Support and Advice	<a href="http://www.buddyapp.monmouthshire.gov.uk">www.buddyapp.monmouthshire.gov.uk</a> .
Modern Slavery /Trafficking – Training and Victim Support	BAWSO <a href="http://www.bawso.org.uk">www.bawso.org.uk</a> .

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**Appendix 2**

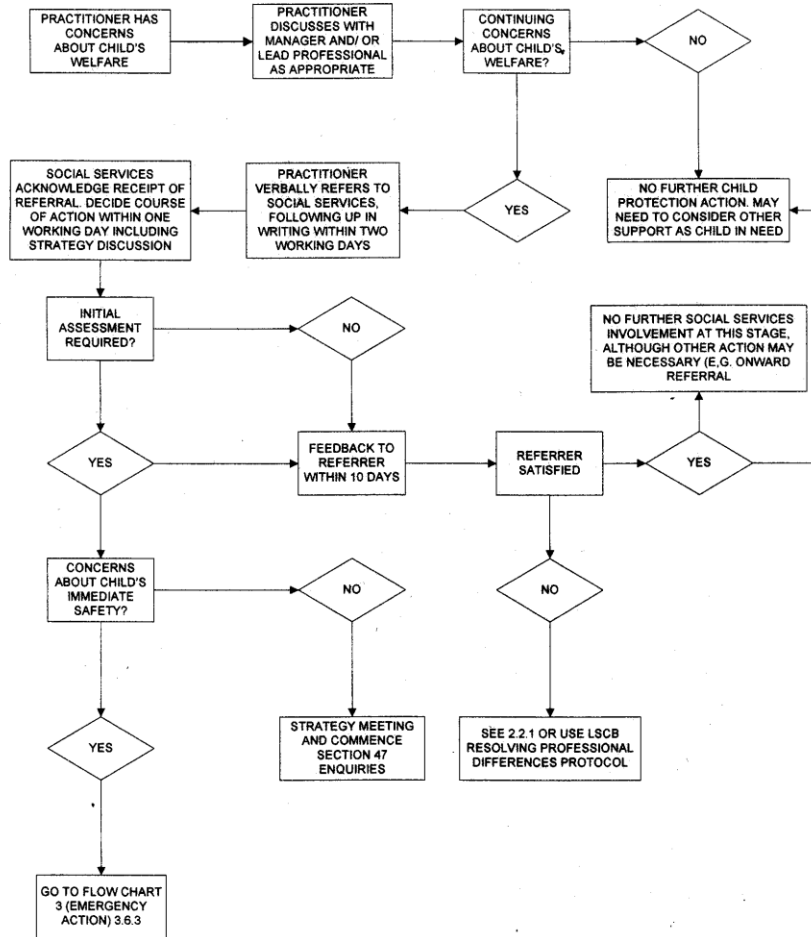
**Referral Process - Children**

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All Wales Child Protection Procedures 2008

## 3.2.5 Flowchart 1: referral



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## **Role Description for Directorate Safeguarding Lead**

Every Directorate within the Council is required to nominate a Directorate Safeguarding Lead (DSL) for dealing with safeguarding children and adult's issues. The DSL is responsible for:

- Acting as an overarching and key source of advice and support for other staff in their Service on all safeguarding issues
- Ensuring robust arrangements are in place for staff to access day to day practice advice and support for safeguarding from their line managers
- Support staff or take the lead in referring safeguarding concerns to Social Care and Health as appropriate
- Being familiar with the Councils Corporate Safeguarding Policy and the All Wales Procedures as they relate to Children's and Adult's safeguarding
- Ensuring the Operational Procedures for safeguarding within the directorate are compliant with legislation and statutory guidance and are issued to all staff
- Representing their Directorate on the Whole Authority Safeguarding Group
- Ensuring compliance with policies and guidance within their directorate services areas and reporting this to the Whole Authority Safeguarding Group
- Attending relevant training
- Ensuring members of the workforce within their Services attend training at levels appropriate to their roles and functions and maintain management information in relation to attendance on training
- Ensuring safeguarding responsibilities are highlighted through staff induction processes, team meetings, supervision and staff briefings

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## **Appendix 4**

### **Terms of Reference for Whole Authority Safeguarding Group**

The main responsibilities of the Group are to ensure that robust arrangements for safeguarding children and adults are in place within and across the Council

The Whole Authority Safeguarding Group will act on a strategic level to:

- Assure the Council that procedures for managing safeguarding concerns are robust;
- Ensure that all directorates within the council are aware of their contribution to keeping children, young people and adults at risk safe and free from harm or abuse;
- Support the functions and duties of the Chief Officer Social Care and Health;
- Ensure inter departmental working and corporate communication is effective;
- Resolve any potential barriers that could prevent having effective procedures in place;
- Receive and consider recommendations and learning from Child / Adult Practice / Domestic Homicide Reviews;
- Ensure appropriate training is available for the workforce and Elected Members;
- Receive and consider agreed performance information;
- Produce an Annual Report on safeguarding performance within the council for SLT, Cabinet and relevant Scrutiny Committee;
- Review the Corporate Safeguarding Policy as and when required or after 3 years as a minimum.



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## **Appendix 5**

### **MONMOUTHSHIRE SAFEGUARDING AUDIT FRAMEWORK for EVALUATION**

In accordance with Monmouthshire's Safeguarding Policy, all organisations that provide services for or work with adults at risk, children, young people and families are expected to carry out an audit of their safeguarding practices, based on a process of self-evaluation.

The following audit framework is set out in sections related to different standards and requires you to think about your own practices and procedures within your setting. It is designed to give you an understanding of safeguarding in your own service area/ establishment and how these might be developed. In addition the audits provide Monmouthshire County Council with an overview of safeguarding practices across the county.

The audit tool is based on Social Services and Wellbeing Act 2014.

#### **Please undertake the following audit and return it to the named officer below for your Directorate:**

Bernard Boniface, Adult Safeguarding Manager (Adult Services) [bernardboniface@monmouthshire.gov.uk](mailto:bernardboniface@monmouthshire.gov.uk).

Diane Corrister, Safeguarding and Quality Assurance Unit Manager (Operations) [dianecorrister@monmouthshire.gov.uk](mailto:dianecorrister@monmouthshire.gov.uk).

Heather Heaney, Designated Lead Officer for Safeguarding in Education (CYP, Schools, Early Years Settings, Flying Start) [heatherheaney@monmouthshire.gov.uk](mailto:heatherheaney@monmouthshire.gov.uk)

Cath Sheen, Corporate Safeguarding Programme Lead (Resources & Enterprise) [cathsheen@monmouthshire.gov.uk](mailto:cathsheen@monmouthshire.gov.uk)

Please think carefully about your own practices and procedures in your setting; complete the audit to the best of your knowledge and think about how you will evidence your responses. Please complete the RAG System (Red, Amber or Green – see below) and produce an action plan with any actions that are required to improve safeguarding in your area.

We review the information you give us and will provide follow up advice and support where appropriate. Our review of the information helps to inform MCC in developing safeguarding practices at a wider level.

We aim to undertake a follow up audit every 2 years. Please try to be as realistic and honest as you can be and use this document to help you to identify your current position regarding safeguarding and set targets/actions to improve.

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ORGANISATION / SERVICE AREA / SCHOOL / ESTABLISHMENT NAME.....

PERSON COMPLETING THIS AUDIT..... ROLE/POSITION.....

DATE COMPLETED..... DATE RETURNED TO LA.....

Please list below ALL the individual services / organisations / establishments that you are responsible for and reporting on in this audit. Where relevant be specific in your audit regarding which service is being commented upon. (for e.g. Leisure Centre, Day Service, Care Home, Social Work Team Primary School, Comprehensive School, Nursery, Breakfast Club, After School Club, Sports Activities, etc. )

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STANDARD	EVIDENCE	RAG RATING	FURTHER ACTIONS REQ'D
<b>STANDARD 1.</b> <b>Designated Safeguarding Leads</b> <b>Designated Safeguarding Leads fulfil an essential role in developing and implementing policies that help to protect children and adults at risk from all forms of abuse and create a safe environment. Designated Safeguarding Leads take responsibility in their setting for managing issues and concerns about adults and children at risk.</b>			
1.1 There is a Designated Safeguarding Lead (DSL) for Safeguarding and all staff know who that person is.			

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1.2 There is a Deputy Designated Safeguarding Lead (to act when the DSL is off site) and all staff know who that person is.			
1.3 The role of the Designated Safeguarding Lead is clearly defined in a job description which sets out their responsibilities in safeguarding.			
1.4 The DSL and deputy DSL are adequately trained and supported to fulfil their roles.	Provide details of safeguarding courses attended with dates:		
<b>STANDARD 2. Policies and Procedures</b>			
2.1 Your setting has adopted the Monmouthshire Safeguarding Policy (formally via governing body/trustee / management body if appropriate).	Give Date when adopted:		

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<p>2.2 The LA policy has been communicated to all staff members and is implemented in your setting/organisation.</p>			
<p>2.3 Your setting has its own written safeguarding policies and procedures which are reviewed regularly (at least every 3 years)</p>	<p>List any relevant policies with dates including date of reviews and of next review:</p>		
<p>2.4 All staff and volunteers are made aware of all safeguarding policies and procedures and how these are applied within the setting</p>			
<p>2.5 Everyone using your service are made aware of all safeguarding policies and procedures and how these are applied within the setting</p>			

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<p>2.6 We are confident that every service we commission delivers a safeguarding standard consistent with our service.</p>			
<p><b>STANDARD 3. Accountability</b></p>			
<p>3.1 All staff understand to whom they are directly accountable with regards to the well-being of adults at risk and children, and the level of accountability they have.</p>	<p>Is this discussed at team meetings and staff appraisals? How is this recorded?</p>		
<p>3.2 All Job descriptions are explicit and recognise responsibilities regarding safeguarding and promoting the well-being of children and adults at risk.</p>			
<p><b>STANDARD 4: LISTENING AND RESPONDING</b></p>			
<p>4.1 Children and adults at risk are</p>			

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<p>encouraged to express their wishes and feelings including any concerns they might have over harm and abuse</p>			
<p>4.2 Appropriate decisions are made in order to protect children, young people and adults at risk from harm</p>			
<p>4.3 Children, young people and adults at risk feel safe in your setting and that their well-being is promoted.</p>			
<p>4.4 We reflect on what has gone well and areas for improvement, and ensure that new learning is embedded.</p>	<p>How is this achieved?</p>		

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**STANDARD 5: Effective inter-agency working to safeguard and promote the welfare of children and adults at risk**

<p>5.1 Staff participate in multi-agency meetings and fora to consider the needs of and provide support for individual children and their families and adults at risk.</p>	<p>List the relevant meetings your setting is involved:</p>		
<p>5.2 Staff are able to recognise when children and adults at risk need additional support and are able to make the appropriate referral e.g. referrals to other single agencies, referral to TAF, referral to Adult Services or Children's Services</p>	<p>Provide numbers of referrals made to e.g. adult/children's services</p>		
<p>5.3 Any decisions made or actions taken in relation to the protection or safeguarding of</p>			

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individuals are recorded appropriately and maintained confidentially.			
5.4 Arrangements are in place to ensure that personal and confidential information is appropriately shared across settings / services.	Is information securely available across varying levels of need? How do you know this is being complied with?		
<b>STANDARD 6: Staff and Volunteer Training</b>			
6.1. All staff and volunteers receive appropriate training (at the relevant levels) to enable them to discharge their safeguarding duties.	Describe your record keeping arrangements and how this is monitored by your setting. What arrangements are in place for updates and renewals		
6.2 All staff and Volunteers are assessed in relation to	How is this achieved?		



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safeguarding training needs.			
6.3 There is a record kept of all adult/child protection and safeguarding training and this is updated as appropriate.	Provide a copy of your training record		
6.4 Arrangements are in place to evaluate the impact and effectiveness of training and the identification of adult/child protection and safeguarding training.			
<b>STANDARD 7: Safe Recruitment</b>			
7.1. All staff and volunteers have DBS checks prior to employment if they are engaged in regulated activity.	Describe how you monitor DBS arrangements:		
7.2. All staff who have contact with children, young people and	Provide information about any DBS		

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<p>adults at risk are selected in accordance with the Safe Recruitment Policy and have appropriate checks in line with current legislation and guidance:</p> <ul style="list-style-type: none"> <li>- References are always taken up prior to appointment.</li> <li>- Identity and qualifications are verified.</li> <li>- Professional registration is in place</li> <li>- Face to face interviews are carried out.</li> <li>- Previous employment history is checked.</li> <li>- Any anomalies or discrepancies are followed up.</li> </ul>	<p>risk assessments that you have undertaken since the last audit: how can you be confident that sound decisions are made?</p>		
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<p>- Necessary checks are carried out before the employee takes up the post (e.g. DBS if they are engaged in regulated activity).</p>			
<p>7.3 There is a Safe Recruitment policy in place.</p>			
<p>7.4 Those people involved in recruitment within your setting have undertaken Safe Recruitment Training</p>	<p>Provide details of any training undertaken:</p>		
<p><b>STANDARD 8: Handling Allegations Against Workers and Volunteers</b></p>			
<p>8.1 There is a named senior officer with responsibility in respect of allegations against staff and volunteers. All staff</p>			

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know who this person is.			
8.2 There is a written procedure for handling allegations against staff and volunteers in place.			
8.3 Incidents and allegations of professional abuse are recorded appropriately and maintained confidentially.	Provide numbers of professional concerns and any issues referred:		
<b>STANDARD 9: Safeguarding in the Building</b>			
9.1 Do you know and monitor public access points in the building(s) so that you know if people are entering or leaving the building?			
9.2 Are Parents / Carers / Visitors monitored whilst they are in the building			

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<p>including signing in and out procedures if appropriate? Are badges issued to visitors?</p>			
<p>9.3 Do you have policies and procedures in place to maintain safeguarding when other people/vehicles not involved with your organisation use/visit the premises at the same time as your organisation?</p>			
<p>9.4 Are safeguarding issues reported to the relevant lead officer and the building's management, as appropriate?</p>			
<p>9.5 Do you risk assess for safeguarding and general safety when using premises other than your own and have a reporting system in place for issues identified?</p>			

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<b>STANDARD 10: E-Safety</b>			
10.1 Children, young people or adult at risk who have access to the internet via any means in your setting can do so safely.	Provide details of any e-safety awareness activity that is undertaken within your setting:		
10.2 Do you have and implement a policy for the safe use of internet access by service users, staff and volunteers?	Tell us where this policy is available:		

**Designated Safeguarding Lead Summary Report**

<p><b>Describe any key challenges and successes that you have experienced over the last year. Relate this both to your individual role and to the wider setting.</b></p>
<p><b>Please identify what support might be helpful to you in your role as Designated Safeguarding Lead or to assist with the development of safeguarding within your setting.</b></p>

## MONMOUTHSHIRE COUNTY COUNCIL CORPORATE SAFEGUARDING POLICY

### RAG RATING



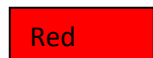
Green

Means everything is in place, up to date, and meets the required minimum standard



Amber

Means that something requires review or improvement



Red

Means something needs to be developed as a matter of urgency

### Part 2: Action Plan

#### INSERT YOUR COMPLETED / UPDATED ACTION PLAN FROM YOUR PREVIOUS AUDIT

Ensure that any actions from your previous action plan that have not been completed are incorporated into your current plan as below.

