

County Hall
The Rhadyr
Usk
NP15 1GA

1st April 2015

Notice of Meeting:

Adults Select Committee

Tuesday 14th April 2015 at 10.00am
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

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

**Please note – All Members are invited for Agenda Item 9
Scrutiny of Stage 1 Improvement Plan 2015 – 2017**

AGENDA

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

Item No	Item
1.	Apologies for absence.
2.	Declarations of Interest.
3.	Public Open Forum.
4.	To confirm and sign the minutes of the Adults Select Committee held on: i. 13th January 2015 (copy attached). ii. 17 th February 2015 (copy attached).
5.	To receive Careline performance update - Housing & Regeneration Medium Term Financial Plan Project Mandate (copy attached).

6.	Scrutiny of performance report on Community Learning (copy attached).
7.	To scrutinise the Capital Budget Monitoring 2014/15 Month 9 Outturn Forecast Statement (copy attached).
8.	Draft Annual Council Framework Report – Simon Burch, Chief Officer (copy attached).
9.	Scrutiny of Stage 1 Improvement Plan 2015 – 2017 (copy attached)
10.	Work Programming (copy to follow).
11.	Summing up and date and time of the next meeting: <ul style="list-style-type: none">• Tuesday 19th May 2015 at 10.00 a.m.

Paul Matthews
Chief Executive

Adults Select Committee

County Councillors:

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

Co-opted Members:

D. Hill
D. Hudson

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- 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.

**Minutes of the Adults Select Committee held at County Hall, Usk on
Wednesday 13th January 2015 at 10.00 a.m.**

PRESENT: County Councillor P.S. Farley (Chairman)

County Councillors: R. Chapman, R. Harris, R. Edwards, P. Jones, P. Watts and A. Wintle.

Also in attendance: County Councillors G Burrows, Cabinet Member for Social Care.

COOPTED MEMBERS:

D. Hudson

OFFICERS IN ATTENDANCE:

Mr. M. Gatehouse	-	Policy and Performance Manager
Mr. M. Howcroft	-	Assistant Head of Finance
Mr. T. Stokes	-	Management Accountant
Mrs. S. King	-	Senior Democratic Services Officer

APOLOGIES FOR ABSENCE

1. Apologies for absence were received from County Councillors M. Hickman and P. Jordan and Mr D. Hill (co-opted representative)

DECLARATIONS OF INTEREST

2. There were no declarations of interest.

MINUTES

3. We received minutes of the Adults Select Committee:
 - i) We confirmed and signed the minutes of the Adults Select committee meeting held on 18th November 2014.
 - ii) We confirmed and signed the minutes of the Adults Select Committee meeting held on 17th December 2014.

PUBLIC OPEN FORUM

4. There were no members of the public in attendance.

RISK ASSESSMENT 2018/19

5. We received the Strategic Risk Assessment which provided members with an overview of the current strategic risks which faced the authority.

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The risk assessment ensured that:

- Strategic risks are identified and monitored by the authority.
- Risk controls are appropriate and proportionate
- Senior managers and elected members systematically review the strategic risks facing the authority.

The risk assessment covered High and Medium level risks. Lower level operational risks were not registered unless they were projected to escalate within the three years covered. These were to be managed and monitored through teams' service plans.

Select Committee had considered the content of the risk assessment at meetings in November and December 2014 alongside the emerging budget mandates. The risk assessment, including the wording of the risk matrix in appendix 2, was updated to reflect feedback received at these meetings.

Risks will be signed off at Cabinet in March 2015. Prior to this, they will be examined by Council on 22 January to inform budget discussions.

The risk log is a living document and will evolve over the course of the year as new information comes to light. This is reflected in the circular diagram given in appendix 2 which shows some of the information that informs the authority's knowledge of risks at different points of the year.

An up-to-date risk log will be accessible to members on The Hub. This will ensure that select committees are able to re-visit the information at any point in the year to re-prioritise their work plan as appropriate.

We debated the report and raised the following:

- Members welcomed the clear and coherent report. However, it appeared that there were some aspects missing e.g. community coordination/care in the community.
- We were informed that previous year requests were brought forward to committees in December and any risks that had been adequately dealt with were no longer included. Where specific arrangements were in place then issues were being appropriately managed. The lower level risk issues would be recognised through the assessment.
- The service was being considered from an operational view, which included linkages and impact on the strategic direction. This was not considered as a risk, particularly as the community coordination project was underway.
- The committee recognised that the report contained an overview of issues and members were advised that further detailed information was available, if required. The information could be obtained through hyperlinks to other documents and statements were supported by evidence.
- Members were reminded that specific detailed information could be provided on request through individuals and officers welcomed enquiries.

