

## **Inclusion of the sleep-in allowance in the calculation of holiday pay**

### Background

In 2020, a query was raised as to whether the sleep in allowance payment should be included in the calculation of holiday pay. Further to legal advice, it was established that holiday pay **should** include the amount paid by way of a sleep in allowance and the corresponding Employing People and Contracts Guidance for Managers was updated accordingly.

However, the following points of detail remain outstanding:

1. Should the inclusion of the sleep-in allowance in the calculation of holiday pay be applied to 4 weeks, the statutory minimum of 5.6 weeks or the full MCC holiday entitlement?
2. Should a period of pack pay be applied?

### **POINT 1**

- ACAS guidance

If you regularly get paid overtime, commission or bonuses, your employer must include these payments in at least 4 weeks of your paid holiday.

- MCC in house legal advice

“Whether to pay holiday pay for the additional 1.6 weeks and any additional contractual entitlement at the rate which includes the sleep in allowance is a matter of contractual entitlement pursuant to the employees contracts of employment.

I checked what my contract of employment said in this regard but it doesn't say anything as to how holiday pay will be calculated (that omission may be in breach of the statutory obligation to provide written particulars of employment which obligation extends to providing sufficient information as to how holiday pay will be calculated) so I assume all MCC contracts of employment are similarly silent on the point.

That makes it very difficult to know whether all holiday pay will be calculated to include allowances or just the first 20 days.

It is possible that by custom and practice MCC do pay employees holiday pay at a rate which includes allowances or regular overtime amounts throughout the holiday entitlement and not just for the first 20 days. If that is the case then it is probably an implied term of the contracts of employment that such additional payments will be included.”

- MCC HR advice

The inclusion of the sleep in allowance in the calculation of holiday pay, should apply to the full MCC entitlement. If it is deemed that this should also apply to the statutory minimum or full MCC entitlement, it is advisable to consider:

- Practices across other directorates ensuring equality in pay approach
- Future service delivery models and the impact (particularly financial) of any changes
- The process of how this should be claimed/calculated depending on the outcome agreed

## **OUTCOME**

A decision at SCH DMT was to accept in house Legal and HR advice to include sleep in allowances in the calculation of holiday pay based on the MCC leave entitlement of 5.6 weeks.

**ANNUAL COST PRESSURE      £60,000**

With point 2, it has been agreed to offer any backdated claims going back maximum 2 years. The cost of any backdated payments will go against the Social Care Workforce and Sustainability Grant.

## 2021/22 Brief Budget Mandate for SCH

### WCCIS budget pressure

#### 1. Background

In 2015 after developing a bespoke in house care management package called FLO/Plant, it was implemented for use.

An all Wales care package system has been developed called WCCIS for use throughout Local Authorities and Health within Wales, which means the operational use of FLO is limited.

Following recent implementation plans, the start date for WCCIS has been delayed but as at January 2021, the earliest achievable go live date would be sometime between September 2022 and March 2023, we are dependent on the Option Appraisal by NWIS for this date.

#### 2. Pressure

To ensure Flo/Plant provides us with a robust platform over this time period we will need to commit to the following financial pressures

##### Hardware: SRS

- SRS are responsible for providing us with the servers for FLO/Plant. They are currently going through a server refresh program and although there will be no cost for the servers, consultancy for Ty Du Solutions will be required for the operating system and database, which is included in the pressure below. There will be overtime for the SRS should work be required out of hours we are waiting for accurate costs for this – estimate £1,000

**Software:** Ty Du Solutions – 12 Weeks to 15 Weeks ESTIMATE £25,000 - £30,000

- OS: The operating system on the servers was updated in 2019 to version 16.04.6 LTS (Long term support). This would need to be updated to at least 18.04.5 LTS.
- Database: MySQL will need to be updated and this will mean the ODBC drivers we use for reporting will need to be updated.
- Elastic Search: The search engine will have to be update
- General Maintenance: There are several issues that have not been addressed during 2020/21. If left these could become serious so we will need to address these.