No	Standard Identified	RAG Rating	Action Needed / Evidence of Completion	Timescale / Date of completion	Lead Officer and Contact Details

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**Appendix 6**

**Staff Training Template**

Name	Job Title	Base	Level	Provider	Name of Course	Date Completed	Expiry Date
A N Other	Sports Devel. Officer	Usk	2	SEWSCB	Safeguarding and Protecting Children	23/02/2015	23/02/2017



# **MONMOUTHSHIRE COUNTY COUNCIL** **CORPORATE SAFEGUARDING POLICY**

## **Appendix 7**

### **Definitions of Abuse**

#### **Physical abuse**

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child.

Physical harm may also be caused when a parent or caregiver fabricates or induces illness in a child whom they are looking after.

#### **Emotional abuse**

Emotional abuse is the persistent emotional ill treatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to a child that they are worthless or unloved, inadequate or valued only in so far as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on children. It may involve causing children frequently to feel frightened or in danger, for example by witnessing domestic abuse within the home or being bullied, or, the exploitation or corruption of children. Some level of emotional abuse is involved in all types of ill treatment of a child, though it may occur alone.

#### **Sexual abuse**

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware of what is happening. The activities may involve physical contact, including penetrative or non-penetrative acts. They may include non-contact activities, such as involving children in looking at, or in the production of, pornographic material or watching sexual activities, or encouraging children to behave in sexually inappropriate ways.

#### **Neglect**

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. It may involve a parent or caregiver failing to provide adequate food, shelter and clothing, failing to protect a child from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

In addition, neglect may occur during pregnancy as a result of maternal substance misuse.

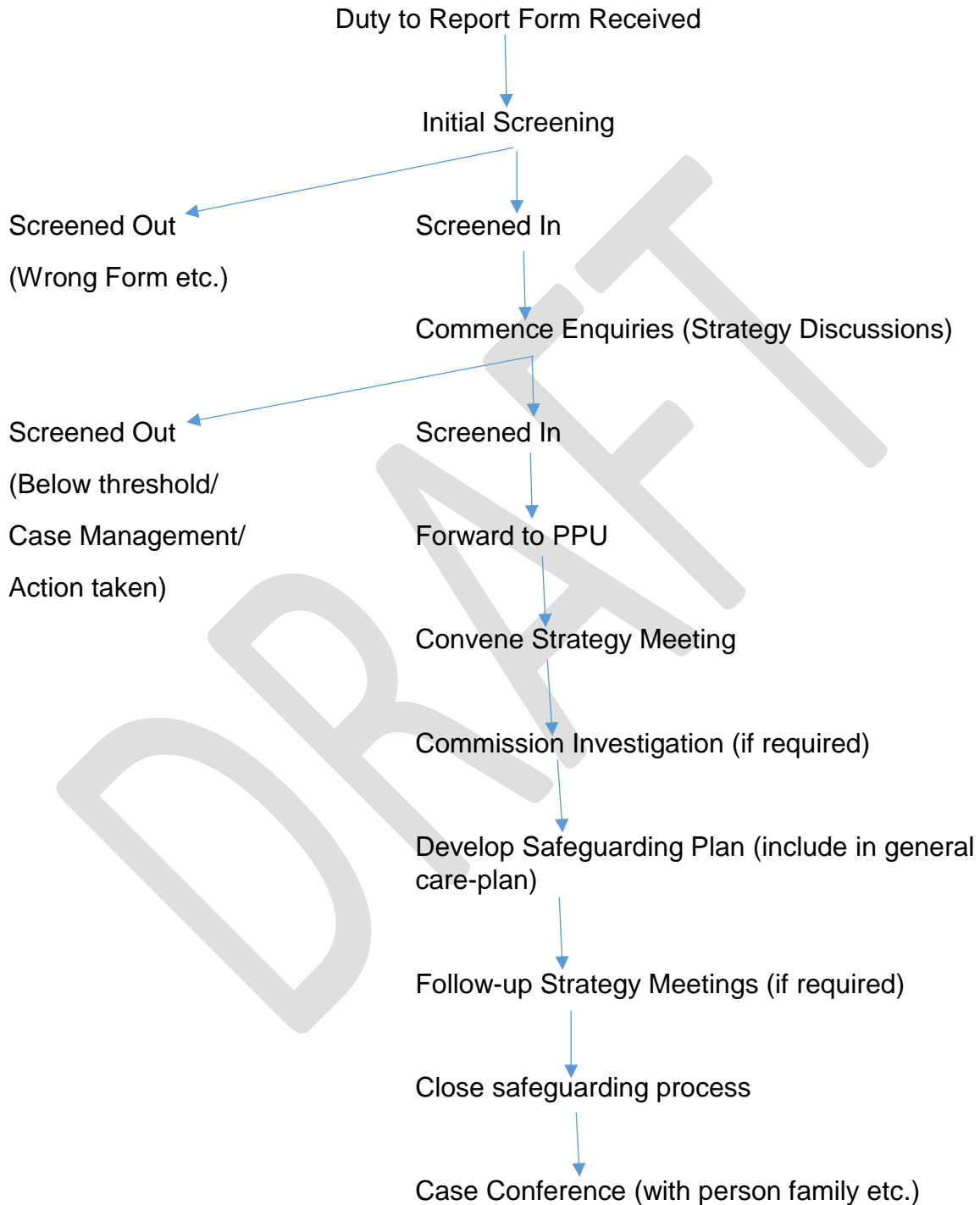
#### **Financial Abuse**

Financial or material abuse is any theft or misuse of a person's money, property or resources by a person in a position of, or expectation of, trust to a vulnerable person. Common forms of financial abuse are misuse by others of a vulnerable adult's state benefits or undue pressure to change wills. Financial/material abuse may also be perpetrated by one vulnerable adult upon another.

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Appendix 8

**Adult Safeguarding Process**



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

<p><b>Name of the Officer</b> completing the evaluation</p> <p><b>Phone no:</b> <b>E-mail:</b> @monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To implement a Corporate Safeguarding Policy</p>
<p><b>Name of Service</b></p> <p>Social Care and Health- Safeguarding</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>19<sup>th</sup> May 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>	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	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 policy will be in place to drive safeguarding and ensure any 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	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 policy will be in place to drive safeguarding and ensure any 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 policy will support people in being and feeling safe	A robust policy will be in place to drive safeguarding and ensure any 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 policy does not discriminate but will support everyone across all ages, religions, race and cultures	A policy will be in place and embedded within the Authority so that those working for / with / on behalf of the Authority are aware of their responsibilities in relation to safeguarding.

**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 policy clearly sets out the expectations of those working for or on behalf of the Council, including Members, to deliver the new approach to safeguarding, and in line with this, expectations of those accountable within the authority in assuring this is delivered. There are already partnerships embedded around safeguarding which should be strengthened through the implementation of this policy.</p>	<p>N/A</p>
 <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	<p>The policy clearly sets out the expectations of those working for or on behalf of the Council, including Members, to deliver the new approach to safeguarding and in line with this, expectations of those accountable within the authority in assuring this is delivered. There are already partnerships embedded around safeguarding which should be strengthened through the implementation of this policy.</p>	<p>N/A</p>
 <p>Involving those with an interest and seeking their views</p> <p><b>Involvement</b></p>	<p>The policy clearly sets out the expectations of those working for or on behalf of the Council, including Members, to deliver the new approach to safeguarding and in line with this, expectations of those accountable within the authority in assuring this is delivered. There are already partnerships embedded around safeguarding which should be strengthened through the implementation of this policy.</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>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The Policy will be delivered through existing resources but the intention is to prevent problems in safeguarding occurring.</p>	<p>N/A</p>
 <p>Integration</p> <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)

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?



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	The adult at risk population will become an integral part of the new safeguarding policy and so all ages will be appropriately focussed	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
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

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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	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	Looked After Children 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

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

Social Services and Wellbeing (Wales) ACT 2014  
 Internal Audit Service report on safeguarding 2015  
 The Wales Audit Office on Safeguarding 2015  
 The Ellis Williams Report on safeguarding 2015  
 Current Safeguarding Policy

**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

**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:	May 2020
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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.

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Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	Cabinet June 2017		

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## REPORT

**SUBJECT: Update on Safeguarding arrangements – Kerbcraft scheme**

**MEETING: Children and Young People Select Committee**

**DATE: 22<sup>nd</sup> June 2017**

**DIVISION/WARDS AFFECTED: Countywide**

### 1. PURPOSE

Prior to submission to Cabinet, to provide the Children and Young People Select Committee members with an update on 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 actions within the action plan reported to Council on the 20<sup>th</sup> March 2017 (appendix 1 attached).
- 2.2 That the new policy and procedure/checklist for the provision of kerbcraft training (appendices 2,3 and 4) be scrutinised.
- 2.3 That members consider what feedback they would wish to offer to Cabinet.

### 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. This report offers the Children and Young People Select Committee members the opportunity to review the report before it is presented 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 policy and working procedures are provided in appendices 2,3 and 4 .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.

#### **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 is the first of several to members as outlined in 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)

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.**

Page 23  
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
Page 124	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

WAO Statutory Recommendation made under section 25 of the Public Audit (Wales) Act 2004	<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>
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 127	<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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## **APPENDIX 2**

### **Kerbcraft (Road Safety Training) – Operating Procedures - April 2017**

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.
- Attend 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 children’s training register –ensure stored at all times in a secure area



- Undertake training in accordance with the Kerbcraft manual
- Whilst training takes place all officers/volunteers must be mindful of issues of safeguarding and child welfare. Should a concern be raised or identified, Officers must follow the procedures set out in the Safeguarding Policy, and report the case to the identified Designated Officer. Advice should also be sought via either Monmouthshire's Safeguarding Unit or the Social Service's Duty Team
- 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

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## **INTRODUCTION**

This Policy has been produced to support good practice within the Kerb Craft Service offered by Monmouthshire County Council to pupils between the ages of 5 and 7 years attending Primary schools within Monmouthshire

## **PURPOSE OF POLICY**

The Policy will offer a framework which ensures consistent Safeguarding Practice within the service and ensure said practice is in line with the stated values of Monmouthshire County Council which underpin all work with children and young people. Further to this the policy will clarify the professional responsibilities to ensure statutory and other duties are met in accordance with local and national requirements and procedures regarding the Safeguarding and protection of children. This Policy is underpinned by the belief that the “welfare of the child is paramount” and all employees and volunteers have a responsibility to children in their care.

## **LEGISLATIVE AND POLICY FRAMEWORK**

This policy is a requirement made under Monmouthshire County Council’s “Safeguarding and Child Protection Policy” adopted by this service in 2014. As such it works to the Legislative Framework enshrined within the Monmouthshire wide Policy and gives consideration to:

- Social Services and Well Being Act (Wales) 2014
- All Wales Child Protection Procedures 2008
- Children Act 2004
- Safeguarding Children – Working Together Under the Children Act Guidance 2004
- Kerbcraft Training Handbook

## **ROLE OF THE MANAGER**

- Appoint a designated officer to take the lead role in safeguarding and protecting children within the Kerbcraft Service area.
- Ensure that all staff are trained in Child Protection and Safeguarding via review on a biannual basis;
- Ensure all staff have an current knowledge of this policy and that the policy is fully implemented within the service;

- Ensure that all staff and volunteers understand the procedures and processes are in place to support staff in raising concerns in regard to children;
- Monitor staff compliance with the policies and procedures for safeguarding and promoting the welfare of children through training opportunities and auditing of the HR process;
- Ensure sufficient resources and time is available for the designated officers and staff to discharge their responsibilities in line with Monmouthshire's Safeguarding Policy.
- 

### **ROLE OF DESIGNATED SAFEGUARDING LEAD OFFICER (D.O.)**

- To act as a safeguarding lead within the service in order to offer advice and support to staff and volunteers who have concerns about children's wellbeing and safeguarding;
- To attend appropriate Safeguarding Lead training every 2 years
- Liaise with Social Services and Monmouthshire's Safeguarding Unit to seek advice and guidance in regards to child protection and safeguarding issues;
- Ensure they are compliant with training and attends interagency Child Protection training/Safeguarding Lead training and Data Protection training;
- Attend professional meetings and child protection meetings as required to share information;
- To work with Manager and Monmouthshire's Safeguarding Unit to complete audits and review the service as required;
- To keep an electronic database in regard to the training of staff and volunteers;
- To keep a confidential electronic database of any concerns raised;
- Write reports as required regarding any concerns

### **ROLE OF DEPUTY SAFEGUARDING LEAD OFFICER**

To be trained to equivalent level to offer support to Designated Officer and cover in their absence.

### **CHILD PROTECTION TRAINING**

- All staff – permanent, temporary and volunteers – should have a copy of this policy and procedures as well as the names of the designated Safeguarding Leads within KerbCraft;

- All staff working with children should undertake appropriate child protection training i.e. Monmouthshire's Level One Safeguarding Training or the SEWSCB Multiagency Recognition to Referral Training every three years;
- Safeguarding Leads and Designated Officers shall undertake SEWSCB Training for Safeguarding Lead's Training, or the equivalent training offered via Monmouthshire's Safeguarding Unit;
- A Database of Training for all Staff and Volunteers should be kept up-to-date and reviewed bi-annually

## **RECORDS AND RECORD KEEPING**

- As in Line with the whole Authority Safeguarding and Child Protection Policy the Manager and Designated Officers have responsibility to maintain accurate and relevant Child Protection records. These records must be kept in a secure place and separate from all other records pertaining to the child;
- As in line with the whole Authority Safeguarding and Child Protection Policy the Manager and Designated Officers shall maintain and keep detailed records regarding allegations of abuse against any member of staff working for them, either paid or voluntary;
- Advice and guidance can be sought from Monmouthshire County Councils People Services Department or the Safeguarding Unit;
- All records should be kept in line with Monmouthshire's Data Protection policy and any staff responsible for record keeping should attend Monmouthshire's Data Protection training;
- Should information or registers of children attending the service need to be held in the public domain there must be secure procedures in place to protect the identity of children.