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- Training and guidance was provided by external provider Zurich, this ensured that members were equipped with the necessary skills on risk assessment.
- The Cabinet member highlighted that when a risk was identified it would then be subject to assessment, which would result in the risk being discussed and the process would reduce the level of risk and it would be mitigated as a consequence.
- Further information was requested regarding the cost apportionment and residential care at Monnow Vale partnership. It was noted that officers present did not have the specific information, however, details could be provided by officers within the service area.
- The Cabinet member outlined the process for dealing with the risk assessment and explained that the Adults Select committee portfolio covered a complicated range of services which had to be linked. Teams worked collaboratively and line management was operated vertically and laterally. Some areas of risk would be easily encapsulated into day to day work and the Cabinet member would be involved in regular meetings with heads of service and additional meetings, as needed. Meetings would be logged and recorded, this ensured that communication and management of risks was efficient and effective.
- We recognised that issues would arise where a private provider may activate risk for both the public and the authority, we were reminded that it was important to ensure that the right decisions were being made and the authority was comfortable with the decisions. The cabinet member was responsible for discussing issues with officers and there was a need to ensure that information was shared with all relevant bodies and that the solution would be mitigated.
- Partnership working had benefited the process and was highlighted as an important factor, as the authority expected any service delivered by outsourced providers to be of an expected standard.
- The committee were reassured and thanked the cabinet member for contributions.
- A new IT system would be introduced which would underpin all aspects of the service. It was important to ensure that teams had the appropriate tools to be able to communicate effectively.
- We requested that the position of a Medium risk was clarified, which related to harm to vulnerable adult/child due to circumstances beyond control. Officers advised that the risk could not be ignored, in the draft it was considered high and recognised that consequences to individuals was major, however, the likelihood was not almost certain. The risk assessment was downgraded, there were major and substantial consequences but risk was identified as medium as it was not certain to happen.
- Safeguarding was at the forefront of the agenda and the more a risk was discussed the lower it would become. A report was to be presented to Council by the Cabinet member, which included safeguarding on each decision and report.

In concluding comments the Chairman highlighted:

- Appreciation for the contribution and candour that the Cabinet member had made to the meeting.

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- Grateful for responses that had been provided to the committee.
- Welcomed developments that had been provided.
- As the risk log was a living document and ongoing process, we welcomed an alert system which notified when changes are made.
- Some issues raised to be further considered by officers e.g. community coordination, implications of providers.
- Listened with interest to progress on IT side and although not main focus, it was useful and relevant part of discussion and would welcome further detail.
- The Committee were satisfied following information presented and appreciated answers that had been provided.

**REVENUE AND CAPITAL BUDGET MONITORING 2014/15 MONTH 6 OUTTURN
FORECAST STATEMENT**

6. We received the Revenue & Capital Budget Monitoring 2014/15 Month 6 outturn forecast statement, which provided members with information on the forecast outturn position of the Authority at the end of month 6 for the 2014/15 financial year and sought to provide summary performance indicator information alongside financial data, which would allow members the opportunity to consider how services were provided and whether resources were utilised efficiently.

Key points within the report were highlighted as:

- 3.1.2 Responsible Financial Officer's Summary of Overall Position, £166k adverse position, has been mitigated significantly by anticipated Council Tax receipts. Net cost of services pressure of £805k. Costs were included, such as redundancy payments, which are not generally a budgeted expense.
- 3.1.9 covered more notable pressures and underspends. Predicted £70k underspend at year end, mandate saving identified £121k.
- 3.4 Capital position less significant to Adults portfolio.
- 3.5.4 Indication of usable capital receipts available.
- Savings achieved on 2015/16 budget, savings were delivered and on track.
- Appendix 4 contained position statement and prospective scrutiny points for the Adults Select portfolio perspective. Provided additional detail and areas of over/under spend. Monnow Vale identified as over spend and therefore highlighted as financial risk, which would be included in financial monitoring.

We debated the report and noted:

- A query was raised regarding domiciliary care and whether there would be an issue with increased staff hours and reconfiguration. In response, officers advised that the team manager with finance would look at widening the Raglan project and methods for future delivery would be considered.
- Processes would be aligned when the Raglan model was rolled out to wider delivery. At present, the team were not salaried, however, delivery needs would be considered with the Raglan project. It was anticipated that there

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would be initial input with training, which would then be curtailed with budget limits.

- The report identified a shortfall in income for community meals and an explanation of reasons for this was requested. Officers explained that there was a mandate to increase income by £30k by providing meals to the private sector. A marketing strategy was being developed, However the predicted figures had not been achieved.
- The committee discussed other companies in the market who provided similar service and had achieved business through successful marketing campaigns.
- Members expressed dissatisfaction that the expectation had not been delivered.
- We recognised the importance of the human element of meal delivery and ensuring that people were not alone. The team were working with communications department to develop appropriate marketing for the product. The team were also considering a variety of budget options.
- It was suggested that the team could look at how other products were promoted and what type of marketing campaigns were used by similar companies.
- There was an anticipated overspend of £50k on net forecast outturn expenditure. There was not a significant variance, however, it was more sizeable for Mardy Park and Monnow Vale. GWICES were in a favourable position, but this would be required to mitigate the unfavourable.
- Further information would be provided in relation to whether the existing budget was well spent and how Monmouthshire compared to other authorities.
- The committee had previously considered a budget mandate for adult education, which was considered through the Enterprise directorate. It was a different area for budget purposes, however, the committee were reminded that they were able to scrutinise any area within the Adults Committee portfolio.
- Adult education was within the Economy and Development select committee, for the basis of the Enterprise directorate. The issue appeared under Community Led Delivery, alongside Libraries. Problems and challenges were onerous, Coleg Gwent had suggested reduced funding to adult education and the service had to be reengineered.
- Further information was requested on Adult Education, which included the significant changes that were ongoing.
- An explanation was requested where Adult unit costs were compared between Councils, Your Life Your Way strategy evidenced the additional benefit of reduced unit cost of provision and that Monmouthshire County Council evidenced a greater proportionate spend for under 65s. In response, we noted that choices were not reflected and that the extent of information required was recognised during benchmarking. This paragraph demonstrated a marker that the issue should be tested. Provision of care would be measured against eligibility criteria.

We agreed that there were a number of issues that had to be re-considered by the committee:

- Budget mandate provision of community meals.
- Pressures surrounding Monnow Vale and Mardy Park.