##### Future Development

If any future development is needed, then this will be costed separately.

##### OUTCOME

Ty Du Solutions will not be available until at least April 2021 so the budget pressure for 2021/22 is tabled below

SRS	£1,000
Ty Du Solutions	£30,000
<b>2021/22 COST PRESSURE</b>	<b>£31,000</b>

### 2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Primary Behaviour Outreach Support	Senior Responsible Officer:	Will Mclean
Your Ref No:	RA	Operational Lead Officer:	Richard Austin

Version No:	1	Directorate:	CYP
Date:	15-01-21	Section:	Inclusion

**Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.**

**1. Proposal Scope and Description** Please include a brief description of the proposal being explored and the core objectives.

The Local Authority is proposing to develop local outreach advisory and direct support which would align and link with the Pupil Referral Service "In-reach" in place in Secondary Schools. This would work closely with other services; e.g. EPS, EWS and the Early Help Panel to provide a multi-agency response to school's requests for support where a child is displaying extreme challenging behaviour. This The aim would be to support the maintenance of pupils in their local communities and align with the corporate aim of Building Sustainable Communities.

The aims of the provision would be to-

- provide advice and guidance to schools to enhance capacity of schools
- provide specialist intervention to enable the child to remain engaged with school provision
- provide support and intervention for the school and stabilise the child through a period of crisis
- provide targeted intervention via provision of additional support to school
- provide further strategies/approaches that the school can use
- provide a systemic approach to intervention that supports schools and other professionals to recognise and understand patterns and themes that might occur with the child in school and their wider environment.
- provide support, advice and guidance to school to identify and adapt their approach in cases where ACES might be a feature and therefore trying to address the root cause of the escalating issue
- use recognised assessment processes such as Boxall, Thrive, Iscan, Neale's to identify any presenting issues
- address any adverse childhood experiences which may be having an impact upon child
- wherever possible maintain the child within educational provision within Monmouthshire. However it is recognised that in a few instances specialist provision may be required if it is unlikely that placement can be sustained in school

**2. Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Rates of fixed term exclusion (FTE) from Primary Schools within Monmouthshire are too high and increasing as evidenced in the table below. Three year rolling averages are in brackets

Year	Days lost to FTE	Pupils Affected	Episodes of FTE
15/16	111 ( 71)	22 (21)	67 (44)
16/17	184.5 (112)	29 (24)	95 (67)
17/18	151.5 (149)	49 (33)	112 (91)
18/19	154 (163)	37 (38)	95 (101)
19/20 *	172 (159)	38 (41)	89 (99)

\*These figures are until March 20<sup>th</sup> and would be higher for the full year

In the Estyn inspection 2020, exclusions wasn't an area of focus but reference was made to the rates of exclusion. This remains an area of risk for the Local Authority and needs to be lower by the time Estyn return. Schools require more effective support and challenge to reduce the days lost in the education of vulnerable children. If support and intervention isn't put in place at an early stage then behaviours can escalate and it could result in specialist out county provision being required. (The cost of specialist out of county provision begins at £40,000 plus transport). This proposal would aim to provide earlier intervention and advice and support to schools to improve universal provision in order to reduce the numbers of young people requiring specialist provision. NB this proposal would not eliminate the need for all out county provision requests.

**3. Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated. The primary objective of this proposal is to reduce rates of fixed term exclusion and enhance the capacity of primary schools, however if successful potentially there could be budget savings.

This proposal would not necessarily produce savings within the Pupil Referral Service however it could impact upon budget pressures within ALN. If this approach is successful in maintaining children within MCC schools then there could be a reduction in pupils being placed in specialist provision due to the capacity of schools being enhanced. The mandate of £84,206 would be cost neutral if it succeeded in maintaining 2 pupils in mainstream school as opposed to a specialist placement being required.