## **INFORMATION SHARING**

It is recognised that in order to safeguard and protect children information sharing will be required and therefore should be informed by, and follow, the principles laid out in the Welsh Government guidance Safeguarding Children; Working together under the Children Act 2004.

Information about children, young people and families must be shared appropriately and always in accordance with the All Wales Child Protection Procedures. It is critical that, when there is a reasonable cause to believe that a child or young person may be suffering or may be at risk of suffering significant harm, consideration should always be given to referring these concerns to Children's Services and /or the Police.

All information sharing should be carried out in accordance with the Human Rights Act 1998, Crime and Disorder Act 1998 and Data Protection Act 1988 and confidential information must only shared for genuine purposes.

## RECRUITMENT AND SELECTION

To promote safe recruitment and HR Practices the Kerb Craft service will adhere to Monmouthshire Councils Safe Recruitment policy

Anyone required to recruit staff or volunteers should attend safer recruitment training in line with Monmouthshire County Councils recruitment and employment standards and according to their role and remit.

Kerb Craft will review its selection and recruitment procedures regularly and carry out auditing on DBS checks of staff and volunteers

Ensure that safe recruitment procedures are made accessible to all staff responsible for the recruitment of employees and volunteers.

All managers and appointing officers are required to:

- Comply fully with Monmouthshire County Council DBS Policy;
- Identify all relevant positions / posts within their area of responsibility that come under the definition of Regulated Activity and are therefore entitled to an Enhanced DBS check;
- Ensure that all staff and volunteers working with children and young people (as defined under regulated activities) provide a DBS disclosure certificate prior to taking up post;
- Ensure that they have sight of and record on a local database the details of all DBS certificate checks;
- Submit the number and date of all DBS disclosure checks to the Employee Services department on the appropriate pro forma;
- Ensure that staff and volunteers working with children and young people renew their DBS disclosure certificates on a three yearly basis where this is a requirement of their professional body (note this would apply also when the staff member is on long-term sick or maternity leave);
- Ensure that an updated DBS disclosure certificate is obtained by any individual staff member or volunteers working with children when there are reasonable grounds to do so e.g. following involvement in criminal activity or if a professional allegation is made;
- In the event of any disclosure information being obtained, either at the point of recruitment or subsequently, ensure that a risk assessment is completed and brought to the attention of Employee Services.

Additional Note: In the event of an employee or volunteer becoming involved in any criminal activity managers are required to complete a risk assessment and report this to Employee Services, their line manager and / or relevant manager within the Local Authority.

## **ALLEGATIONS AGAINST ADULTS WHO WORK WITH CHILDREN AND YOUNG PEOPLE**

It is essential that all allegations of abuse are dealt with fairly, quickly and consistently, providing effective protection for the child while supporting the person who is the subject of the allegation. Allegations should be dealt with in line with the All Wales Child Protection Procedures 2008, Regional Safeguarding Children Board guidelines on Professional Abuse Child protection enquiries by Children's Services and / or the Police will take priority over disciplinary investigations, and will determine whether investigations can be carried out concurrently.

The sharing of information about an allegation must be handled sensitively and must be restricted to those who have a need to know in order to:

- \* Protect children;
- \* Facilitate enquiries, or
- \* Manage disciplinary / complaints aspects.

Information about the child or family must not be shared with the individual against whom the allegation was made or anyone representing them.

- On the completion of Police or Social Services investigations, if formal disciplinary action is not required, appropriate action should be instituted within three working days (e.g. arrangements made for a suspended employee to return to work). If a disciplinary hearing is required and can be held without further investigation, the hearing should be held within 15 working days.
- Any Monmouthshire employee who believes that allegations or suspicions are not being investigated properly has a responsibility to escalate their concern to a higher level within the Council, or directly to the Lead Officer for Safeguarding Children in Education.

The Council has a Whistleblowing Policy that can be used for confidential reporting of any abusive, inappropriate or unprofessional behaviour towards children or young people, or any conduct that breaches criminal law or statute; compromises health and safety; breaches accepted professional codes of conduct, or otherwise falls below established standards of practice in relation to children and young people.



**APPENDIX 4****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*





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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>	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>

<b>Sustainable Development Principle</b>	<b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b>	<b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
 <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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<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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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**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?**

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None

**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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## REPORT

<b>SUBJECT</b>	<b>REVENUE &amp; CAPITAL MONITORING 2016/17 OUTTURN STATEMENT</b>
<b>DIRECTORATE</b>	Resources
<b>MEETING</b>	Children & Young People Select
<b>DATE</b>	11 <sup>th</sup> July 2017
<b>DIVISIONS/ WARD AFFECTED</b>	All Authority

### 1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the revenue outturn position of the Authority at the end of reporting period 4 which represents the financial outturn position for the 2016/17 financial year.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
- assess whether effective budget monitoring is taking place,
  - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
  - challenge the reasonableness of projected over or underspends, and
  - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

### 2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider a net revenue outturn unspend of £884,000, an improvement of £805,000 on quarter 3 outturn predictions.
- 2.2 Members consider a capital outturn spend of £40.03m against a revised budget of £40.98million, after proposed slippage of £17.5 million, resulting in a net underspend of £951k.
- 2.3 Consider and approve the £17.5m capital slippage recommended (detailed in appendix 2), paying attention to those schemes described in para 3.3.6 where slippage has been requested by the service manager but is not being recommended to slip (£198k).
- 2.4 Considers the use of reserves proposed in para 3.4.1,
- 2.5 Supports the apportionment of general underspend in supplementing reserve levels as described in para 3.4.3 below, i.e.:

Priority Investment Fund	£570k
Redundancy & Pension Reserve	£114k
IT Transformation Reserve	£100k
Capital Receipts Generation Reserve	£100k
 Total	 £884k

- 2.6 Members note that the low level of earmarked reserves will severely reduce the flexibility the Council has in meeting the challenges of scarce resources going forward.

- 2.7 Members note the significant reduction in the overall school balance at the end of 2016/17 and supports the continuing work with schools to ensure that the Council's Fairer Funding scheme requirements are met and that the overall schools balance remains positive in 2017/18.

### 3. MONITORING ANALYSIS

#### 3.1 Revenue Position

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

#### 3.1.2 Responsible Financial Officer's Summary of Overall Position Period 4 : Final outturn

Table 1: Council Fund 2016/17 Outturn Forecast Summary Statement at Period 4 (Outturn)

Service Area	Budget Reported @ Month 9	Budget Virements & Revisions made during Period 4	Revised Annual Budget @ Outturn	Outturn	Forecast Over/ (Under) @ Outturn	Equivalent Forecast Over/(Under) @ month 9	Variance in Forecast since month 9
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Services	7016	93	7109	6929	-180	-100	-80
Children Services	9804	-39	9765	10338	573	584	-11
Community Care	20624	1	20625	21413	788	594	194
Commissioning	1543	0	1543	1427	-116	-93	-23
Partnerships	347	0	347	398	51	0	51
Public Protection	1460	0	1460	1378	-82	-3	-79
Resources & Performance	911	-42	869	869	0	3	-3
<b>Total Social Care &amp; Health</b>	<b>41705</b>	<b>13</b>	<b>41718</b>	<b>42752</b>	<b>1034</b>	<b>985</b>	<b>49</b>
Individual School Budget	43224	-63	43161	43191	30	34	-4
Resources	1508	0	1508	1523	15	-4	19
Standards	5066	17	5083	5084	1	140	-139
<b>Total Children &amp; Young People</b>	<b>49798</b>	<b>-46</b>	<b>49752</b>	<b>49798</b>	<b>46</b>	<b>170</b>	<b>-124</b>
Business Growth & Enterprise	1028	-214	814	801	-13	25	-38
Planning & Housing	1362	0	1362	1151	-211	-180	-31
Tourism Life & Culture	2902	80	2982	3424	442	448	-6
<b>Total Enterprise</b>	<b>5292</b>	<b>-134</b>	<b>5158</b>	<b>5376</b>	<b>218</b>	<b>293</b>	<b>-75</b>
Governance, Engagement & Improvement	4620	-21	4599	4502	-97	22	-119
Legal & Land Charges	448	0	448	401	-47	-30	-17
Operations	16922	-126	16796	16425	-371	-152	-219
<b>Total Chief Executives Unit</b>	<b>21990</b>	<b>-147</b>	<b>21843</b>	<b>21328</b>	<b>-515</b>	<b>-160</b>	<b>-355</b>
Finance	2242		2242	2011	-231	-101	-130
Information Communication Technology	2371	-89	2282	2328	46	-1	47
People	1463	0	1463	1505	42	100	-58
Place	-722	42	-680	-576	104	210	-106
<b>Total Resources</b>	<b>5354</b>	<b>-47</b>	<b>5307</b>	<b>5268</b>	<b>-39</b>	<b>208</b>	<b>-247</b>

Precepts and Levies	<b>16484</b>	0	<b>16484</b>	16488	4	4	0
Coroners	<b>80</b>	0	<b>80</b>	100	20	20	0
Gwent Joint Records	<b>183</b>	0	<b>183</b>	182	-1	0	-1
Corporate Management (CM)	<b>186</b>	0	<b>186</b>	553	367	475	-108
Non Distributed Costs (NDC)	<b>726</b>	0	<b>726</b>	818	92	108	-16
Strategic Initiatives	<b>634</b>	-146	<b>488</b>	0	-488	-440	-48
Insurance	<b>1218</b>	0	<b>1218</b>	1396	178	-74	252
<b>Total Corporate Costs &amp; Levies</b>	<b>19511</b>	<b>-146</b>	<b>19365</b>	<b>19537</b>	<b>172</b>	<b>93</b>	<b>79</b>
<b>Net Cost of Services</b>	<b>143650</b>	<b>-507</b>	<b>143143</b>	<b>144059</b>	<b>916</b>	<b>1589</b>	<b>-673</b>
Fixed Asset disposal costs	95	-20	<b>75</b>	75	0	16	-16
Interest and Investment Income	-55	0	<b>-55</b>	-89	-34	-18	-16
Interest payable & Similar Charges	3496	2	<b>3498</b>	2923	-575	-555	-20
Charges required under regulation	3427	62	<b>3489</b>	3373	-116	-54	-62
Contributions to Reserves	105	0	<b>105</b>	318	213	3	210
Contributions from Reserves	-2017	352	<b>-1665</b>	-1880	-215	0	-215
Capital Expenditure funded by revenue contribution		109	<b>109</b>	109	0	0	0
<b>Appropriations</b>	<b>5051</b>	<b>505</b>	<b>5556</b>	<b>4829</b>	<b>-727</b>	<b>-608</b>	<b>-119</b>
General Government Grants	-63567	0	<b>-63567</b>	-63567	0	0	0
Non Domestic rates	-27981	0	<b>-27981</b>	-27981	0	0	0
Council Tax	-63411	0	<b>-63411</b>	-64076	-665	-650	-15
Council Tax Benefits Support	6258	0	<b>6258</b>	5852	-406	-409	3
<b>Financing</b>	<b>-148701</b>	<b>0</b>	<b>-148701</b>	<b>-149772</b>	<b>-1071</b>	<b>-1059</b>	<b>-12</b>
Budgeted contribution from Council Fund	2	0	<b>2</b>	0	-2	-2	0
<b>Net Council Fund (Surplus) / Deficit</b>	<b>2</b>	<b>-2</b>	<b>0</b>	<b>-884</b>	<b>-884</b>	<b>-79</b>	<b>-805</b>

3.1.3 The bottom line situation of a £884k underspend is an improved position since month 9 and is caused mainly by the reduction in overspend exhibited in net cost of services. The overspend in net cost of services is offset by underspends in treasury caused by the continuing cash flow effect of Minimum revenue provision changes, delays in fixed asset disposal, an excess of interest receivable and reduced cost of interest payable, caused ultimately by the levels of capital slippage and underspends at end of year not forecast as necessary by service managers earlier in the year. A surplus on council tax collection has been maintained as forecast through the year along with a reduction in the demand for Council Tax Benefits which has also helped with the overall position.



3.1.4 Whilst any overall underspend is a pleasing result for the year, the outturn variance may seem a big amount. Putting the outturn variance in context, it is less than 0.6% variation against the net cost budget before financing. That is an incredibly close correlation given the volume of budget holders involved in the process, the volatility in pressures and savings proposals experienced during the year and the need to secure compensatory savings to mitigate adverse positions highlighted earlier in the year. The use of periodic monitoring as a tool for change during the year should not be underestimated.

3.1.5 A comparison of the Net Council fund line against previous years activity indicates the following,

Net Council Fund Surplus	2016-17	2015-16	2014-15
	£'000	£'000	£'000
Period 1	1,511 deficit	867 deficit	219 deficit
Period 2	839 deficit	1,066 deficit	116 deficit
Period 3	79 surplus	162 deficit	144 deficit
Outturn	884 surplus	579 surplus	327 surplus

### 3.1.6 Redundancy costs

Members are commonly keen to understand the extent of an redundancy payments made during the year, as staffing remains the most significant and controllable expense to most service areas. As a change from previous years, as part of the 2016-17 budget process, members may recall establishing a corporate revenue budget to mitigate the volatile effect on reserves, similar to the £300k budget held within CYP Directorate for schools redundancies.