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- Adult Education

In summing up, the Chairman thanked officers for attending and recognised the continued hard work and efforts of the team to manage financial data and thanked the committee for detail in which the report had been scrutinised. Officers welcomed committee comments as it enhanced the process.

WORK PROGRAMMING

7. We received the work programme of the Adults Select committee and noted the following:
 - A special meeting would be held on the 17th February 2015, the committee would meet with Aneurin Bevan Health Board.

SUMMING UP AND DATE AND TIME OF NEXT MEETING

8. We agreed dates of next meetings as follows:
 - **Tuesday 17th February 2015 at 10.00am – Special Meeting**
 - **Tuesday 24th February 2015 at 10.00am**

The meeting ended at 12:05pm

**Minutes of the Special Meeting of the Adults Select Committee held at
County Hall, Usk on
Tuesday, 17th February 2015 at 10.00 a.m.**

PRESENT: County Councillor P.S. Farley (Chairman)

County Councillors: R. Chapman, R. Edwards, R.G. Harris,
M. Hickman, P. Jones and A.M. Wintle.

County Councillor V.E. Smith

COOPTED MEMBERS:

Mrs. D. Hudson.

OFFICERS IN ATTENDANCE:

Mr. S. Burch	-	Chief Officer Social Care and Health
Mrs. S. King	-	Senior Democratic Services Officer

ALSO IN ATTENDANCE:

Aneurin Bevan Health Board

Mr. A. Brace
Professor S. McClelland
Mr. D. Jenkins
Mrs. J. Paget
Mrs. B. Bolt
Dr P. Buss
Professor H. Houston
Mr. P. Robson

WELCOME AND APOLOGIES FOR ABSENCE

1. There were no apologies for absence received from members.

The Chairman welcomed invited officers from Aneurin Bevan Health Board and explained that this meeting was part of wider engagement being conducted by Aneurin Bevan Health Board (ABHB). The Select Committee welcomed the opportunity to undertake a useful exchange of views and information.

Mr D. Jenkins informed the committee that this was the first time that the Health Board had attended scrutiny in this capacity and the board presented plans going forward and performance over last 12 months.

The anticipated approach was for the board to be further engaged with communities and elected representatives, to provide improved understanding of services, which formed part of a sequence of meetings in the old Gwent area.

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DECLARATIONS OF INTEREST

2. There were no interests declared by Members at the meeting.

SCRUTINY OF ANEURIN BEVAN HEALTH BOARD, STROKE SERVICES REDESIGN

3. We received three presentations from members of the board, which were subject of focussed scrutiny by the committee:

i) 'VISION, VALUES AND OUR WAY OF WORKING'

We received a presentation on the core service of ABHB which outlined the following information:

- The Board – established 2009, work with partners, makes decision and plans/develops
- The boards vision
- Values – did piece of work with staff
- Who we serve
- Current 3 year plan sets out priority areas of the health board
 - What have we delivered – working through year by year
 - Key developments in Monmouthshire during 2014
 - Lots of work with 3rd sector
- Specialist and critical care centre
- Full business case content/scope
- Chepstow hospital
- Our performance – strong focus on quality and patient safety
- Our performance – emergency and planned services under pressure
- Our performance – delayed transfers of care – rate per 10,000
- Gwent community - financial challenge 2006/07 – 2014/15
- 2014-15 Revenue allocation per head
- 2014/15 Financial position
- Adult (General) CHC
- CHC – spend growth
- Working together
- Forward look – developing our neighbourhood care networks
- Monmouthshire North NCN
- Monmouthshire South NCN
- Forward look – integrated medium term plan 2015/16 – 2018/19

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Following the presentation Select Committee Members scrutinised information provided and debated issues, we noted the following:

- Clarification was requested regarding how the specialist dental procedures would be provided. We were informed that, the service was reviewed in 2013 and patients had been admitted to hospital for dental extractions. A pathway was developed which considered how patients would be managed, from April 2014. The contract went out to tender and successful practices were in Newport and Blackwood, which implemented the pathway. Standard dental care would be undertaken at their normal practice, however, referrals could be made to one of the two practices for treatment. It was anticipated that by year end, 2000 treatments would have been completed, which included the backlog. The position would be further reviewed to ascertain whether further tenders were required.
- The new general dental contract specified the service that would be provided. The Welsh Government initiative 'designed to smile' was very active in the area of dental care for children and there had been significant impact on dental health of children and services are different.
- We noted that the board had the second lowest level of funding per head, this was historic and had been considered through different funding formulas. Funding would be allocated on financial means and it was anticipated that a new formula would be announced.
- Information was provided regarding the respite care centre at Monnow Vale, which had been established for 2-3 years. We were updated, that the facility would be staffed on a weekend and often had 3 children cared for. The facility was set up, following a request by families, as an alternative to respite being provided at home. The use had increased and the facility would be reviewed in March.
- The local member expressed dismay that he was not aware of the facility and it was requested that the local member was continually informed and involved. The board apologised and noted that it was a fair criticism and agreed that further work was required to inform and engage. In future, briefings would be issued, to elected members, by the board after each meeting.
- Two representatives would be appointed to further community engagement activities. Neighbourhood Care Networks (NCNs) had been developed, following a review of the way in which services were delivered to local communities. These had been developed in the North and South of Monmouthshire and comprised of GP clinical leads, Monmouthshire County Council representatives, Health Board representatives plus 3rd voluntary sector.

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Plans were being developed to meet needs of the local population, community needs would be addressed through local solutions.