**Cost of a Headlands placement would be £40,000 plus transport**  
**Cost of a Talocher placement would be £70,000 plus transport -**

Service area		Proposed Cash	Target year
--------------	--	---------------	-------------

	Current Budget £'000	Proposed Cash Pressure £'000	Saving £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	Total Budget Change Proposed £'000
PRU	£451,313	£84,206		£84,206				£535,519
ALN	Potential Savings here if specialist placement is not required in primary phase							
PTU	Potential Savings here if specialist placement is not required in primary phase							

4. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
There is currently no external funding opportunities for this provision.		

5. **Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	This proposal will not require any amendments to MCC policy.

6. **Additional Impacts** What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Reduction in pupils being excluded from Primary Provision	Pupils	+ve
Sharing of best practice on a school to school basis to enhance capacity of schools	Staff, Pupils	+ve
Potential reduction in requests for out of county provision	ALN Budget, ALN Officers, Pupils	+ve

7. **Mitigation (for budget pressures only)** – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<p>There is always an option not to have a service which provides support and intervention. However the ramifications for the Local Authority would be continued high rates of FTE in the primary sector. Potentially pupils would either have to move schools, as a result of exclusion or a managed move and this could incur transport costs.</p> <p>We would not be supporting schools and enhancing their capacities so that whenever this issue arose, more children could experience educational disruption or be required to attend out county specialist provision.</p>
--

8. **Additional Considerations:**

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	It will require the appointment via a secondment of a 0.5 FTE member of teaching staff with a 1.0 HLTA and 1.0 TA

Will this project have any legal implication for the authority?	N	
---	---	--

### 9.Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Appointed staff will require skills knowledge and experience of providing advice and guidance for schools	There will be training provided for these staff by Principal Officer Inclusion, Principal officer Inclusion ALN and Pupil Referral Service Coordinator	Staff will need supervision, support and mentoring. This will come from Pupil referral Service Coordinator
Staff will require ICT hardware	Pupil Referral Service Budget	Access to relevant drives and MCC networks

9. **Consultation** Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
PRU Coordinator	This proposal has been discussed with PRS Coordinator	November 2020
DMT	This proposal has been discussed at CYP DMT	December 2020
Primary Head Teachers	This proposal will need to be discussed with Primary Head Teachers	Spring Term 2020-21

### 10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Decision to exclude rests with the head teacher	Operational	Data as evidenced in supporting data in section 2.	Medium	Principal Officers for Inclusion and ALN to revise guidelines for Primary Head teachers which highlight LA expectations in providing a graduated response to young people who present with challenging behaviour.

### 11. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
There will be fewer days lost due to FTE in Monmouthshire.	There is currently negligible resources available to provide support and intervention to primary schools. Principal officer Inclusion and Pupil Referral Service Coordinator can provide advice only and they have limited capacity to do so.	Principal Officer Inclusion
There will be fewer applications for out of county provision required as a result of being able to provide earlier support and intervention.	With increased resources being available then earlier intervention can be put in place on a multi-disciplinary basis to provide more effective intervention.	Principal Officer Inclusion

### 12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24

Process	Reduction in days lost due to FTE in Primary schools	120	100	80	60
	Reduction in numbers of primary aged pupils subject to FTE	30	25	20	15
Customer	Percentage of head teachers who feel that intervention has improved their school's capacity to support pupils displaying challenger behaviour	100%	100%	100%	100%

### 13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	<b>It could if there was a similar teacher post in a neighbouring LA.</b>
Will this project benefit from digital intervention?	Y	<b>Use of digital technology would negate the need for travel in some instances.</b>  <b>For example, professional to professional coaching/planning work would be undertaken via TEAMS which is now established practice in the profession.</b>



monmouthshire  
sir fynwy

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

**Richard Austin**  
**Phone no: 07799 034 670**  
**E-mail: Richardaustin@monmouthshire.gov.uk**

### Primary Behaviour Support

The aims of the provision would be to-

- provide advice and guidance to schools to enhance capacity of schools
- provide specialist intervention to enable the child to remain engaged with school provision
- provide support and intervention for the school and stabilise the child through a period of crisis
- provide targeted intervention via provision of additional support to school
- provide further strategies/approaches that the school can use
- use recognised assessment processes such as Boxall, Thrive, Iscan, Neale's to identify any presenting issues
- address any adverse childhood experiences which may be having an impact upon child
- wherever possible maintain the child within educational provision within Monmouthshire. However it is recognised that in a few instances specialist provision may be required if it is unlikely that placement can be sustained in school