Directorate	Service	Redundancy Costs 2016-17
Enterprise	Leisure	34,566
Chief Executives	Highways & Traffic	27,924
	Catering	9,295
	Community Education	2,797
	Community Hubs	3,821
	<b>Sub total</b>	<b>43,837</b>
Social Care & Health	Children's Services	68,124
	CLD team	1,933
	Community Care	2,230
	Day Centres	1,781
	Direct Care	135,481
	Public Health	8,164
	<b>Sub total</b>	<b>217,713</b>
<b>Children &amp; Young People</b>	Schools	282,692
	Early Years	18,202
	<b>Sub total</b>	<b>300,894</b>
<b>Total</b>		<b>597,010</b>

- 3.1.7 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year.
- 3.1.8 A summary of main pressures and under spends within the Net Cost of Services Directorates include,

### **3.1.9 Stronger Communities Select Portfolio (£2,180k net underspend)**

- Chief Executives Unit (£515k underspend)

**Legal division** exhibited a **£47k surplus**, due to staffing savings and windfall land charges grant. **Governance, engagement and improvement** exhibited a favourable swing of £118k between month 9 and outturn to end the year with a **£96k surplus**, largely the consequence of not having to return utilised grant from previous years, new members IT needs falling into 2017-18, and a conscious effort at Community Hubs to reduce expenditure to compensate for the loss in franchise income being felt in Community Education. **Operations exhibited** an improvement of £219k on month 9 position to end the year at a **combined £371k surplus**. The position for each of main Operations areas is as follows, Highways £16k deficit, Property and Procurement £182k surplus (importantly the service has resolved the large deficit in schools catering it received from CYP Directorate when the service moved), Passenger Transport £72k deficit, Transport administration £27k surplus, Waste and Streetscene £249k surplus..

- Resources Directorate (£39k underspend)

**An underspend in Finance Division costs of £231k**, predominantly predicted savings in housing benefit and council tax administration. **IT** shows a worsening position since month 9 ending the year as a **£45k deficit**, the effect of a previous presumption to develop and sell software not being compensated by alternate savings identified by the service. **People services exhibited £43k deficit** due to the delays with implementing the Training budget mandate (£50k) and take up of Flexible benefits being negligible against a target saving mandate of £50k. **Place division** ended the year an improved **deficit of £104k**, still affected by shortfalls against income targets, £47k overspend in respect of Markets, a mixture of increased costs in association with Borough Theatre, and a shortfall in income against income targets. The remainder £75k is a result of an unachievable mandate for the commercialisation/optimising of Enterprise Assets that has recently transferred to the new Directorate. This pressure has been identified and built into 2017-18 budget proposals going forward.

- Corporate (£172k overspend)

There is an excess of net pension strain costs (£108k) caused by past and current redundancy decisions. Corporate management exhibits a £475k overspend caused predominantly by a shortfall in reimbursement in rating appeals forecast as £140k deficit, miscellaneous write off of unrecoverable debts £47k, £318k of employment tribunal settlement costs, and coroner costs being higher than budgeted (£20k overspend). These costs are offset by the underspend within Strategic initiatives of £487k, which reflects Living wage and redundancy budget, where instead the costs sit in individual Directorates through the year, to be absorbed/mitigated in first instance. The main change since month 9 is an increase in Insurance outturn costs which exhibits £178k deficit at end of year. This is caused by the level of provisions needing to be set aside in the insurance reserve to compensate for the extent of significant claims received during the year and the settlement costs experienced in managing an imprest in respect of historic MMI claims on an all Gwent basis.

- Appropriations (£727k underspend)

Caused predominantly by a net £609k saving in treasury/borrowing costs from active treasury management and utilising recurrent short term borrowing as an alternative to taking out more expensive long term borrowing. Net borrowing costs are also favourably affected by any delay in the timing of expenditure, capital slippage and capital underspends where it avoids borrowing presumed. The remainder is an exhibited beneficial effect to minimum revenue provision payments.

- Financing (£1,071k underspend)

The net effect from an excess of Council tax receipts and less than anticipated Council tax benefit payments

## RESOURCES DIRECTOR CONTEXT & COMMENTARY

I am delighted to see the directorate achieve an under spend position at the end of the year having struggled throughout the year to contain pressures resulting primarily from budget savings that were identified as being unachievable. These pressures have impacted significantly on the outturn position but have been offset as a result of efforts made across the directorate to contain and limit expenditure. One-off savings were achieved as a result of one-off grant and income in housing benefits and strategic property management and cemeteries. The directorate has also benefitted from vacancy savings resulting from delays in restructuring. Moving into 2017/18 the directorate has benefitted from unachievable budget savings from the current year being removed. That said 2017/18 will still be a challenging year as the directorate looks to deliver its savings plans and continues to support the organisation at large with its agenda for change.

## HEAD OF OPERATIONS CONTEXT & COMMENTARY

The Operations department returned an underspend of £371,000 contribution towards the Council's overall out turn position.

The department provides a wide range of 'public' services often affected by customer demand, contractual relationships, materials/fuel costs and service demands determined for example by matters such as weather, litter, road conditions etc.

Given the inherent volatility in some aspects of service costs along with further budget reductions in 2016/17 the out turn is pleasing although the variation from the month 9 forecast is acknowledged and officers will endeavour in 17/18 to improve the projections in year. Some of the major service issues affecting out turn are mentioned below:

The mild winter with less freezing conditions and no major snow fall allowed Highways operations to return an underspend, obviously the out turn each year is affected by weather conditions so these are difficult to forecast. Similarly property maintenance returned an underspend again aided by a mild and relatively storm free winter period.

Passenger Transport suffered significant sickness absence costs. Working with HR colleagues has seen this position improve dramatically in the latter part of the year but obviously cover has to be found to ensure services are provided so costs are inevitably incurred for overtime or extra staff.

Waste and Street scene predicted an underspend early on due to the structure of annuity payments from WG for to Prosiect Gwyrdd, low take up of the occupational pension scheme (superann) and tonnages down on projections.

### 3.1.10 Economy & development Select Portfolio (£136k net overspend)

- Enterprise Directorate (£218k net overspend)

**Business growth and enterprise** incurred a net **£14k underspend**, the net effect of RDP grant funded expenditure being deferred. The effect of this is transferred to reserves through Appropriations.

**Planning & Housing (£210k underspend)** – Development control exhibits a deficit of £38k through reduced development and income activity, conversely development plans area exhibits £203k surplus, which is rather artificial as the saving is largely resultant from Local development plan (LDP) costs being deferred which will instead crystallise next year (hence the reserve movement

through Appropriations). Housing exhibits a £45k underspend which is a mixture of net one off grant received in homelessness, an excess of income in lodging scheme being above occupation assumptions, a premise cost savings in no longer sharing accommodation with a neighbour authority and minor staff savings.

**Tourism, leisure & culture (£443k overspend)** - Countryside exhibit an underspend of £20k from part vacancy and extra grant funding. There is a £311k overspend in respect of Cultural services, of which the main pressures are Caldicot Castle (£176k), Old Station (47k), Shire Hall (£18k) and Museums (47k). There is £15k overspend against the budgeted management agreement with Borough Theatre. Leisure services ended the year with a small £6k surplus, which is a particularly good result given senior colleagues involved with Alternate Delivery Model considerations. Events exhibits a £50k deficit against its budgeted surplus, although has mitigated the loss forecast at month 9 by £16k through its recharges to Caldicot Castle. Tourist Information Centres indicate a £62k overspend due the service being run above the level presumed by saving levels volunteered by the Directorate for this service. Youth services are a recent addition to Enterprise Directorate, and have been absorbed in part between Business Growth and Enterprise sub division and Tourism Leisure and Culture subdivision. It was received from CYP with a significant inherent deficit and whilst there is still a £45k deficit, the service does exhibit a collective improvement of £102k since month 6.

- Social Care & Health (£82k underspend)

**Public Protection (£82k underspend)** – predominantly an excess of wedding deposits received by registrars (£37k), and the net fees & charges within Public Health service (£41k).

## **ENTERPRISE DIRECTOR'S CONTEXT & COMMENTARY**

The outturn position reflects the continued pressures in the very area of the service that is currently under consideration for alternative means of delivery – Leisure, Tourism and Culture. Whilst aspects of this remain competitive and strong in generating revenue returns such as Leisure and Outdoor Education, there are parts of the service that don't have the same opportunities to generate income to similar levels purely on account of their scope and function. If these services are to be preserved in future given the wider value and returns they generate to the county, there is a core cost attached to this, which must be considered as part of future delivery expectations.

### **3.1.11 Adult Select Portfolio (net £492k overspend)**

- Social Care & Health

**Adult Services (£180k underspent)** – the net effect of secondments and intermediate care funding sustaining services, a saving of £119k has resulted from the My Day review and the effect of superannuation savings, which compensates for the £91k net overspend in Direct Care due to additional staff costs.

**Community Care (£788k overspend)** – this area has now overtaken Children's Services as the most significant financial challenge affecting Social Care Directorate. The net pressure is reported due to 2 cases administered by Community Learning Disability team incurring £348k overspend, the continued care package demands predominantly within the Chepstow team and Mental Health Care team, which collectively result in £1million deficit. These are compensated in part by savings within the other 2 teams (£199k), reported Frailty partnership cost underspends (£126k) and net Independent Living and Intermediate Care funding total collectively £251k.

**Commissioning (£116 underspend)** – predominantly a savings within Drybridge Gardens service area caused by a refund on the last 3 years management agreement and a vacant unit at the site, and a return of historic un-utilised funding from a third party.

## SCH DIRECTOR'S CONTEXT & COMMENTARY

Overall the Social Care and Health outturn was an overspend of £1.034million. This includes an overspend £51k for the Monmouthshire/ Torfaen Youth Offending Services which was a planned position to be met from service's reserves whilst changes to the staffing model are implemented. 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 £572K as a consequence of pressures in placements for Looked After Children legal costs, agency workforce. These pressures were recognised in the 2017/18 budget and activity in all 3 areas is being taken forward through the Children's Services Improvement programme. Adult Social Services outturn was an overspend of £492K. The overspend arose as a consequence of not achieving the practice change mandate, which exposed underlying 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 overall Social Care and Health position was supported by an underspend of £81k in public protection, due to increased income generation from wedding deposits and a re-designed charging rate schedule.

### **3.1.12 Children & Young People Select Portfolio (net £670k overspend)**

- Social Care & Health (£623k adverse)

**Children's Services (net £573k overspend)** – this is now no longer the greatest financial challenge within Social care. Encouragingly the direct child care cost element only exhibits £64k deficit. Conversely staffing team costs still exhibits £508k adverse situation, mainly described by the service as being caused by the continuing use of agency staff.

**Youth offending team partnership (£51k deficit)** – whilst this shows as an overspend as part of the management accounting spreadsheets, this service is a partnership administered by the Council on behalf of itself and others and the deficit balance is transferred through Appropriations to a ring-fenced reserve.

- Children and Young People (net £46k overspend)

**School Budget Funding** exhibited a **£30k overspend** due to additional support provided by LEA in respect of staffing and IT charges. There is an **overspend of £16k** within the **Resources subdivision** caused by net interim management arrangements. **Standards subdivision** exhibits a **breakeven** position which hides some large movements, with £63k savings in ALN management and £40k savings in EAS costs compensating for the net direct additional learning needs costs of £104k.

## SOCIAL CARE & HEALTH DIRECTOR'S CONTEXT & COMMENTARY

Overall the Social Care and Health outturn was an overspend of £1.034million. This includes an overspend £51k for the Monmouthshire/ Torfaen Youth Offending Services which was a planned position to be met from service's reserves whilst changes to the staffing model are implemented. 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 £572K as a consequence of pressures in placements for Looked After Children legal costs, agency workforce. These pressures were recognised in the 2017/18 budget and activity in all 3 areas is being taken forward through the Children's Services Improvement programme. Adult Social

Services outturn was an overspend of £492K. The overspend arose as a consequence of not achieving the practice change mandate, which exposed underlying 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 overall Social Care and Health position was supported by an underspend of £81k in public protection, due to increased income generation from wedding deposits and a re-designed charging rate schedule.

## CHILDREN & YOUNG PEOPLE DIRECTOR'S CONTEXT & COMMENTARY

The Children and Young People's Directorate has worked very hard to close the year with a small overspend. This is an excellent outcome set against a challenging year where there has been interim management arrangements in place within the directorate and the ongoing pressures to meet the needs of children throughout the County.

The Directorate's outturn position is an overspend of £46,000; this is an improvement of £124,000 compared to Month 9. The primary factor is ongoing pressure on the Additional Learning Needs (ALN) budget. This area, in particular, remains under significant pressure and subject to volatility due to the requirement to support an increasing number of our pupils with complex needs.

Outside of the retained directorate budget the largest area of spend is within the Individual School Budgets (ISBs). Whilst the outturn position is broadly in line with budget this masks the considerable pressure that schools have experienced in existing with their allocated budget. There has been a call upon school reserves in year of £887,000 leaving schools with year end balances of £268,000. Within this figure there is a range of deficits and surpluses and the situation is challenging for many of our schools

### 3.2 2016/17 Savings Progress

3.2.1 This section monitors the specific savings initiatives and the progress made in delivering them in full by the end of 2016/17 financial year as part of the MTFP budgeting process.

In summary they are as follows,

								Appendix 1	
Budgeted Service Savings Mandates Progress 2016/17									
DIRECTORATE	Saving included in 2016/17 Budget	Savings reported achieved month 2	Savings reported achieved month 6	Savings reported achieved month 9	Savings reported achieved @ outturn	Percentage progress in achieving savings	Delayed savings	Savings not achievable	
	£'000	£'000	£'000	£'000	£'000	%	£'000	£'000	
Children & Young People	600	600	600	600	600	100%	0	0	
Social Care & Health	640	640	12	12	12	2%	0	628	
Enterprise	310	285	285	245	245	79%	40	25	
Resources	544	318	299	260	120	22%	215	209	
Chief Executive's	1,565	1,442	1,442	1,437	1,437	92%	85	43	
<b>Total Mandated Service Savings 2016-17</b>	<b>3,659</b>	<b>3,285</b>	<b>2,638</b>	<b>2,554</b>	<b>2,414</b>	<b>66%</b>	<b>340</b>	<b>905</b>	

There has been 1 change identified by services since month 9 reporting, relating from the delay in our rating appeals being considered by Valuation Office.

- 3.2.2 Forecasted mandated savings are currently running at 66%, down from 70% at period 3, with currently £095,000 being deemed unachievable, and a further £340,000 unlikely to crystallise in 2016-17.
- 3.2.3 The emphasis of reporting savings has changed from previously where savings were reported when they were manifest, however the judgement is now whether saving is forecast to be achieved.
- 3.2.4 Consequently the savings appendix also has a traffic light system to indicate whether savings are likely to be achieved or have justifiable reasons explaining delayed implementation. The following summary of savings mandates are still reported to be red or amber risk.