- It was suggested that NCNs could be linked with work undertaken by area committees.
- The committee thanked the board for data presented. We requested an update on figures that related to mental health. We noted that good quality primary care was provided, however, it had to be developed to extend the number of people who accessed the care. The service was opened to people who could be treated in a primary care setting and it was agreed by the board that a significant amount of money would be invested, to increase targets but to ensure that quality was retained and performance would be monitored.
- We recognised that officers operated with a relationship of trust and there was a significant amount of collaborative working between the organisations. There was a willingness of the health board to be flexible to understand geography of greater Gwent and a confidence for the future. The good working relationship was an asset and the next steps were being discussed.
- We welcomed development of NCNs and facilities being developed to move to a fully integrated platform and primary care. There were strong relationships in place.
- We recognised that Monmouthshire County Council officers worked well with Health Board and partners.
- A question was raised regarding the critical care centre and effect on existing A&E departments. We were informed that the clinical futures strategy would bring a specialist centre with full A&E being provided, therefore, services at the Royal Gwent and Neville Hall would be different and would be impacted, but departments would not close. There would be a range of services and substantial needs would be met.

ii) END OF LIFE

We received a presentation on End of Life care which outlined the following information:

- End of Life care –
 - End of life care board has been developed to ensure patients and their carers receive the best care.
 - Implement National Delivery Plan for End of Life Care.
 - Plan very broad and covers all services, a lot of work in community and with GP colleagues, plus LA social services.
 - Broad remit of how and where care received.

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- Specific work with care homes and transferred patients.
- Local service in Monmouthshire – community pharmacy and patient care coordination
- General practitioner care – practices have registers of patients who are nearing end of life. Monthly meetings within practices held with district and specialists nurses to discuss care and management.
- Two Macmillan GP facilitators.

Following the presentation Select Committee Members scrutinised information provided and debated issues, we noted the following:

- We thanked the board for the information provided as it gave confidence that people in Monmouthshire would be supported, who may not necessarily have a closely connected family.
- A member was reassured that a system was in place. However, a query was raised regarding how the information was being communicated, to ensure that accurate details were being conveyed. In response, we were advised that it would be operated through the end of life care board and the service that was required for different types of patients. The board welcomed ideas from members in relation to how the public could be wider engaged.
- Clarification was provided, that care homes referred to the broader sense, residential, nursing and care homes.
- Systems learning were on going and processes were being developed to ensure that patients were being looked after at end of life. There was a need to bridge the deficit between communities, for late hospital transfer to be avoided to ensure that resuscitation in hospital was prevented (which proved undignified and inappropriate).
- Through experience of the service, members highlighted that an overhaul was needed and the board agreed that the focus was on the importance of getting it right.
- It was felt that families preferred that patients were not moved and remained dignified within their own 'homes'.
- Information contained within the presentations would be circulated to members.
- The committee thanked the board for the important issues that had been discussed and offered the opportunity to assist.

iii) MINOR INJURIES

We received a presentation on Minor Injuries which outlined the following information:

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- Update – minor injury services (visited 18 months ago), wanted to give update on what was discussed.
- Agreed principles – acknowledged that local minor injury clinics were not viable.
- Access patterns for Monmouthshire residents. Map displayed total number of patients who received care for minor injuries, small numbers.
 - Discussed with NCN leads, feel people are now going to appropriate place.
- What options are available?
 - Community pharmacy
 - Optometrist
 - Dentist
 - General practice
- Choose well – national campaign, progressed through neighbourhood care networks and NCNS in Monmouthshire.
 - Taking national campaign and seeing what can be done locally.
- Make sure you choose well - poster developed, range of conditions and services available. A3 poster for Monmouth, replicated in other areas.
- NCNs have also developed leaflet, in terms of 'choosing well' will have more detail than poster and will give phone numbers to access services. Distributed to every house in Monmouthshire.

Following the presentation Select Committee Members scrutinised information provided and debated issues, we noted the following:

- A member highlighted that information has been distributed through Monnow Voice, which was not read widely and there were other publications which could be more widely used. Clarification was requested regarding the local councillors that had been contacted.
- In response, we were advised that two members of the town council had been contacted. We agreed that County Councillors should be involved so that a more open view could be obtained and information could be widely communicated.
- The board recognised that there was a need to access the widest most possible coverage and welcomed information from elected members. We highlighted the need to ensure that the correct message was conducted.
- We reiterated the importance of communication, particularly in rural communities and the need for patients to access GPs at a time to suit individuals. We were advised that GPs had core contracted hours, in addition there was out of hours and NHS Direct, plus 111 which would soon open for patient concerns.

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- A significant amount of work was ongoing in relation to GP access due to demands on the service, there was focus locally and nationally.
- Further information was provided in relation to the Choose Well for Monmouthshire initiative, which had specifically targeted Monmouth and would next target Chepstow. Work was being undertaken and a format was in place, there was an ability to localise and it was anticipated that it would happen within a few months.
- Communication between doctors and their patients was highlighted as an extraordinarily important aspect. Since 2012, revalidation of Doctors had been in place and practitioners were required to demonstrate a variety of aspects for licenses to be obtained. The evaluations and assessments would be reviewed by the board. All doctors must pass language tests and would be monitored within the workplace. Individuals were reassured that a system was in place so that issues were addressed.
- The Chairman provided information which had been submitted by a member of the public which expressed a variety of concerns and included, closure of unit at Chepstow, provision of local alternative, projected usage and requirement for the position to be reviewed. In response, we were advised that the position would be monitored, in terms of admittance of residents to A&E and minor injuries. Attendance at main A&E Royal Gwent and Neville Hall had reduced however, this was continually monitored.
- The aim was to ensure that high quality community focused service was provided across the ABHB area. The board were committed to ensuring a holistic service was provided of high quality for the population, this included minor injuries.
- A non-centralised service would consist of NCNs, building the health service locally and enabling people to travel where specialist input is required. Committed to a local service which is all embracing, rather than specific minor injuries.