**Inclusion Service**

**Date Future Generations Evaluation 20.01.21**

***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**



**1. 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.

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Yes- The approach will use the skills in place in some schools to provide support and intervention in a strategic approach making use of existing skills and enhancing and developing staff skills in other schools</p>	<p>There will be staff training via school to school work. Sharing of approaches that have been successful in other schools.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Yes- If young people are maintained in their own local school then specialist provision would not be provided. This would entail transport costs and contribute towards CO2 footprint.</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Yes- By working in such a way in providing support, the aim would be for staff to have access to advice and guidance from specialists and stress levels would be reduced.  By enhancing the capacity of staff and school and providing effective behaviour support approaches then the young people who are affected by the challenging behaviour would hopefully feel calmer. This would apply to the pupil displaying the behavior and classmates.</p>	<p>Discussion with agencies such as Early Help Panel and Educational Psychology Service to provide a targeted approach to address presenting behaviours on a holistic basis.</p>

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Yes - If young people are maintained in their own local school then specialist provision would not be provided and young people will feel part of their community.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	
<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	Yes- Within the job description an ability to communicate in Welsh will be indicated	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	This is at the heart of the proposal which aims to support children and young people to achieve their full potential, maintain them within their own community and work on a multi-agency basis to address any underlying issues which may be affecting their behaviour	Discussion with agencies such as Early Help Panel and Educational Psychology Service to provide a targeted approach to address presenting behaviours on a holistic basis.

**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><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Yes the proposal provides early intervention and will allow the LA to provide support and intervention in the short term, the aim will be to affect longer term change in schools approaches, thereby enhancing their capacity and also addressing the presenting behaviours in the child and providing them and where necessary support for the family.</p>	
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Yes this proposal provides the opportunity for early intervention on a multi-disciplinary basis.</p> <p>Discussion has taken place with the Family Support Services Manager and CYP Colleagues to establish a cohesive response to requests for help and support.</p>	
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Schools as stakeholders have outlined that they need additional support and intervention if they have to address presenting behaviours.</p> <p>The issue has been raised in working parties held between CYP Officers ALN, Inclusion with primary colleagues.</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><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This is very much a preventative agenda as too many children are being excluded from schools. The aim is to provide support advice and guidance and maintain young people in their own local school wherever possible.</p>	
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>By working with Family Support Team, ALN, EPS and EWS, schools will be supported and issues addressed. By working in a multi-disciplinary approach it is hoped that children and families will feel better support and require less intervention from other MCC directorates.</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)

<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	This proposal will focus upon primary aged pupils only		
Disability	It will provide advice and guidance and intervention for pupils presenting with challenging behaviour who are categorized as having a disability e.g. ADHD		
Gender reassignment	It will provide advice and guidance for all pupils		
Marriage or civil partnership	N/A		
Pregnancy or maternity	N/A		
Race	It will provide advice and guidance for all pupils		
Religion or Belief	It will provide advice and guidance for all pupils		
Sex	It will provide advice and guidance for all pupils		
Sexual Orientation	It will provide advice and guidance for all pupils		

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?
Welsh Language	It will provide advice and guidance for all pupils		

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	This proposal will aim to ensure that children are maintained in MCC and be supported in MCC schools who would be fully aware of MCC safeguarding expectations		
Corporate Parenting	This proposal would aim to support all children and would specifically prioritise LAC pupils who are at risk of exclusion		

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

The following evidence has been used to inform the development of the proposal

Rates of fixed term exclusion (FTE) from Primary Schools within Monmouthshire are too high and increasing as evidenced in the table below. Three year rolling averages are in brackets