### 3.2.5 **Stronger Communities Select Portfolio**

#### Resources Directorate

- Mandate A5: Sustainable Energy Initiatives: Expected income targets of £34,000 are unachievable, alternative delivery plan of increased income on property rental portfolio and reduced expenditure on repairs and maintenance proposed
- Mandate B3: Training Services Consolidation: Consolidation of authorities existing training functions and increased revenue streams of £50,000 are unachievable. Alternative delivery plans are being considered.
- Mandate B5a: Community Asset Transfer £60,000: MCC still in discussions over transfer of Chepstow Drill Hall and Melville Theatre. £45,000 of the £60,000 savings contained within the mandate are forecast to be achieved.
- Mandate B5b: Optimisation/commercialisation of assets within Enterprise Division. This mandate was originally wholly with Enterprise Directorate. Responsibility for £75k of £100k was transferred to Resources Directorate recently, but is unlikely to be achieved this close to year end. The mandate has been regarded as unachievable longer term and alongside others is an element of pressures to be accommodated as part of 2017-18 budget process
- Mandate B16: Flexible Employment Options £50,000: Scheme exhibits little demand amongst staff.
- Mandate B17: Rating appeals £140,000. Appeals have been lodged with Valuation Office, but due to demands in producing a revised business rate listing a backlog in appeals cases being heard has resulted. It is anticipated the appeals the Council have submitted will be heard during 2017-18
- Mandate B18: Strategic Property Review: £21,000 shortfall identified as a failure to achieve Residential Letting Income and the Depot Rationalisation Programme which will take longer than expected.

#### Chief Executive's Office

- Mandate B11: Senior Leadership Structure Review: Currently £42,700 of the £315,000 mandated savings still to be found. Current structures under review in regard to achieving this further saving.
- Mandate 21: Town & Community Councils: The mandate is currently £60,000 short of the £400,000 in regard to the service collaboration for Tourism (£20k), Museums (£20k), and Public Conveniences (£20k).
- Mandate A28: Community Hubs: In a change from month 6, the original saving proposal £25,000 will not be achieved in the fashion original presumed by Contact Centre but the Community Hub service overall is still anticipated to break even against budget.

### **3.2.6 Economy & Development Select Portfolio**

Enterprise (ENT) Directorate

- Mandate B5 b and c: Community Asset Transfer / Income Generation £25,000 of the original £100,000 relates to revised Leisure income targets. The remaining improvements from optimisation of assets has transferred to Resources Directorate. Neither element is forecast to be achieved this year, and has been added to the pressures for consideration as part of 2017-18 budget process.

### **3.2.7 Adult Select Portfolio**

Social Care & Health (SCH) Directorate

- Mandate A34. Whilst current year savings were anticipated to be delivered in full at period 1, a revised overspend particularly with Community Care arm of Social Care of £888,000 currently, makes it unlikely to conclude that the practice change mandate of £628,000 is deliverable this financial year.

### **3.2.8 Children and Young People Select Portfolio**

Children and Young People (CYP) Directorate

- Current year savings are anticipated to be delivered in full.



### 3.3. Capital Position

3.3.1 The summary Capital position at Outturn is as follows

<b>MCC CAPITAL BUDGET MONITORING 2016-17 AT Outturn by SELECT COMMITTEE</b>						
<b>SELECT PORTFOLIO</b>	<b>Actual Spend at Outturn</b>	<b>Slippage Brought Forward</b>	<b>Total Approved Budget 2016/17</b>	<b>Capital Slippage to 2017/18</b>	<b>Revised Capital Budget 2016/17</b>	<b>Capital Expenditure Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Children &amp; Young People</b>	27,792	39,731	43,207	(15,302)	27,906	(114)
<b>Adult</b>	79	30	86	0	86	(7)
<b>Economic &amp; Development</b>	4,314	680	5,280	(966)	4,314	0
<b>Strong Communities</b>	7,847	3,243	9,777	(1,100)	8,677	(830)
<b>Capital Schemes Total</b>	<b>40,031</b>	<b>43,684</b>	<b>58,350</b>	<b>(17,368)</b>	<b>40,982</b>	<b>(951)</b>

#### Slippage to 2017-18

3.3.2 Total Slippage at Outturn is (£17,367k), which mainly relates to Future Schools (£14,909k), £522k within individual S106 schemes, the Solar Farm (£505k), £351k within Schools ICT, Bryngwyn cattle market sewage works at £183k and a further £152k in relation to Granville Street / Wyebridge Street car parks.

3.3.3 In comparison with quarter 3 service managers collectively identified slippage levels of £12.4m, necessitating £25m actual expenditure in last quarter. Whilst that level of spend hasn't been achieved the extent of slippage is roughly half the level of 2015-16 levels, which is encouraging given the motivations and communications made to reduce in year slippage.

3.3.4 This will be the third year that a more detailed examination of slippage requests is made based upon the principles established previously i.e.

- whether there has been little or no progress in previous 12 month,
- the level of expenditure incurred this year has been less than in year budget and slippage b/fwd., to consider any opportunity to realign the budget to more realistic levels or reprofile budget more accurately over multiple years,
- or where there are identified problems/barriers to progress e.g. no agreement over scheme, archaeological considerations, planning considerations not yet satisfied or where the manager hasn't clearly evidenced why this should be the case in the request made.

3.3.5 The capital monitoring tends to be used by Members as a progress/performance tool. Examination of slippage requests suggest capital projects continue to be put into current year when there is little likelihood of being progressed. It is recommended that any report advocating to Council additional capital expenditure needs to highlight accurately which year the spend relates to so it can be profiled into the correct capital programme. Similarly with Property maintenance the slippage narratives indicate work can only proceed at certain times of the year. Where that hasn't occurred it would be sensible to reallocate the budget to an alternate priority and reintroduce in the following year out of the next year's allocation.

3.3.6 Appendix 2 indicates the extent of capital slippage requests received, which have been categorised into those proposed to Members for endorsement and those not. This year, in support of better considering the correct year for slipping approved expenditure into, a third column has been added to the table, to indicate those schemes where slippage is endorsed but where the year involved is still to be confirmed. The presumption being to add them back into those years at the slippage level indicated without a need for additional Council report.

		£'000
Extent of Slippage Requested		17,730
Endorsed to be added to 2017-18 capital programme		17,317
Endorsed to be added to a future capital programme		215
Rejected for slippage purposes		198
Total		17,730

### Capital Outturn

3.3.7 Major revisions to the capital programme within year included Cabinet approvals for the Solar Farm at Oak Grove (£4,455K) and £600k for the Public Realm Abergavenny Town Centre scheme other than specific Grant funded or S106 Schemes.

3.3.8 Allowing for the extent of supported slippage requests, outturn capital spending was £40.03million against a budget of £40.98 million, creating an underspend of £951k.

3.3.9 However this is not all available for redistribution. For instance the underspends resulting from not automatically slipping sc 106 scheme balances forward will provide no net saving to the authority and will be returned to sc106 balances for refresh and possible reallocation. Similarly the IT reserve funded schemes not slipped will have those net resources returned to IT reserve and the low cost Home Ownership amount will be returned to receipts pool to be available to facilitate future back to back sales as such sales are demand led rather than annualised. Also the underspend in relation to Highways schemes (£376k) was earmarked to be funded by grant. So effectively looking at the financing table below, the saving for redistribution can be equated to the unsupported borrowing avoided i.e. £205k.

3.3.10 During the capital budget consultation, a number of other areas were identified where there is a commitment to invest, however the schemes currently sit outside the 2017-18 programme as work progresses to identify the funding requirements. These were:

- Monmouth Pool – commitment to reprovide the pool in Monmouth as a consequence of the Future schools programme
- Abergavenny Hub – commitment to reprovide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns
- Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Subsequently Members agreed to supplement the existing DFG budget by £300k, from 2017-18
- City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January

and so would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs.

- J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use.

3.3.11 Whilst we have added some additional headroom into the Appropriations budget to afford, whether it will be sufficient or not remains to be seen. It is proposed to park further consideration of 2016-17 underspend, until colleagues report back to Council for approval to add to the capital programme.

### Capital Financing and Receipts

3.3.12 Given the anticipated capital spending profile reported in para 3.3.1, the following financing mechanisms are expected to be utilised.

<b>MCC CAPITAL FINANCING BUDGET MONITORING 2016-17 at Outturn By FINANCING CATEGORY</b>						
<b>CAPITAL FINANCING SCHEME</b>	<b>Annual Financing</b>	<b>Slippage Brought Forward</b>	<b>Total Approved Financing Budget 2016/17</b>	<b>Provisional Budget Slippage to 2017/18</b>	<b>Revised Financing Budget 2016/17</b>	<b>Forecast Capital Financing Variance 2016/17</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Supported Borrowing	2,400	0	2,400	(0)	2,400	0
General Capital Grant	1,461	0	1,461	0	1,461	0
Grants and Contributions	11,877	16,050	17,853	(5,628)	12,225	(348)
S106 Contributions	713	880	1,407	(522)	885	(172)
Unsupported borrowing	19,738	11,553	25,605	(5,662)	19,943	(205)
Earmarked reserve & Revenue Funding	894	590	1,219	(302)	917	(23)
Capital Receipts	2,948	14,500	8,292	(5,253)	3,039	(91)
Low cost home ownership receipts	0	112	112	0	112	(112)
Unfinanced	0	0	0	0	0	0
<b>Capital Financing Total</b>	<b>40,031</b>	<b>43,684</b>	<b>58,350</b>	<b>(17,368)</b>	<b>40,982</b>	<b>(951)</b>

## Useable Capital Receipts Available

3.3.13 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2016/20 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

<b>TOTAL RECEIPTS</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance b/f 1 <sup>st</sup> April	5,311	18,935	4,472	510
<b>Add:</b>				
Receipts received in YTD	16,568	0	0	0
Receipts forecast received	0	10,596	5,560	5,660
Deferred capital receipts	4	4	4	4
<b>Less:</b>				
Receipts to be applied	-2,948	-22,635	-4,471	-509
Set aside	0	-2,428	-5,055	-3,281
<b>Predicted Year end receipts balance</b>	<b>18,935</b>	<b>4,472</b>	<b>510</b>	<b>2,384</b>
<b>Financial Planning Assumption 2016/20 MTFP Capital Budget</b>	<b>18,151</b>	<b>6,452</b>	<b>3,985</b>	<b>3,481</b>
<b>Increase / (Decrease) compared to MTFP Capital Receipts Forecast</b>	<b>784</b>	<b>-1,980</b>	<b>-3,475</b>	<b>-1,097</b>

3.3.14 The balances forecast to be held at the 31<sup>st</sup> March each year are generally lower than forecast in the MTFP, mainly due to the delayed LDP receipts. This difference is eradicated by March 2020 when all the LDP sites are forecast to have been sold. This is offset by the approval of £1,050,000 of capital receipts to fund the Abergavenny Public Realm scheme which was not part of the 2016/20 MTFP.

3.3.15 Members may recall a need to generate £32m receipts to afford their tranche A Future schools aspirations. Those levels aren't yet secured, this isn't a problem per se as the Council has been prioritising the use of Welsh Government funding ahead of its own. Next year capital receipt usage predominantly in regard to Future schools equates to £22m, but ahead of reserve levels and cash balances continue to be used as a source of internal borrowing to mitigate revenue costs within Appropriations budget.

3.3.16 There is an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and would necessitate additional revenue savings annually to afford.

### 3.4 Reserves

#### 3.4.1 Slippage on Earmarked Reserve funded projects

The following table indicates the extent of budgeted reserve funding utilised by Directorates and that element of approved expenditure they request to be deferred. These include,

Project	Reserve Source	Reserve funding utilised 2016-17	in	Reserve funding deferred 2017-18	to
		£'000		£'000	
Digital Programme costs	IT transformation	21		40	
Handsets (Connected worker)	Invest to Redesign			49	
Adult Social Care Transformation	Invest to Redesign	48			
HR restructure	Invest to Redesign	25		0	
Innovation and marketing assistance	Invest to Redesign	76		113	
Volunteer coordinator	Invest to Redesign	40			
External Investment Post	Invest to Redesign			14	
Informing the future of Cultural services	Invest to Redesign	51		0	
CYP services redesign	Invest to Redesign	12		37	
City Deal Contribution	Invest to Redesign	31			
Local Development Plan	Priority Investment			100	
Regional Development Plan	Priority Investment			63	
Eisteddfod	Priority Investment	287			
SCH Leadership Review	Priority Investment	51		74	
Future Monmouthshire	Priority Investment	120		130	
Children's Service Temporary staff	Priority Investment	169			
Schools sickness and maternity compensation scheme	CYP sickness and maternity reserve	10			
Elections Account	Election Reserve			100	
Youth Offending Team Partnership	Trading Account	51			
Redundancy Strain Costs	Redundancy & pension	593		0	
Insurance Provisions and MMI costs	Insurance Reserve	153			
Fixed asset disposal	Capital receipts generation reserve	75		21	
Vehicle leasing	Invest to Save Advances	67			
<b>TOTAL</b>				<b>740</b>	

3.4.2 The following reserve balances reflects capital and revenue movements during 2016-17 and provide a prediction on 2017-18 year end level based on existing approval levels and slippage levels above.

	2015-16	Net Draw On Reserve	Replenishment of Reserve	2016-17	Net Draw On Reserve	Replenishment of Reserve	2017-18
	B/fwd			C/fwd			Outturn prediction
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>General Reserves</b>							
Council Fund	- 7,111	0	0	- 7,111	0	0	- 7,111
School Balances	- 1,156	887	0	- 269		0	- 269
<b>Sub Total</b>	<b>- 8,267</b>	<b>887</b>	<b>-</b>	<b>- 7,380</b>	<b>-</b>	<b>-</b>	<b>7,380</b>
<b>Main Earmarked Reserves</b>							
Invest to Redesign	-1,298	337	0	-961	437	-135	-658
IT Transformation	-827	199	-100	-728	169	0	-558
Insurance & Risk Management	-1,236	153	0	-1,083	0	0	-1,083
Capital Receipt Regeneration	-322	75	-100	-348	142	0	-205
Treasury Equalisation	-990	0	0	-990	0	0	-990
Redundancy & Pensions	-1,274	593	-114	-795	298	0	-497
Capital Investments	-1,265	489	0	-776	157	0	-618
Priority Investments	-1,120	690	-570	-1,000	1,000	0	0
<b>Sub Total</b>	<b>-8,333</b>	<b>2,535</b>	<b>-883</b>	<b>-6,681</b>	<b>2,205</b>	<b>-135</b>	<b>-4,610</b>
<b>Other Earmarked Reserves</b>							
Museum Acquisitions	-57	0	0	-57	0	0	-57
Elections	-108	0	-25	-133	100	-25	-58
Grass Routes Buses	-140	9	-54	-184	0	-5	-189
Youth Offending Team	-325	51	0	-274	0	0	-274
Building Control Trading	-12	0	-14	-26	0	0	-26
Outdoor Education Centres	-190	0	0	-190	0	0	-190
Schools Maternity & Sickness	-104	10	0	-94	0	0	-94
Highways Plant & Equipment		0	-75	-75	0	0	-75
Homelessness Prevention Fund		0	-5	-5	0	0	-5
Rural Development Plan		0	-86	-86	86	0	0
<b>Sub Total</b>	<b>-936</b>	<b>71</b>	<b>-259</b>	<b>-1,124</b>	<b>186</b>	<b>-30</b>	<b>-967</b>
<b>Total Reserves</b>	<b>-17,536</b>	<b>3,494</b>	<b>-1,142</b>	<b>-15,184</b>	<b>2,391</b>	<b>-165</b>	<b>-12,958</b>

3.4.3 Earmarked reserves remain at limited levels unlikely to provide any material capacity/headroom to meet unanticipated volatility or significantly facilitate future service re-engineering and design.