In summing up the Chairman highlighted the following points:

- The committee expressed thanks to the board.
- As a committee, we recognised that considerable steps had been taken since last meeting and any concerns are or have been addressed.
- Recognised ongoing work with health board in reshaping and reconceptualising what is needed.
- Fundamental question related to information and whether people were aware what was available to them. It was expected that options available would be specified.
- The committee welcomed 'choose well', themed series of activities and recognised that one size does not fit all and would not be appropriate for all

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towns. County Councillors had a genuine interest in the services received by constituents and welcomed any assistance that could be provided.

- There was an opportunity for increased collaborative working, we agreed that it had proved a constructive meeting, with lines of question and challenge, all issues were robustly and sensitively handled.
- The invite was extended to a future meeting, particularly with the agenda of progress with 'Choose Well', and in addition discussed opportunities for engagement with area committees.
- Future items of interest to the committee, was the public health well-being agenda, this demonstrated a good example of how health board and county councils work in partnership. In addition issues which related to children's health.

In Closing, the Chairman thanked officers for their attendance and presenting the information for Members and wished to encourage and welcome the open dialogue on emerging issues with ABHB.

The meeting terminated at 12.10 p.m.



SUBJECT:	Housing & Regeneration Medium Term Financial Plan Project Mandate – Careline
DIRECTORATE:	Enterprise
MEETING:	Adults Select Committee
DATE:	14th April 2015

1. PURPOSE

- 1.1 To inform the committee about the progress being made with regards to the delivery and development of the Careline Service in the context of the Housing & Communities Medium Term Financial Plan Project Mandate, as agreed by Cabinet on 8th January 2014.

2. RECOMMENDATION

- 2.1 To note and comment on the content of the report.
- 2.2 To receive a presentation providing an overview of the current situation

3. KEY ISSUES

- 3.1 The aim of the Careline element of the Housing & Communities project mandate is to optimise the business potential of the Careline Service, essentially through expanding the customer base and to generate an additional £50,000 income over three years. The focus of the project mandate has been to apply a more commercial approach to marketing and to streamline service delivery. A key building block was a review of the Careline Policy in March 2014
- 3.2 The Policy review streamlined the provision of telecare equipment by reducing the limitless availability of sensors, to a fixed suite of sensors. The new policy has enabled the team to focus on the core function of providing lifelines, thereby eliminating the time that was previously directed to 'promoting' telecare, often not resulting in installations. This re-focus has supported a more efficient approach, which is being channelled into the key activities of marketing, installing and maintaining equipment, stock management and income collection.
- 3.3 The policy review also introduced a new charging framework. Charges now cover the full cost of providing equipment for new clients.
- 3.4 2014/15 has therefore been dedicated to raising awareness and marketing Careline to potential new clients, carers and families. A marketing action plan was established and a range of actions have and continue to be undertaken to encourage new take-up. At 31st March 2014, there were 741 Careline clients. After an unusual increase in clients leaving the service during quarters 1 and 2, (generally due to death and moving home) the net number of clients has increased to 762 at 1st March 2015.
- 3.5 The target number of Careline is 800 and although the target is still to be achieved, the 2014/15 year is regarded to have been a positive year. The following are key achievements and developments for the service:

- The project mandate financial target of £15,000 was achieved. **See Appendix 1.**
 - The 14/15 price rise was implemented from July 2014.
 - Intermediate Care Funding of £19,950 was secured to provide Careline to re-ablement clients free of charge. 78 clients have benefited from this. **See Appendix 2.**
 - The re-ablement initiative essentially acted as a trial. It is projected that there will be approximately a 75% retention rate
 - Self-rates continue to be positive (typically 8 per month) together with referrals from professionals (typically 6 per month). Professional referrals have increased significantly over the last two quarters. Total installations for 14/15 are projected at 172, slightly less than the 185 installations in 2013/14.
 - Client satisfaction levels are extremely positive and it's known that the service is highly valued. **See Appendix 3.**
- 3.6 The main on-going challenge is the number of clients leaving the service. This relates to the average age of clients. 82% of clients are 80+. Moving home and death are the main reasons. The ability to significantly fund marketing activity is also a challenge without compromising overall budget targets
- 3.7 Having reflected on the achievements and challenges of the year, a key success is regarded to be the learning and experience the team of marketing the service. The following will provide the framework for continuing to develop the service and provide a basis for a more targeted/structured approach
- Better understanding the client profile and the relevance of this in terms of both on-going provision service delivery.
 - A better understanding of the impact of the marketing undertaken to date. The activity was un-tested and arguably was an unstructured list of ideas to promote the service. Going forward, the aim is to make the marketing more targeted within a more thematic and strategic approach.
 - A better knowledge of available technology and potential new opportunities
- 4 REASONS:**
- 4.1 Careline contributes to the Housing & Communities Cabinet project mandate
- 5. RESOURCE IMPLICATIONS:**
- 5.1 As per the project mandate, the 2015/16 target is £15,000 additional income.
- 6. CONSULTEES:** Cabinet Member for Environment, Public Services & Housing; Head of Community-Led Delivery; Chief Officer for Enterprise; Housing & Communities Accountant
- 7. BACKGROUND PAPERS:** None
- 8. AUTHOR:** Ian Bakewell, Housing & Communities Manager
- 9. CONTACT DETAILS:**
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Appendix 1

Budget Overview

	Budget **	Forecast	(Under)/Over Spend
	14-15	14-15	14-15
Employees	109,099	106,760	-2,339
Supplies Incl Equip	16,293	12,183	-4,110
3rd Party	28,000	22,929	-5,071
Total Exp	153,392	141,872	-11,520
Total Inc	-173,266	-173,425	-159
Net Expenditure	-19,874	-31,553	-11,679
Stock Adjustment *		42,000	42,000
Adjusted Position	-19,874	10,447	30,321

* Outturn adjusted for the impairment on stock value due to revaluation and obsolescence. The shortfall will be funded from the projected underspend in Housing & Communities.