Year	Days lost to FTE	Pupils Affected	Episodes of FTE
15/16	111 ( 71)	22 (21)	67 (44)
16/17	184.5 (112)	29 (24)	95 (67)
17/18	151.5 (149)	49 (33)	112 (91)
18/19	154 (163)	37 (38)	95 (101)
19/20 *	172 (159)	38 (41)	89 (99)

\*These figures are until March 20<sup>th</sup> and would be higher for the full year

In the Estyn inspection 2020, exclusions wasn't an area of focus but reference was made to the rates of exclusion. This remains an area of risk for the Local Authority and needs to be lower by the time Estyn return. Schools require more effective support and challenge to reduce the days lost in the education of vulnerable children. If support and intervention isn't put in place at an early stage then behaviours can escalate and it could result in specialist out county provision being required. (The cost of specialist out of county provision begins at £40,000 plus transport). This proposal would aim to provide earlier intervention and advice and support to schools to improve universal provision in order to reduce the numbers of young people requiring specialist provision. NB this proposal would not eliminate the need for all out county provision requests.

- 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?**
- 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
Secure agreement for proposal	Spring Term 2021	Principal officer Inclusion	<b>Discussed in DMT</b> <b>Discussed with PRU coordinator</b> <b>Discussed with Family Support Team Manager</b>
<b>Share proposal with focus group of Primary Head teachers</b>	Spring term 2021	Principal officer Inclusion	<b>Meeting to be arranged</b>

**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:	July 2022 (we will have had a full academic year's FTE data)
--	--

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Draft for consultation with schools	January 2021	



## 2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Review of Housing Options Team Staff	Senior Responsible Officer:	Mark Hand
Your Ref No:	PENT0006	Operational Lead Officer:	Ian Bakewell
Version No:		Directorate:	Enterprise
Date:	27.11.20	Section:	Housing & Communities

**Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.**

**14. Proposal Scope and Description** Please include a brief description of the proposal being explored and the core objectives.

The background to the proposal is the change in Welsh Government homeless policy and the issue of Phase 2 Planning Guidance for Homelessness & Housing Related Support.

The guidance recognises that councils are operating a service within the Covid pandemic and the guidance sets out Welsh Governments expectations of local authorities to transition from the said status of 'crisis' to a new Welsh Government vision of:

- Continue to support those in temporary accommodation and ensuring nobody sleeps or is at risk of sleeping rough
- Prepare a Transition Plan setting out provision of more sustainable accommodation. (The MCC transition plan is in draft and is due to be considered by Cabinet in 2021 following scrutiny by select committee).
- Improve quality and availability of temporary, permanent, semi-permanent and supported accommodation which should be Temporary 'Homes' – not the bare necessity; should be safe & secure and where lives can be re-built
- Welsh Government are introducing policy goals that homelessness should be brief and non-recurring and require Councils to operate a system of Rapid Re-Housing.

Due to the above changes and the type and level of homeless need that the Council is now having to respond to and support, there is a need to review the Councils resources available for homelessness. This includes staffing, accommodation and support.

Key issues includes:

- Inadequate staffing levels necessary to react quickly, work pro-actively and plan eg visiting applicants and attending accommodation; developing new initiatives etc
- The ability to appropriately accommodate and support young people appropriately eg there is no accommodation for high needs young people resulting in the need use B & B or place in shared housing with adults. This can create management issues with wider impacts on neighbours and the Police.
- The ability to appropriately accommodate and support those with multiple needs such as substance misuse, mental health etc. This can create management issues which can also impact on neighbours and the Police
- Excessive use of B & B, which is resulting in over-spending.
- An outdated Housing Support Grant programme that isn't due to be fully re-commissioned until April 2023.