With regard to the allocation of bottom line surplus to replenish reserves, the Sc151 officer's considered advice already indicatively reflected above would be:

Priority Investment Fund	£570k
Redundancy & Pension Reserve	£114k
IT Transformation Reserve	£100k
Capital Receipts Generation Reserve	£100k

Total £884k

Despite the proposed top up, current predicted use of the Priority investment reserve means that it will likely expire by the end of 2017-18 as a funding source.

- 3.4.4 Given the forecast use of earmarked reserves, Cabinet has previously approved a policy on earmarked reserves to ensure that earmarked reserves are focused on investment in areas where they can achieve most impact.

### Schools Reserves

- 3.4.5 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. The net effect of an individual school's annual surplus or deficit is shown in a ring-fence reserve for the particular school. Details of the 2016-17 outturn position is shown in the table below.

#### Outturn movement on school reserves

	Opening reserves 2016-17 (Surplus)/Deficit	Budgeted reserve draw (based on formal budgets submitted by schools)	Predicted Reserve levels at Year end (period 1)	Actual Year end position at Outturn (Surplus)/ Deficit	Variance against budgeted level (favourable)/ adverse
<b><u>Abergavenny cluster</u></b>					
E003 King Henry VIII Comprehensive	(107,368)	241,418	134,050	139,355	5,305
E073 Cantref Primary	(41,987)	13,373	(28,614)	(52,766)	(24,152)
E072 Deri View Primary	(86,054)	61,965	(24,089)	(27,297)	(3,208)
E035 Gilwern Jnr & Inf	(41,298)	14,114	(27,184)	(39,636)	(12,452)
E037 Goytre Fawr Jnr & Inf	(53,920)	33,609	(20,311)	(25,371)	(5,060)
E041 Llanfair Kilgeddin CV Jnr & Inf	(66,824)	66,824	0	0	0
E093 Llanfoist Fawr	(93,789)	44,634	(49,155)	(68,056)	(18,900)
E044 Llantillio Pertholey Jnr & Inf	(37,176)	42,426	5,250	(20,967)	(26,217)
E045 Llanvihangel Crocorney Jnr & Inf	23,605	5,543	29,148	3,117	(26,031)
E090 Our Lady and St Michael's RC Primary School	(30,654)	18,973	(11,681)	(45,505)	(33,824)
E067 Ysgol Gymraeg Y Fenni	(58,741)	21,073	(37,668)	(48,966)	(11,299)
Successful Futures Grant Funding from EAS	0		0	0	0
<b><u>Caldicot cluster</u></b>					
E001 Caldicot Comprehensive	(208,860)	203,597	(5,263)	(33,736)	(28,473)
E068 Archbishop Rowan Williams Primary	(84,489)	68,591	(15,898)	(49,657)	(33,759)

E094 Castle Park	21,446	23,321	44,767	46,115	1,348
E075 Dewstow Primary School	(112,598)	113,117	519	(90,125)	(90,644)
E034 Durand Jnr & Inf	(60,520)	24,781	(35,739)	(53,931)	(18,192)
E048 Magor Vol Aided Jnr & Inf	(56,008)	5,669	(50,339)	(35,179)	15,159
E056 Rogiet Jnr & Inf	(59,613)	62,602	2,988	(34,184)	(37,172)
E063 Undy Jnr & Inf	(16,641)	(32,724)	(49,365)	50,037	99,402
E069 Ysgol Gymraeg Y Ffin	(13,168)	59,720	46,552	67,410	20,858
Successful Futures Grant Funding from EAS	0		0	0	0
<b><u>Chepstow cluster</u></b>					
E002 Chepstow Comprehensive	414,066	(257,190)	156,876	81,068	(75,809)
E091 Pembroke Primary School	(36,201)	32,718	(3,483)	(8,826)	(5,343)
E057 Shirenewton Jnr & Inf	(81,560)	6,152	(75,408)	(87,369)	(11,961)
E058 St Mary's Chepstow RC Jnr & Inf	(25,385)	39,403	14,018	13,192	(826)
E060 The Dell Jnr & Inf	(50,266)	45,000	(5,266)	(46,094)	(40,828)
E061 Thornwell Jnr & Inf	(2,253)	24,371	22,118	20,534	(1,584)
E096 Chepstow Alliance	0	0	0	0	0
Successful Futures Grant Funding from EAS	0		0	0	0
<b><u>Monmouth cluster</u></b>					
E004 Monmouth Comprehensive	(45,772)	45,772	0	100,573	100,573
E032 Cross Ash Jnr & Inf	(51,269)	26,099	(25,170)	(45,620)	(20,451)
E092 Kymin View Primary School	(18,774)	32,352	13,578	(10,294)	(23,872)
E039 Llandogo Jnr & Inf	11,446	(694)	10,752	9,736	(1,016)
E074 Osbaston Church In Wales Primary	(37,344)	7,600	(29,744)	(18,570)	11,174
E051 Overmonnow Jnr & Inf	19,101	(39,372)	(20,271)	(3,959)	16,312
E055 Raglan Jnr & Inf	(18,369)	14,005	(4,364)	111,977	116,341
E062 Trellech Jnr & Inf	(86,281)	19,535	(66,746)	(85,762)	(19,016)
E064 Usk CV Jnr & Inf	(71,295)	41,465	(29,830)	(56,108)	(26,278)
Successful Futures Grant Funding from EAS	0		0	0	0
	(1,264,808)	1,129,841	(134,967)	(344,862)	(209,895)
<b><u>Special Schools</u></b>					
E020 Mounton House	154,854	(50,000)	104,854	142,417	37,563
E095 Pupil Referral unit	(46,208)	0	(46,208)	(66,340)	(20,132)
	108,646	(50,000)	58,646	76,077	17,431
<b>TOTAL</b>	<b>(1,156,163)</b>	<b>1,079,841</b>	<b>(76,322)</b>	<b>(268,786)</b>	<b>(192,464)</b>



3.4.6 6 schools exhibited a deficit position at the start of 2016/17. Throughout the year this was anticipated to rise to 12 by end of 2016-17. Members had previously queried that prediction based on the level of past adhoc grant receipts received late in the year which had the effect of supplementing year end balances and mitigating past finance concerns about the declining extent of balances and lack of replenishment.

Unfortunately those additional grant receipts haven't been manifest in this last quarter such that the earlier forecast provided has proved accurate at outturn with 12 schools being in deficit.

3.4.7 Collectively school balances at the beginning of the financial year amounted to £1,156,000, given the year end position the following pattern is apparent.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)
2016-17	(269)

Collectively schools have utilised £887k from their reserves this year, which is actually £192k less than originally budgeted, such that the collective outturn reserve is £287k, rather than £76k surplus reported at month 9.

3.4.8 Fairer Funding Regulations adopted by Councils and Governing Bodies commonly preclude governing bodies from planning for a deficit position. This was changed last year in MCC to allow licensed deficits where a recovery plan is agreed and followed. This flexibility only extended as far as there being a collective schools reserve surplus i.e.

*“There is an arrangement in place whereby schools are allowed to plan for a deficit budget funded by a collective surplus of school balances held by the authority on behalf of schools.”*

3.4.9 It remains unlikely that the collective level of reserves will sustain the traditional annual draw by schools on reserves in recent years, which will add additional focus to addressing the need to remain within budget in 2017/18 as part of Governors formal section 52 budgets rather than passporting the consequences to their reserves, given that flexibility is now pretty much exhausted.

#### **4 REASONS**

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

#### **5 RESOURCE IMPLICATIONS**

5.1 As contained in the report.

#### **6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS**

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

## **7 CONSULTEES**

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

## **8 BACKGROUND PAPERS**

Outturn Monitoring Reports (Period 4), as per the hyperlink provided

<http://corphub/initiatives/Budgetmon/20162017/Forms/Q4.aspx>

NB. Given a heightened computer security, and the disablement of automatic links within documents, if clicking the link above does not automatically direct you to the monitoring reports, it should, if you cut and paste it into your internet browser address window.

## **9 AUTHOR**

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## **10 CONTACT DETAILS**

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### **Appendices (attached below)**



Appendix 1 Mandated Savings Progress Report  
Appendix 2 Capital Slippage Analysis

## Appendix 1






### Budgeted Service Savings Mandates Progress 2016/17

DIRECTORATE	Saving included in 2016/17 Budget £'000	Savings reported achieved month 2 £'000	Savings reported achieved month 6 £'000	Savings reported achieved month 9 £'000	Savings reported achieved @ outturn £'000	Percentage progress in achieving savings %	Delayed savings £'000	Savings not achievable £'000
Children & Young People	600	600	600	600	600	100%	0	0
Social Care & Health	640	640	12	12	12	2%	0	628
Enterprise	310	285	285	245	245	79%	40	25
Resources	544	318	299	260	120	22%	215	209
Chief Executive's	1,565	1,442	1,442	1,437	1,437	92%	85	43
<b>Total Mandated Service Savings 2016-17</b>	<b>3,659</b>	<b>3,285</b>	<b>2,638</b>	<b>2,554</b>	<b>2,414</b>	<b>66%</b>	<b>340</b>	<b>905</b>









2016/17 Budgeted Service Savings Mandates Progress											
CHILDREN & YOUNG PEOPLE											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
<b>Gwent Music</b> (Nicki Wellington)	<b>A20</b>	Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient.	50,000	50,000	50,000	50,000	50,000	-	-	On track and expected to be fully met	
<b>Phase 3 of Additional Learning Needs Review</b> (Sharon Randall-Smith)	<b>B20</b>	Closure off Deri View SNRB (£50k), Placement costs for External pupils attending Mouton House (£250k). Implementation of new funding formula from April 2016. (£250k).	550,000	550,000	550,000	550,000	550,000	-	-	On track and expected to be fully met	
			<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>0</b>	<b>0</b>		

2016/17 Budgeted Service Savings Mandates Progress											
SOCIAL CARE & HEALTH											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Transition - Bright New Futures (SCH) (Julie Boothroyd)	A24	In 2014 we combined our Transitions Project Team within Bright New Futures Project. ( based in Bridges)	12,000	12,000	12,000	12,000	12,000	0	0	Fully met the mandate at year end	
Adult Social Care Transformation (Julie Boothroyd)	A34	The service is continuing its journey on practice change and restructuring itself to meet future mandate savings with community links and innovative approaches to domiciliary care, coupled with less reliance on admissions to residential care.	628,000	628,000	0	0	0	0	628,000	This mandate relates to Community Care which, at year end, had an overspend of £788K. This mandate target has been reduced down to £200K in the 2017/18 budget.	
			<b>640,000</b>	<b>640,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>0</b>	<b>628,000</b>		


## 2016/17 Budgeted Service Savings Mandates Progress

ENTERPRISE											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Leisure Services Income Generation (Ian Saunders)	B1	Income generation/cost savings within the service.	120,000	120,000	120,000	120,000	120,000	-	-	On track and expected to be fully met	
Optimisation & better commercialism of Assets within Tourism, Leisure and Culture (Ian Saunders)		Income Generation Leisure	25,000	-	-	-	-		25,000	Won't be achieved this financial year	
Planning Services- Income Generation (Mark Hand)	B9	Reduce the net cost of planning services with the increase of income from planning applications received.	40,000	40,000	40,000	-	-	40,000	-	Planning has seen a decline in income in recent months, it may struggle to achieve full saving.	
Extension Shared Lodgings Housing Scheme (Ian Bakewell)	B10	Increase the Shared Housing Scheme within Monmouthshire.	50,000	50,000	50,000	50,000	50,000	-	-	On track and expected to be fully met	
Second Phase Review of Subsidies to 3 <sup>rd</sup> Sector (Will Mclean)	B12	Consolidation and reduction of grants to 3rd sector providers.	75,000	75,000	75,000	75,000	75,000	-	-	On track and expected to be fully met	
			<b>310,000</b>	<b>285,000</b>	<b>285,000</b>	<b>245,000</b>	<b>245,000</b>	<b>40,000</b>	<b>25,000</b>		




2015/16 Budgeted Service Savings Mandates Progress

RESOURCES											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Sustainable Energy Initiatives (Ben Winstanley)	A5	Investing in biomass boilers, solar farms and reduction in Carbon Commitment.	34,000	0	0	0	0	0	34,000	Unachievable	
Rationalise Business Support (Tracy Harry)	B2	Review the business support functions across the whole Authority to identify savings.	50,000	28,000	50,000	50,000	50,000	-	-	On track and expected to be fully met	
Training Services Consolidation (Peter Davies)	B3	Consolidation of the Authorities existing training functions.	50,000	-	-	-	-	-	50,000	Unachievable	
Community Asset Transfer/ Income generation (Peter Davies / Deb Hill-Howells)	B5	Community Asset Transfer of two properties	60,000	45,000	45,000	45,000	45,000	15,000	-	£60k of £160 relates to Estates of which £45k has been found. £15k shortfall is due to delayed implementation on Melville theatre and ongoing discussion with Town Council over Drill Hall.	
		Optimisation of Assets - PD	75,000	-	-	-	-	-	75,000	Unachievable	
Flexible Employment Options (Peter Davies)	B16	Market to all staff the Authority's flexible benefits and employment packages.	50,000	50,000	-	-	-	-	50,000	Unachievable	
Business rates evaluation - Appeals (Ruth Donovan)	B17	Rate refunds following Appeals by Cooke & Arkwright	140,000	140,000	140,000	140,000	-	140,000		Appeals lodger with Valuation office, backlog of appeals resulted from staff being transferred to new list creation. It is anticipated our appeals will be heard during 2017-18	
Strategic Property Review (Ben Winstanley - Deb Hill-Howells)	B18	Reduction in Corporate Building Maintenance, Purchase Card rebates , Facility Management Restructure and reductions in Transport Costs and Supplies and Services costs	60,000	30,000	39,000	0	0	60,000		Alternative delivery plan has not been possible due to pressures within the service	