** Budget adjusted to reflect the £15,000 project mandate saving target.

Appendix 2

Overview of Re-ablement Initiative with Social Services

This proposal aimed to enhance the existing support available for residents to regain their independence following a period of ill-health, a fall or a stay in hospital.

The proposal developed the assistive technology 'toolkit' available to clients via social care and health practitioners within the Short Term Assessment and Reablement Team (START).

The project aims were to effectively create a pilot project that will support:

- Preventing admission from hospital
- Pull individuals out of A & E and the medical assessment unit prior to being formerly admitted to a ward.
- Facilitating early/timely discharge from hospital
- Support practitioners by the provision of having an additional 'tool' that supports reablement
- To raise awareness of practitioners, individuals and family about the benefits of assistive technology

Other aims included

- To increase rapid intervention and minimising/eliminating a possible delay The project will take away the potential barrier of an individual having to make a difficult decision in relating to directly contributing financially to a service
- Providing improved support for older people and delivering co-ordinated support to complement care that is focused and designed around the individual eg an assessment will determine the optimum solution in relation to the provision of equipment.

The advantage of the proposal was that it could be implemented quickly with minimal set up. The following would be relevant

Re-ablement Case Study

Mrs K was admitted to hospital on the 18th August 2014 for elective right hip replacement. Previous medical history included polymyalgia rheumatica, retinal occlusion and reduced hearing. Mrs K lives alone in a dorma bungalow with good family support. Discharge from hospital was on the 26th August 2014 with a package of care from the START team and a referral to Careline to install a pendant alarm as per the advice of Mrs K's OT and physio. Mrs K had concerns about showering as it was necessary to navigate stairs. In response, Mrs K was assessed for the provision of stair rails/grab rails and a **waterproof pendant** was made.

Mrs K was previously independent and requested help and support to again achieve this. The installation of the **pendant** and the grab/stair rails ensured that within three weeks of installation Mrs K was independently showering and. START were able to end support with no on-going long term care needs. The installation of the **lifeline alarm unit** provided Mrs K with the certainty that should she experience any issues on

the stairs/shower that she would be able to press her pendant and the operators would be able to call for responder assistance. The provision of the equipment under the 13 week free of charge period allowed Mrs K to experience the benefit of having the equipment together with the support of START and also to retain the support that the lifeline provided for an additional eight weeks following the end of reablement support.

Mrs K START support came to an end and she felt that with the installation of the pendant alarm and the support of her family she could regain the independence that she had previously had. Mrs K describes the lifeline as a safety net and decided to retain the equipment once the free of charge trial came to an end. Mrs K is very engaged with the equipment and although she hasn't had to use the equipment to raise the alarm she has made regular test calls to the control centre and she tells us that the operators always answer promptly and are very friendly and reassuring. The installation of the equipment has made her feel safer, and she also considers that her independence is improving and that her quality of life feels better.

Mrs K reports that she doesn't think that Careline can improve the service in anyway and provides 100% customer service satisfaction.

Appendix 3

Customer Satisfaction

During 2013/14, a survey targeted at 100% clients provided the following feedback:

- From 304 responses, 98% of clients indicated that Careline makes them feel safer at home
- From 221 responses, 97% of carers indicated that Careline provides peace of mind knowing that clients can access help.

Quarterly average feedback acquired from clients during 2014/15 has confirmed:

- 92% level of customer satisfaction
- 88% feel safety has improved since having equipment being installed
- 78% feel independence has improved

The following is a recent case study, high-lighting the use and impact of Careline

General Case Study 2

Client M, 84 has lived in Abergavenny all of her life. Client M has been a Careline client for a number of years and in 2012, had an additional pendent alarm supplied in 2012 which coincided with her husband sadly dying.

Client M advised that the equipment helps both her and her family to feel safer knowing that help is at hand should she need it. Client M has had serious falls previously, with one such fall leading to hospital admission following a fractured pelvis. The additional provision of **GEM waterproof pendants at skirting board height in the bedroom, bathroom, living room and kitchen** help to reassure her that should she have a fall in the future a low level pendant will be close by for her to raise the alarm.

Client M has many complex medical needs which necessitate in taking 19 tablets and doing her own eye drops 4 times a day. All of this is managed with no Social Care intervention, although she has previously had re-ablement assistance and care support when her husband was very poorly.

Having lived at her flat for over thirty years Client M just wants to remain there and advised the Council of the good times she has had there which included a grandstand view of the recent cycle race through the town. The provision of a Careline Alarm with the additional Gem alerts go some way to providing the security and reassurance that should hopefully see her remain in her lovely flat for many more years.

SUBJECT: COMMUNITY LEARNING UPDATE

MEETING: ADULT SELECT COMMITTEE

DATE: 14TH APRIL 2015

DIVISION/WARDS AFFECTED: County wide

1. PURPOSE:

The Adults Select Committee is responsible for the scrutiny of the Community Learning service area and within their remit, the committee requested a performance overview of the service, its current pressures, resources and future strategic direction.