**15. Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

**2020/2021 homeless service demand:**

Total Q3 Homeless Presentations – 639 (the number is slightly higher than last year but the number of these needing accommodation has increased significantly)

- Of these, young person presentations:
  - 16/17 year olds – 12 presentations
  - 18-24 year olds – 102 140 presentations
- 305 open cases (the level of open cases impacts on the ability to pro-actively prevent)

At 31.12.20 the Council had implemented an unprecedented 364 offers of accommodation to applicants (13 per week)

Numbers in temporary accommodation and needing moving on to alternative temporary accommodation or permanent – 123 households at 31.12.20, of which 100 are single people. Includes:

- 66 applicants in B & B . This includes
  - 56 singles
  - 7 couples
  - 3 families
- 15 families in temporary accommodation- 5 in B & B
- Young People 1-24 in temporary accommodation (not including Solas)
  - 16 in B & B; 1 PSL; 11 shared 1 x 16/17 year olds and 25 x 18-24 year olds and 1 17 year old within a couple
  - Pending – 4 (includes 1 x 16/17 year old)
- The number of applicants with mental health needs is considerable and significant. It is considered approx 80% have mental health issues
- 

The level of housing associations voids is extremely low at present due to Covid, which is impacting on the Council's ability to move people on.

Welsh Government Phase 2 Guidance requires the Council to provide self-contained homeless accommodation and have issued accommodation standards. A key part of the available homeless accommodation doesn't meet this standard.

- The Council's current family hostel is shared x 5 units
- The Council's main provision for single people is shared housing
- Some of Solas's young person's accommodation

**Homelessness - Additional budget Requirements**

**Additional Leasing**

	£
· 8 x 1 Bed units of temp accomm – low need (south)	11,683
· 6 x units of emergency family accomm (north)	9,000
· 5 x units Norman Court	12,000

**Total additional Leasing Cost**

**£32,683**

**\* This will reduce the number of people having to stay in B&B**

**B&B Accommodation**

\* Currently housing 70 residents - if we assume 13 of the additional leased units will help reduce this requirement to 57.

Current average daily cost of B&B accommodation

£58

Total cost per night based on 57 residents

£3,306

**Estimated annual outgoing (if numbers remain constant)**

**£1,206,690**

Housing Benefit Subsidy @ 66%

-£796,415

<b>Potential Additional Cost</b>	<b>£410,275</b>
Existing Budget Provision for B&B	£22,770
<b>Estimated Accommodation Budget Pressure</b>	<b>£387,505</b>

**Security @ Hostels**

Site	Cost per week	No. of Weeks	Total Annual Cost
Cinderhill Street Hostel - 4 Residents	£2,856	52	£148,512
George Hotel - 11 Residents	£2,856	52	£148,512
<b>Total Cost of Security</b>	<b>£5,712</b>		<b>£297,024</b>

**Additional Staffing Requirement**

Post	Band	Total
Snr Accom Officer	I	£52,116
Snr Options Officer	I	£52,116
Accommodation Duty Officer	E	£33,074
Accommodation Assistant	E	£33,074
Accommodation Assistant 0.5	E	£15,975
Homeless Project Officer	F	£36,862
Temporary Accommodation Assistants (B & B)	F	£33,074
Temporary Accommodation Assistants (B & B)	F	£33,074
MLS Negotiator 0.5	H	£22,653
Prevention Officer	F	£36,862
<b>Total</b>		<b>£348,880</b>
Less : Post Deletions & available Grant Funding		-£91,076
<b>Total Staffing Budget Pressure</b>		<b>£257,804</b>

<b>Overall Homelessness Budget Pressure</b>	<b>£975,016</b>
---	-----------------

Subsequent to determining the above, Welsh Government have very recently announced homeless funding arrangements for 2021/22, which helps to mitigate against the Council's homeless budget pressure. It is anticipated that the announcement will help to reduce the above pressure as below:

- B & B Expenditure – Welsh Government have confirmed that to ensure continuity of emergency provision, the Council can block book B & B expenditure until 30<sup>th</sup> September 2021 and claim against the Covid-19 Hardship fund. It has been assumed that this will also continue for the remainder of the year. Therefore, it is anticipated that the projected budget pressure of £387,505 can potentially be removed.
- Security – As security is an additional Covid-19 activity and related expenditure, the Council should be able to continue claiming against the Covid-19 Hardship fund. It is anticipated that the projected budget pressure of £297,024 can potentially be removed.
- Staffing – Welsh Government have agreed to fund the two Temporary Accommodation Assistants (B&B) from the Covid-19 Hardship fund until 30<sup>th</sup> September 2021. It has been assumed that this will also continue for the remainder of the year. Therefore, it is anticipated that the projected budget pressure of £257,804 can potentially be reduced.

Therefore, the total reduction for B & B, Security and Staffing is estimated at £750,677.

- **Projected Overall Homeless Budget Pressure £224,339**

**16. Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Housing Budget	822							
Homelessness – additional leasing		33			33			33
Homelessness – B&B Accommodation		0			0			0
Homelessness – Security @ Hostels		0			0			0
Homelessness – Additional Staffing		191			191			191
<b>Total Pressure</b>		<b>224</b>			<b>224</b>			<b>224</b>

**17. External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
	Covid Hardship funding has been provided in 20-21 but we do not know if this will continue in 21-22.	
£72,919 (existing funding) Already included in calculations above.	Homeless Prevention Housing Support Grant	This is annual Welsh Government funding that complements MCC GF funding and is being utilised for Housing Options Team staffing and landlord incentives

**18. Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?	Yes	Improving the Council's homeless service aligns fully with the Councils Corporate Plan and contributes to: <ul style="list-style-type: none"> <li>Sustainable &amp; Resilient Communities (vision)</li> <li>Best Possible Start in Life Priority (in respect of the additional support that is proposed for young people with a homeless need)]</li> </ul>

		<ul style="list-style-type: none"> <li>Thriving &amp; Well Connected Community (in respect of the additional support that is proposed for homeless applicants particularly young people and those applicants in higher needs)</li> </ul>
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Yes	Attached
Will an option appraisal be required?	Potentially yes	This will be determined by the service area in question
Will this proposal require any amendments to MCC policy?	Potentially yes	Eg what standard of accommodation does the Council work to

**19. Additional Impacts** What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Improved Safeguarding	<p>All applicants</p> <p>Housing Options Team staff making placements and managing placements</p> <p>External agencies accommodating, supporting and managing applicants.</p>	<p>Positive</p> <p>The proposals will facilitate increased support to applicants and increased flexibility around placements</p>
Equalities	Those with protected characteristics eg disabled, will have improved access to homeless related services	Positive
Improved community safety	The community and the Police	Positive

**20. Mitigation (for budget pressures only)** – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The following actions or proposed actions will mitigate against budget pressures:

**Current Actions**

- Utilising Welsh Government Covid Hardship funding eg to fund security/concierge expenditure – **if funding continues into 21-22.**
- On-going Development of Monmouthshire Lettings to encourage private landlords to work with the Council to help avoid the use of B & B
- Liaising with housing associations to provide accommodation that can be used as an alternative to B & B
- Factoring homelessness into the SHG programme to increase the available temporary and permanent accommodation for homelessness, which will mitigate against B & B
- The establishment of a Housing First project which in part seeks to eliminate the need to use the Market Hall for accommodation
- Liaising with Planning in respect of using S106 contributions towards supporting housing association leasing to mitigate against overspends

**Proposed Actions**

- Establishing new young persons accommodation which will reduce the need to use B & B and eliminate the need for security
- Establishing multiple needs accommodation which will reduce the need to use B & B and eliminate the need for security

## 21. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Yes	Posts listed in workings above.
Will this project have any legal implication for the authority?	Yes	The Council has legal homeless duties under Housing (Wales) Act 2014

## 22. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Additional staffing resources are required and set out within this proposal		