2015/16 Budgeted Service Savings Mandates Progress

RESOURCES											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Discretionary Fees and Income (Joy Robson)	B23	Increased Discretionary Fees & Charges	25,000	25,000	25,000	25,000	25,000	-	-	Spread across authority, assume it has been achieved.	
<b>TOTAL</b>			<b>544,000</b>	<b>318,000</b>	<b>299,000</b>	<b>260,000</b>	<b>120,000</b>	<b>215,000</b>	<b>209,000</b>		

2016/17 Budgeted Service Savings Mandates Progress

CHIEF EXECUTIVE'S UNIT											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Garden Waste (Rachel Jowitt)		Increase in charges for Garden Waste collection service.	40,000	40,000	40,000	40,000	40,000			On track	
Home to School Transport (R Hoggins / Richard Cope)	A14	Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.	30,000	30,000	30,000	30,000	30,000			This saving is forecast to be achieved but through the reduction in contract costs for home to school transport rather than the policy review initially included in the original mandate. There is no appetite for the nearest school policy to be reviewed at this moment in time but it is still being looked into.	
Community Hubs (Will McClean)	A28	It's about delivering services in a different way and aligning them with the Whole Place philosophy. This will introduce major changes to how the library and one stop shop services are delivered. We will create a hub in each town where face to face services will be delivered. The contact centre will sustain a reliable and informed first point of contact for people contacting us other than face to face.	25,000	25,000	25,000	25,000	25,000			Achievable through alternative Delivery Plan	



CHIEF EXECUTIVE'S UNIT											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
<b>Community Hubs</b> ( Rachel Jowitt)	<b>A28</b>	It's about delivering services in a different way and aligning them with the Whole Place philosophy. This will introduce major changes to how the library and one stop shop services are delivered. We will create a hub in each town where face to face services will be delivered. The contact centre will sustain a reliable and informed first point of contact for people contacting us other than face to face.	25,000	25,000	25,000			25,000		Achievable through alternative Delivery Plan. Contact Centre experiencing overspend exceeding mandate target	
<b>Legal Services</b> (Robb Trantor)	<b>B7</b>	Income generation by providing Legal Services to external organisations.	25,000	25,000	25,000	25,000	25,000	-		Currently staff resource is totally used up undertaking internal legal work so there is no spare capacity to generate income from outside of the organisation. <b>This will not affect outturn in 16-17 as it has been offset by a grant windfall in Land Charges.</b>	
<b>Promoting Business Waste</b> (Rachel Jowitt)	<b>B8</b>	Introduction of a new policy to charge for trade waste, and better control over the use of household waste recycling centres.	80,000	80,000	80,000	80,000	80,000			On Track	
<b>Leadership Team Structure Review</b> (Paul Matthews)	<b>B11</b>	Re-alignment of Senior Key Posts and Roles.	315,000	272,300	272,300	272,300	272,300		42,700	Waiting for update on the achievability, alternative delivery option	
<b>Highways Infrastructure Income Generation</b> (Roger Hoggins)	<b>B13</b>	Income generation from highway advertisements across Monmouthshire (£50k)	150,000	150,000	150,000	150,000	150,000			Planning approval delays means £25,000 relating to advertising income will be delayed. <b>Shortfall will be managed within service budget.</b>	
<b>Grounds – Funding Review</b> (Rachel Jowitt)	<b>B14</b>		75,000	75,000	75,000	75,000	75,000			on track	

CHIEF EXECUTIVE'S UNIT											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Highways Maintenance (Roger Hoggins)	B15	Reducing the budgets within the highways section.	200,000	200,000	200,000	200,000	200,000			on track	
Property Services and Facilities Management Review (Rob O'Dwyer)	B19	Reduction in corporate building maintenance budgets. Purchase rebates from the use of procurement cards. (£15k), Facility Management restructure (£35k)	100,000	100,000	100,000	100,000	100,000			The section is forecast to achieve the full mandate saving, shortfall from purchase rebates will be covered through general expenditure efficiencies.	
Town and Community Councils (Roger Hoggins)	B21	Restructuring of Services in collaboration with Town / Community Councils PCs	110,000	90,000	90,000	90,000	90,000	20,000		Public conveniences are forecast to achieve £90,000 of the £110,000k mandate saving due to delayed implementation of which £80k is a contribution from the Town Council.	
		Grounds	83,500	83,500	83,500	83,500	83,500			On Track	
		Waste	71,500	71,500	71,500	71,500	71,500			On Track	
Town and Community Councils (Roger Hoggins)	B21	Restructuring of Services in collaboration with Town / Community Councils (Shortfalls) Museums (£0 out of £20k) Tourism (£5,000 out of £25k) Community Hubs (£70,000 out of £90K))	135,000	75,000	75,000	95,000	95,000	40,000		No contribution from Town council for museums. Only £5k received from Chepstow TC for TIC. £90k achieved from Hubs, increased savings of £20k being achieved through alternative delivery model for hubs. So High Risk on Museums, Low Risk on Tourism and Community Hubs	
Collaboration and realigning structures in operations (Roger Hoggins)	B22		100,000	100,000	100,000	100,000	100,000			£70k of total saving related to Highways efficiencies from restructure, delay in implementation has meant staff savings have been delayed as well. <b>Should not impact on outturn position as shortfall will be covered by managed efficiencies in expenditure.</b>	
<b>TOTAL</b>			<b>1,565,000</b>	<b>1,442,300</b>	<b>1,442,300</b>	<b>1,437,300</b>	<b>1,437,300</b>	<b>85,000</b>	<b>42,700</b>		

## Appendix 2 – Capital Slippage Analysis

SELECT	Budget Holder	SCHEME TITLE	Year End Slippage Request	Amount Proposed for endorsement	Amount endorsed but proposed to be added back expenditure year is certain	Amounts not proposed for endorsement
CYP	Simon Kneafsey	New Monmouth Comp – 21c Schools	-9,281,832	-9,281,832		
CYP	Simon Kneafsey	New Caldicot School – 21c Schools	-4,627,357	-4,627,357		
CYP	Simon Kneafsey	Welsh Medium Secondary (Joint Project)	-1,000,000	-1,000,000		
CYP	Rob O'Dwyer	Chepstow School – Removal & Replacement of Asbestos Cladding Panels	-15,000	-15,000		
CYP	Rob O'Dwyer	Usk Primary: Remodel Entrance, Office & Shower	-26,469	-26,469		
CYP	Sian Hayward	Schools ICT Outline Business Case	-351,233	-351,233		
SCOMM	Rob O'Dwyer	Generic - Asbestos removal	-27,281	0		-27,281
SCOMM	Rob O'Dwyer	Generic - Radon response	-7,610	0		-7,610
SCOMM	Rob O'Dwyer	Aber Castle - Refurb to prolong & cons ancient walls	-22,492	-22,492		0
SCOMM	Rob O'Dwyer	Monitor & update fire & intruder alarms	-3,910	-3,910		
SCOMM	Rob O'Dwyer	Generic - Fire Safety remedial works to ensure compliance with 2005 regulatory reform	-5,391	0		-5,391
SCOMM	Rob O'Dwyer	Abergavenny LC - Replace CHP Plant	-21,240	-21,240		
SCOMM	Rob O'Dwyer	Hilston Park: Internal Areas	-7,500	0		-7,500
SCOMM	Rob O'Dwyer	Chepstow Museum: Repair External Lime Render	-12,584	-12,584		
SCOMM	Rob O'Dwyer	Generic - Rectification after Fixed Wire Testing	-6,756	0		-6,756
SCOMM	Rob O'Dwyer	Shire Hall – Emergency Structural Investigation and repairs to staircase	-7,500	-7,500		
SCOMM	Deb Hill -Howells	Community Hubs	-51,122	0	-51,122	
SCOMM	Dan Davies	Caldicot Castle Kitchen	-10,071	0		-10,071

SCOMM	Mike Moran	Monmouth Sports Ground Drainage	-1,902	0	-1,902
SCOMM	Ben Winstanley	Non County Farms Fixed Asset Disposal Costs	-84,874	-84,874	
SCOMM	Roger Hoggins	Car Park Granville St & Wyebridge St	-152,214	-152,214	
SCOMM	Mathew Lewis	Structural Repairs - PROW	-22,647	-22,647	
SCOMM	Paul Keeble	Footway Reconstruction	-99,445	-99,445	
SCOMM	Paul Keeble	Carriageway Resurfacing - Various	-52,562	-52,562	
SCOMM	Paul Keeble	Safety Fence Upgrades	-71,370	-71,370	
SCOMM	Mark Davies	Signing Upgrades And Disabled Facilities	-23,091	-23,091	
SCOMM	Mark Davies	Road Safety & Trafficman Programme	-75,088	-75,088	
SCOMM	Sian Hayward	Purchase of Sharepoint and Active Directory Licences	-5,572	0	-5,572
SCOMM	Lisa Widenham	Upgrade to the Agresso system	-9,888	-9,888	
SCOMM	Lisa Widenham	Provision of online facilities Revenue's section	-13,000	-13,000	
SCOMM	Shirley Wiggam	Low Cost Home Ownership	-112,293	0	-112,293
SCOMM	Deb Hill-Howells - Ben Winstanley	County Farms Maintenance & Reinvestment	-30,000	-30,000	
SCOMM	Mike Moran	Sc 106 Multi Use Games Area Bayfield Open Space	-5,470	0	-5,470
SCOMM	Mike Moran	S106 – Recreation Croesonen	-6,129	0	-6,129
SCOMM	Debbie McCarty	S106 – Town Centre Partnership	-1,700	-1,700	
SCOMM	Mike Moran	S106 Crick Wildlife Garden (Caer Off Site)	-10,866	-10,866	
SCOMM	Mike Moran	S106 Mardy Allotments (Croesonen)	-18,900	0	-18,900
SCOMM	Mike Moran	S106 Croesonen Play Park (Croesonen)	-14,527	-14,527	
SCOMM	Mike Moran	S106 Monmouth Petanque Floodlights (Monmouth)	-2,493	0	-2,493
SCOMM	Mike Moran	S106 Monmouth Gateway (Monmouth)	-20,000	0	-20,000
SCOMM	Mike Moran	S106 St Thomas Church Refurb (Monmouth)	-2,000	-2,000	
SCOMM	Mike Moran	S106 Wyesham Community Woodland (Monmouth)	-21,000	-21,000	
SCOMM	Mike Moran	S106 Destination Play Area (Monmouth)	-85,000	0	-85,000
SCOMM	Mike Moran	S106 Drybridge Nature Park (Monmouth)	-9,537	-9,537	
SCOMM	Mike Moran	S106 Cricket Wicket and Changing Rooms (Little Mill)	-20,000	-20,000	
SCOMM	Mike Moran	S106 Little Mill Trail (Little Mill)	-27,720	0	-27,720

SCOMM	Mike Moran	S106 Gilwern Fitness Equip (Ty Mawr)	-7,065	0	-7,065
SCOMM	Mike Moran	S106 Gilwern Petanque Terrain (Ty Mawr)	-3,960	0	-3,960
SCOMM	Mike Moran	S106 Heaven Scent Garden (Ty Mawr)	-945	0	-945
SCOMM	Mike Moran	S106 Clydach Playing Field Barrier (Ty Mawr)	-70	-70	
SCOMM	Mike Moran	S106 Gilwern Bowling Green (Ty Mawr)	-496	-496	
SCOMM	Mike Moran	S106 Gilwern Playing Field Improvements (Ty Mawr)	-10,190	-10,190	
SCOMM	Mike Moran	S106 Incredible Edible Project (Ty Mawr)	-1,215	-1,215	
SCOMM	Mike Moran	S106 - Upgrading play area Caldicot Castle	-8,935	-8,935	
SCOMM	Mike Moran	Rogiet Playing Field Car Park and Magor GRIP study	-40,084	-40,084	
SCOMM	Mike Moran	S106 Gilwern Towpath Upgrade (Cae Meldon)	-18,000	-18,000	
SCOMM	Mike Moran	S106 Gilwern Scooter Park (Cae Meldon)	-21,555	-21,555	
SCOMM	Mike Moran	S106 Gilwern Comm Centre Heating (Cae Meldon)	-11,475	-11,475	
SCOMM	Mike Moran	S106 Gilwern OEC (Cae Meldon)	-56,802	-56,802	
SCOMM	Mike Moran	New Playing Pitches (Clydach Juniors – Cae Meldon)	-53,000	-53,000	
SCOMM	Mike Moran	S106 Llanelly Hill Welfare Car Park (Cae Meldon)	-22,441	-22,441	
SCOMM	Mike Moran	Cae Meldon S106 Off Site Recreation	-23,020	-23,020	
E&D	Rob O'Dwyer	Replacement Cattle Market	-183,357	-183,357	
E&D	Amy Longford	Caerwent House, Major Repairs	-50,800	-50,800	
E&D	Ben Winstanley	Solar Farm – Oak Grove	-505,740	-505,740	
E&D	Deb Hill Howells	Sc106 Woodstock Way Linkage Scheme	-226,504	-226,504	
			<b>-17,730,290</b>	<b>-17,317,110</b>	<b>-214,712</b>
					<b>-198,468</b>



## Children and Young People Select Committee

### Action List

16<sup>th</sup> February 2017

Minute Item:	Subject	Officer / Member	Outcome
3	Revenue and Capital Monitoring 2016/17 Period 3 Outturn Forecast Statement	Will McLean / Hazel Ilett	At a future meeting, receive a report regarding the relationship between the Council and schools and also schools and governing bodies.
5.	Education Achievement Service (EAS) Business Plan 2017-2020 (First Draft for consultation)	Nicola Allen (EAS) / Hazel Ilett	Receive an annual report.
6	Monmouthshire Schools Outcomes of the National Categorisation Exercise	Will McLean / Hazel Ilett	Monitor the National Categorisation Exercise on an annual basis.