2. RECOMMENDATIONS:

- 2.1** That the Adults Select Committee scrutinise the performance overview and identify any areas they consider may require further scrutiny.

3. KEY ISSUES:

- 3.1** Since presenting the Community Learning business case plan to achieve savings of £90,000 in December 2013, there have been some significant milestones to note.
- (a) Relocation of Community Learning in Chepstow from Boverton House to Hanbury House in August 2014.
 - (b) Relocation of Community Learning and the Library service into the Community Hub in Usk. There were significant delays in relocating, partly due to establishing ownership of the 'Red Brick Building' and extended consultations with local groups. Work is due to commence on 15th April 2015 on the refurbishment, with an anticipated exit from Usk Community Education Centre due to take place on 24th June 2015.
 - (c) Establishment of a contact centre in Monmouth. Children's services became based at the Overmonnow Family Learning Centre on a permanent basis in August 2014. This has further strengthened use of the site and enabled MCC to exit rental agreements with other organisations. Further exploration will be undertaken in respect of possibilities to use another room occupied by Disability services. The proposal is for retention of one room purely for Community Learning purposes.
 - (d) The handover of Gilvern Community Education Centre and Library to the Community Council has been successfully completed.
 - (e) The running costs of Llanelly Hill Welfare Hall have remained with Community Learning for the financial year 14/15. It is anticipated that these expenses will be handed back to the Hall Committee on 1 April, 2015.

- (f) Establishment of a social enterprise/Community café and teaching environment in the Abergavenny centre is now complete and will start a program of training courses after Easter.
- (g) Further development of non-franchised leisure style courses are proving to be well received. More work needs to be done in this area to bridge the gap in funding,
- (h) Business style courses have not had as much success as we would have liked with competition from internal and external trainers being the biggest barrier.

3.2 Funding received through the franchise with coleg Gwent was reduced significantly during 14/15 and will be reduced again for the academic year 15/16.

- (a) A provisional offer meeting was held on Friday 27th March which included representatives from all five Unitary Authorities who have an interest in delivering Community Learning through the franchise arrangements. This meeting followed much publicity regarding the reduction in WG funding for Adult Learning. Monmouthshire's offer at present is £150,367.86 for mainstream provision e.g. numeracy, literacy and ICT. This represents a reduction of over 50%. Welsh offer has not been made at the point of writing but it is estimated to be subject to a 30% cut, therefore allocation being in the region of 50k.
- (b) Further work needs to take place to ascertain whether there is any financial viability to accepting this offer.
- (c) If other authorities decline to accept the offer, the apportionment will be shared out between the remaining partners.

3.3 The ESF (European Social Fund) NOVUS project has been unable to draw down the full funding allocation due to a problem with eligible match funding. Cardiff County Council are the lead sponsors of this project and are chasing the balance of funding. Audits of the project are due imminently.

4. REASONS:

4.1 Community learning aligns with the priorities of Monmouthshire:

- Education
- Protecting of the most vulnerable in society, people with low basic skills, disabilities, mental health illness, training in digital inclusion to enable people to access universal credit online
- Promotion of enterprise, economic development and job creation, enabling citizens to reach their potential
- Maintaining locally accessible services, people having access to education locally without having issues of travel on public transport and associated costs

5. RESOURCE IMPLICATIONS:

5.1 There are no resource implications directly arising from this report. However, it will be necessary to evaluate and consider the future provision of Adult Learning in the authority.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 No sustainability or equality implications directly arising from this report.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

7.1 This report is a progress report. There are no safeguarding and corporate parenting implications arising from this report.

8. CONSULTEES:

None

9. BACKGROUND PAPERS:

None

10. AUTHOR:

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REPORT

SUBJECT	CAPITAL BUDGET MONITORING 2014/15 MONTH 9 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Adult Select Committee
DATE	14th April 2015
DIVISIONS/WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the capital forecast outturn position of the Authority at the end of month 9 for the 2014/15 financial year.

2. RECOMMENDATION

- 2.1 That Members consider the position concerning 3rd quarter capital monitoring with a revised budget of £16.1 million, month 9 spending of £8.2 million and forecast spend of a further £7.7million in last 3 months of financial year, to derive an outturn underspend of £187,000.

- 2.2 That in light of previous concerns about the level of progress with capital projects that Cabinet considers the slippage levels of £9.1 million identified in Appendix 1, and

- accepts slippage proposals totalling £8,159,000 subject to final outturn position being confirmed
- de-prioritises schemes totalling £771,000 whose funding is of a general nature subject to final outturn position being confirmed:

Property Maintenance Schemes	£185k
Infrastructure Schemes	£218k
ESR Access for All	£136k
General Access for All	£200k
RDP	£ 16k
Cemeteries	£ 15k

- Refers ICT schemes totalling £195,000 whose funding is from the IT transformation reserve to the Digital Board for them to consider whether the scheme should be decommitted or slipped as appropriate in the light of other pressures on the IT transformation Reserve

- 2.3 That Cabinet seek confirmation that practice designed to mitigate the level of slippage going forward in future years will be improved such as:

- Ensuring that capital schemes are planned before the beginning of the financial year so that spend can take place in the better weather rather than risk being deferred due to inclement weather later in the year
- Ensuring that there is clear agreement of interested parties as to what is being delivered, that any other funding streams brought to the project by third parties is confirmed, and that the project can progress significantly in the year the budget is requested to be profiled.
- Ensuring that project managers more carefully consider the plans to complete their schemes and estimate realistic timescales for completion so that budgets can be more accurately profiled

2.4 Utilises in part the £771,000 scheme decommitment above to fund the £395,000 new capital priorities of the 2015-16 budget report as per para 3.2.9 and unfinanced additional expenditure of £87,000 manifest at month 9 as per para 3.4.3 subject to final outturn position.