**23. Consultation** Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
SLT	Briefing on the current situation and proposed Homeless Transition Plan	22.09.20
Informal Cabinet	Briefing on the current situation and proposed Homeless Transition Plan	02.10.20
Cabinet members	Briefing on the current situation and proposed Homeless Transition Plan	On-going
Housing Support Grant Commissioning Team	Briefing on the current situation and proposed Homeless Transition Plan and developing individual initiatives	On going
Welsh Government	Briefing on the current situation and proposed Homeless Transition Plan and developing individual initiatives	On-going
Adults Select Committee	Briefing on the current situation and proposed Homeless Transition Plan	20.10.20
Children's & Young People Select Committee	Briefing on the current situation and proposed Homeless Transition Plan and developing individual initiatives	25.11.20
Melin, Pobl and Monmouthshire Housing Associations	Rapid Housing Protocol; Allocations Policy; Individual accommodation schemes; Housing Support	On-going

## 24. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Homelessness may increase after furlough ends and private sector housing regulations relax in April 21	Operational	Unemployment could increase resulting in possible rent arrears and	Medium	Housing & Communities are contacting local lettings agents as an early intervention rather than wait for households to contact MCC
Welsh Government have confirmed that the Council will get additional Housing Support Grant for 2021/22. Although this is positive, any projects will need to meet the eligibility criteria of HSG. don't provide homeless funding in 21/22	Operational	Some existing projects eg B & B Accommodation Assistants and potential new projects may not be eligible for HSG funding	Low	Implementation of Homeless Transition Plan  Exploring or considering other funding sources
Welsh Government hardship funding may ends on 31 <sup>st</sup> March 21	Operational	Costs being attributed to the hardship fund may need to be absorbed by the Council after April 21	Low  WG have indicated that they recognise the need for future Hardship funding and are giving this consideration for 21/22.	Implementation of Homeless Transition plan including liaising closely with HSG Commissioning
B & B's decide not continue to work with MCC accommodating homeless people	Operational	Some B & B's may wish to revert back to tourism	Medium	Developing accommodation proposals  Implementing Monmouthshire Lettings

## 25. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The Council will be required by WG to continue accommodating <u>all</u> homeless people	Current WG guidance  On-going policy discussions about eliminating rough sleeping; eliminating youth homelessness; abolishing intentional homelessness; abolishing priority need  WG expectation that no one is evicted to homelessness	Welsh Government
The Council will be required to increase temporary and permanent accommodation; improve the type and quality of the accommodation; increase the type of housing support	Current WG guidance	Welsh Government

Level of accommodation demand will continue into the short to medium. <b>And</b> the level of social housing vacancies will continue to be low	This is the current situation	N/A
The responsibility for the Council to provide good quality and sustainable support for vulnerable and high need applicants will continue	Current WG guidance MCC Corporate Plan	Welsh Government MCC

## 26. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Level of overspend				
Process	No. in B & B; No. of new accommodation units/schemes; No. of new housing support schemes				
Staff	Increase in capacity				
Clients	Customer satisfaction; case studies				

## 27. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Potentially Yes	
Will this proposal impact on the authority's built assets?	Yes	Conversion of properties if they are acquired
Will this proposal present any collaboration opportunities?	Yes	This mandate is based on collaboration with the following internal and external agencies: <ul style="list-style-type: none"> <li>• Social Services – Children's</li> <li>• Housing Support Grant Commissioning</li> <li>• Planning</li> <li>• Estates</li> <li>• Property Services</li> <li>• Pobl, Melin and Monmouthshire Housing Associations</li> <li>• Llamau</li> <li>• Cyfannol</li> <li>• Welsh Government</li> <li>• Private landlords</li> <li>• Gwent Drug &amp; Alcohol Advisory Service</li> <li>• Community Mental Health Team</li> <li>• ABHB</li> </ul>
Will this project benefit from digital intervention?	Yes	To increase the level of face to face contact with Housing Options Officers when clients make homeless applications.



		There is agreement in principal to establish an arrangement with each of the individual Hubs.
--	--	---