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## *Monmouthshire's Scrutiny Forward Work Programme 2017*

<b>Children and Young People's Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
22 <sup>nd</sup> June 2017	<b>Social Services Annual Report</b>	Scrutiny of the performance and future direction for Social Services provided by the report of the Chief Officer.	Claire Marchant	Performance Monitoring/Pre-decision Scrutiny
	<b>Safeguarding</b>	Scrutiny of the Corporate Safeguarding Policy.	Cath Sheen	Pre-decision Scrutiny
	<b>Kerbcraft Progress Report</b>	To discuss progress following the Wales Audit Office recommendations on Kerbcraft.	Roger Hoggins Cath Sheen	Performance Monitoring
	<b>Budget Monitoring</b>	To scrutinise the outturn budget monitoring position for revenue and capital budgets.	Mark Howcroft	Budget Monitoring
TBC	<b>Discussion with Engage to Change (E2C ~ the county's youth council)</b>	TBC		
	<b>Work Programme Discussion</b>			
	<b>Co-option onto the Select Committee</b>			

### Standing / Possible future Items for Scrutiny:

- × CYP Self-evaluation - continued scrutiny/annual report (November 2017)
- × Update on Schools Budgets
- × Monmouthshire's strategic review for Education (All Schools Strategy / ESR)
- × Additional Learning Needs Review
- × Youth Offending Service Report

## *Monmouthshire's Scrutiny Forward Work Programme 2017*

- × **Acorn And Flying Start**
- × **Childcare Sufficiency Assessment** - monitoring the outcomes of the action plan - Summer 2017
- × **SRS and ICT in schools**
- × **Schools Sickness data**

## Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

Subject	Purpose	Consultees	Author
<b>13<sup>th</sup> MARCH 2017 - CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17 meeting 5 held on the 19 <sup>th</sup> January 2017.		Dave Jarrett
Outcomes of the Recycling Review.	Cabinet to agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Safeguarding Progress Report			Teresa Norris
Effectiveness of Council Services: Quarter 3 Progress			Matt Gatehouse
Cemeteries - amendments to charging policy			Deb Hill Howells
The Knoll, Abergavenny Section 106 funding			Mike Moran

Subject	Purpose	Consultees	Author
ADM – Business Case			Tracey Thomas
EAS Business Case			Will Mclean
Community Governance			Will Mclean
2017/18 Education and Welsh Church Trust Funds Investment and Fund	The purpose of this report is to present to Cabinet for approval the 2017/18 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
<b>8th MARCH 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Private sector housing enforcement			Huw Owen
PSPO x 2: Fairfield Car Park and Abergavenny Skate Park			Andrew Mason
Homeless Reserve Fund			Ian Bakewell
Fostering Fees Review			Claire Marchant
Accounts Payable Strategy – Further automation of the procedure to process payment			Lisa Widenham
Appropriation of the land at Rockfield Farm, Undy	From County farms use to planning use		Gareth King
Cemeteries – amendments to charging policy			Deb Hill Howells
Direct Care Leadership Restructure			Colin Richings
Transport Policy			Clare Morgan
Disposal of land on Garden City Way for Affordable			Ben Winstanley

Subject	Purpose	Consultees	Author
Housing			
Cae Maldon Bus Routes			Christian Schmidt
Monmouthshire Museums Centralisation of Staffing Structure			Cath Fallon
<b>9<sup>TH</sup> MARCH 2017 - COUNCIL</b>			
Council Tax Resolution 2017/18 and Revenue and Capital Budgets 2017/18	To set budget and Council tax for 2017/18		Joy Robson
Treasury Management Strategy 2017/18	To accept the annual Treasury Management Strategy		Joy Robson
Asset Investment Strategy			Peter Davies
Outcome of Recycling Review	To agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Procurement Strategy for Household Waste Recycling Centre, Transfer Stations and Residual Haulage.	For Council to approve the procurement strategy and affordability envelope for the procurement of a new contract running from 2018-2030 (7 years plus 5 years extension possibility).		Rachel Jowitt
Approval of Car Park Capital Budget in 2017/18			Roger Hoggins
<b>20<sup>TH</sup> MARCH 2017 - COUNCIL</b>			
ADM Business Case			Tracey Thomas
Pay Policy			Tracey Harry/Sally Thomas
Well-being Assessments for the county and Objective setting for the Council	i) Well-being of Future Generations Assessment (author Matthew Gatehouse) ii) Population Needs Assessment (authors Matthew Gatehouse/Phil Diamond) iii) Council's Well-being Objectives and Plan (author Matthew Gatehouse/Richard Jones) iv) Biodiversity and Ecosystem Resilience Forward Plan (author Matthew Lewis)		Matt Gatehouse
Safeguarding Progress Report			Teresa Norris

Subject	Purpose	Consultees	Author
Position Statement report re: Social Services			Geoff Burrows
Council Diary			Nicola Perry
Chief Office CYP Appointment			Tracey Harry
WAO Kerbcraft			Clare Marchant
Community Governance			W. McLean
<b>29<sup>th</sup> MARCH 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Contracts Manager – Adult and Children’s Commissioning			Ceri York
Proposed 40 Mph Speed Limit Portal Road And Link Road Monmouth			Paul Keeble
Good Law enforcement policy - Monmouthshire alternative to prosecution policy (mapp)			David H Jones
To make Permanent the current temporary post of the Carers Services Development Manager			Kim Sparrey
Staffing Restructure: Development Management Team			Mark Hand
Staffing Restructure: Planning Policy Team			Mark Hand
Monmouthshire Lettings Service			Steve Griffiths
Permanent appointment of Temporary Admin Support post (RBC13A).			Nigel George
<b>5<sup>th</sup> APRIL 2017 - CABINET</b>			

Subject	Purpose	Consultees	Author
Introduction of a fast-track service in relation to pre-application advice; lawful development certificates and compliance letters, and amendments to pre-application fees			Mark Hand
<b>12<sup>th</sup> APRIL 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Young Carers' Strategy 2017 -20			Kim Sparrey
Supporting People Plan and Grant Spend			Chris Robinson
Additional Grant Funding for Local Authority to deliver the High St Rates Relief Scheme			Ruth Donovan
Proposed re-alignment of the Estates team to meet budget mandate savings	Cllr Murphy		Deb Hill- Howells
Living Levels Landscape Partnership:	Cllr P Hobson		Matthew Lewis
Flexible Early Retirement – Planning Services			Mark Hand
Introduction of a fast-track service in relation to pre-application advice; lawful development certificates and compliance letters, and amendments to pre-application fees			Mark Hand
<b>26<sup>th</sup> APRIL 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Welfare Rights Review	ITEM DEFERRED TO 24/5/17		Tyrone Stokes

Subject	Purpose	Consultees	Author
Proposed 20 MPH Speed Limit, A472 Usk	Cllr B Jones		Paul Keeble
Community Hubs Restructure	Cllr RJB Greenland		Deb Hill Howells
Monmouthshire Local Development Plan Draft Sustainable Tourism Accommodation Supplementary Planning Guidance	Cllr B Greenland		Martin Davies
Monmouthshire Local Development Plan Rural Conversions To A Residential Or Tourism Use (Policies H4 & T2) Supplementary Planning Guidance	Cllr B Greenland		Martin Davies
<b>16<sup>TH</sup> MAY 2016 – ANNUAL MEETING</b>			
<b>18<sup>TH</sup> MAY 2017 – DEFERRED BUSINESS COUNCIL</b>			
<b>24<sup>TH</sup> MAY 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Welfare Rights Review			Tyrone Stokes
Event Opportunities – Summer 2017			Dan Davies
A40/A466 Wyebridge, Monmouth – Proposed Junction Improvement			Paul Keeble
Proposed acquisition of land Magor			Deb Hill Howells
<b>7<sup>TH</sup> JUNE 2017 – CABINET</b>			



Subject	Purpose	Consultees	Author
To approve the Corporate Safeguarding Policy			Teresa Norris / Claire Marchant
Anti Fraud, Bribery & Corruption Policy Statement – REVISED AND UPDATED			Andrew Wathan
Welsh Language Progress Report.			Alan Burkitt
Highway Grant and Section 106 budgets			Paul Keeble
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 5 of the 2016/17 financial year held on the 20 <sup>th</sup> March 2017.		Dave Jarrett
Revenue & Capital Monitoring 2016/17 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2016/17 financial year		Mark Howcroft
CYP Support Services Re-Structure	To propose a restructure within CYP support services to achieve saving from the Medium Term Financial Plan		Nikki Wellington / Sharon Randall Smith
<b>14<sup>TH</sup> JUNE 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Sale of Freehold of Land at Plot 9a Wonastow Rd, Monmouth	The sale of the Freehold has been agreed subject to approval to Mandarin Stone who currently lease the area on a long lease from MCC.		Nicola Howells
Installation of charging points for electric cars in MCC public car parks	To seek approval for the installation of charging points for electric cars in MCC car parks in the county.		Roger Hoggins
Release of restrictive covenant at Former Abergavenny Magistrates			Nicholas Keyse

Subject	Purpose	Consultees	Author
Court and Police Station			
<b>28<sup>th</sup> JUNE 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Social Housing Grant			Shirley Wiggam
Proposed Reduction in the size of the Brecon Beacons National Park Authority	To respond to Welsh Government Consultation on the Proposed Reduction in the size of the Brecon Beacons National Park Authority	CLLR BRYAN JONES	Matthew Lewis
<b>29<sup>th</sup> JUNE 2017 - COUNCIL</b>			
To approve the action plan following the WAO report on safeguarding			Roger Hoggins / Paul Keeble / Graham Kinsella
Audit Committee Zero Hour Contracts Report			Philip White
Audit Committee Annual Report			Philip White
<b>5<sup>th</sup> JULY 2017 – CABINET</b>			
To approve the action plan following the WAO report on safeguarding			Roger Hoggins / Paul Keeble / Graham Kinsella
To declare surplus the former sextons lodge at Chepstow Cemetery, Chepstow	To declare the property surplus following the retirement of the previous sexton at the Chepstow Cemetery to enable the Council to begin the disposals process		Gareth King
Annual Report of the Director of Social Services			Claire Marchant
<b>12<sup>th</sup> JULY 2017- INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>26<sup>th</sup> JULY 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
S106 funding: Pen y Fal bridge repairs	to draw down appropriate S106 funding to fund the repairs to the footbridge at the Pen y Fal		Rachel Jowitt

Subject	Purpose	Consultees	Author
	development in Abergavenny.		
<b>27<sup>TH</sup> JULY 2017 - COUNCIL</b>			
Annual Report of the Director of Social Services			Claire Marchant
<b>9<sup>TH</sup> AUGUST 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>23<sup>RD</sup> AUGUST 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>6<sup>TH</sup> SEPTEMBER 2017 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 1 held on the 29 <sup>th</sup> June 2017.		Dave Jarrett
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 2 held on 27 <sup>th</sup> July 2017.		
Contaminated Land Inspection Strategy			Huw Owen
Budget Monitoring report – period 2	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Proposed sale of land at Crick Road to Melin Homes			Deb Hill Howells
<b>13<sup>TH</sup> SEPTEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>21<sup>ST</sup> SEPTEMBER 2017 - COUNCIL</b>			
MCC Audited Accounts 2016/17 (formal approval)	To present the audited Statement of Accounts for 2016/17 for approval by Council		Joy Robson

Subject	Purpose	Consultees	Author
ISA260 report – MCC Accounts -	To provide external audits reports on the Statement of Accounts 2016/17		Joy Robson
<b>27<sup>th</sup> SEPTEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>4<sup>TH</sup> OCTOBER 2017 - CABINET</b>			
MTFP and Budget Proposals for 2018/19	To provide Cabinet with Revenue Budget proposals for 2018/19 for consultation purposes		Joy Robson
Cash Receipting System Tender	To seek approval and funding for Authority's replacement cash receipting system		Ruth Donovan
<b>11<sup>TH</sup> OCTOBER 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>25<sup>TH</sup> OCTOBER 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>10<sup>TH</sup> NOVEMBER 2017 – CABINET</b>			
Capital Budget Proposals	To outline the proposed capital budget for 2018/19 and indicative capital budgets for the 3 years 2019/20 to 2021/22		Joy Robson
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2018/19		Joy Robson
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 3 held on the 21 <sup>st</sup> September 2017.		Dave Jarrett
<b>8<sup>TH</sup> NOVEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>9<sup>TH</sup> NOVEMBER 2017 – COUNCIL</b>			
<b>22<sup>ND</sup> NOVEMBER 2017– INDIVIDUAL CABINET MEMBER DECISION</b>			

Subject	Purpose	Consultees	Author
<b>6<sup>TH</sup> DECEMBER 2017 – CABINET</b>			
Council Tax base 2018/19 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2018/19 and to make other necessary related statutory decisions.		Sue Deacy/Wendy Woods
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 4 held on the 9 <sup>th</sup> November 2017		Dave Jarrett
<b>13<sup>TH</sup> DECEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To see approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2018/19 financial year as required by statute		Joy Robson
<b>14<sup>TH</sup> DECEMBER 2017 - COUNCIL</b>			
<b>3<sup>RD</sup> JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>10<sup>TH</sup> JANUARY 2018 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 5 held on the 14 <sup>th</sup> December 2017		Dave Jarrett
Final Draft Budget Proposals or recommendation to Council			Joy Robson
Budget Monitoring Report – Period 7	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft

Subject	Purpose	Consultees	Author
<b>17<sup>TH</sup> JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek members approval of the results of the consultation process regarding payment to precepting Authorities for 2018/19 as required by statute		Joy Robson
<b>31<sup>ST</sup> JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>7<sup>TH</sup> FEBRUARY 2018 – CABINET</b>			
<b>14<sup>TH</sup> FEBRUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>21<sup>ND</sup> FEBRUARY 2018 – COUNCIL</b>			
<b>28<sup>TH</sup> FEBRUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>1<sup>ST</sup> MARCH 2018 - COUNCIL</b>			
<b>7<sup>TH</sup> MARCH 2018 - CABINET</b>			
2018/19 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2018/19 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
<b>14<sup>TH</sup> MARCH 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>28<sup>TH</sup> MARCH 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			

Subject	Purpose	Consultees	Author
<b>11<sup>TH</sup> APRIL 2018 - CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 6 held on the 22 <sup>nd</sup> February 2018		Dave Jarrett
<b>18<sup>TH</sup> APRIL 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>19<sup>TH</sup> APRIL 2018 - COUNCIL</b>			
<b>9<sup>TH</sup> MAY 2018 – INDIVIDUAL CABINET MEMBER DECISION</b>			
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