3. MONITORING ANALYSIS

3.1 Capital Position

3.1.1 The summary Capital position as at month 9 is as follows

Select Portfolio	Annual Forecast £'000	Slippage B/F plus Budget 14-15 £'000	Budget Virements & Revisions since last quarter £'000	Total Approved Budget £'000	Provisional Budget Slippage C/F to 2015-16 £'000	Revised Budget 2014-15 £'000	Annual Overspend / (Underspend) Month 9 £'000	Annual Overspend / (Underspend) Month 6 £'000
Children and Young people	7,006	13,084	6	13,089	6,082	7,008	(2)	(55)
Adult	274	259	14	273		273	1	29
Economy & Development	280	814		814	517	297	(18)	(92)
Stronger Communities	8,319	14,326	(3,313)	11,013	2,527	8,487	(168)	(140)
Grand Total	15,878	28,483	(3,293)	25,190	9,125	16,065	(187)	(258)

3.1.2 Revisions to the capital programme during the last quarter reflect combined property maintenance virements of £20,000 in CYP and Adult Select with a compensatory reduction in Stronger Communities select area, and a £106,000 addition to Sc106 Monmouth Development scheme and £34,000 additional Road Traffic Capital Grant scheme and the anticipated realignment of Abergavenny Library budget into alternate scheme in future year, subject to a separate report to Council on 26th February 2015.

3.1.3 The extent of progress and level of spend incurred has been questioned in each of the quarterly monitoring reports. Managers report collectively that they will spend £7.7m in the last 3 months of year, when they only spent slightly more than this over the first 9 months (net £8.2m). There is a risk that this will not materialise as only £3.8 m was spent between month 6 and 9 and the commonly inclement January to March weather is likely to introduce further risk that schemes have to be delayed.

3.2 Proposed Slippage to 2015-16

3.2.1 The forecast outturn presumes £9.1 m slippage, an increase of £3.5m since month 6 and whilst 21c schools initiative remain more significant aspects of it, there are a number of

schemes that evidence limited activity for in excess of 12 months and appear pretty historic in nature.

- 3.2.2 Examination of requested slippage proposals has focussed on schemes where,
- there has been little or no progress in 12 month,
 - the level of expenditure incurred this year has been less than in year budget and slippage brought forward, 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 little or no explanation of the reason for the slippage is given.
- 3.2.3 Appendix 1 indicates slippage requested by managers, alongside progress narratives, spending activity over the year, whether the budget has slipped forward from previous years and an indication of how the particular capital project is financed to recommend whether the slippage should be approved
- 3.2.4 The analysis indicates £9.1 million slippage proposed by managers, on presumption that Abergavenny Library situation has been confirmed and agreed by Council in the intervening period.
- 3.2.5 Of this £8.1million reflects schemes of an active nature, and where a use of slippage is recommended.
- 3.2.6 Conversely £771,000 worth of schemes exhibit limited progress.

In summary this is represented by the following breakdown:

Property Maintenance Schemes	£185k
Infrastructure Schemes	£218k
ESR Access for All	£136k
General Access for All	£200k
RDP	£ 16k
Cemeteries	£ 15k

- 3.2.7 It is recommended to de-commit these schemes. This will effectively create an underspend on the budget and subject to confirmation at outturn will be used as follows:
- to offset any emerging overspends forecast as £87,000 and subject to confirmation at the year end
 - to fund the additional priorities for the 2015-16 capital programme as recently highlighted in the capital budget report,

“These schemes are assessed as being of a higher priority than schemes currently included in the programme. This relates to the following schemes:

- *Community Hubs – £300k capital investment required to achieve revenue budget savings and create the Hubs in Caldicot by creating the Hub in the existing Library, in Chepstow by creating the Hub in the existing building, in Monmouth by creating the Hub in the Market Hall or Rolls Hall and in Usk by creating the Hub in the building with the Youth service. It is assumed that the proposal in Abergavenny will be funded from the capital already allocated to the Library.*
- *Rights of way issues – current allocation of £40k to be increased by £30k to enable some mitigation measures to be undertaken*
- *Monmouth sports ground - £25k required to ensure the drainage meets all statutory requirements*

- *Caldicot castle kitchen - £40k to bring kitchen up to date and comply with environmental health requirements to enable income targets to be met*

The schemes above are considered of sufficient priority that they need to be funded, however they are not self-financing. All possible sources of external funding will be explored, however if this is not forthcoming it is proposed that any underspends in 2014/15 are carried forward and used for these priority schemes. In the absence of both of these funding streams it is proposed that the following budgets in 2015/16 are reduced to provide the required funding in order for these schemes to go ahead:

*£136k from Property maintenance
£159k from Infrastructure maintenance
£100k from County farms maintenance*

The impact on these capital budgets means that refurbishment and maintenance works to highway infrastructure, property and county farms will be curtailed.”

3.2.8 The remaining possible headroom created could present a number of options to Members as follows:

- to bank as an underspend, reducing the pressure on the revenue budget.
- to be held as a source of headroom to facilitate any capital investment required to deliver further revenue savings in the MTFP
- to reconsider the issues and pressures previously presented in the attached Appendix 2

3.2.9 There is a further category of de-commitment proposed, which due to the specialist IT nature of funding, isn't readily transferrable to alternate schemes. These schemes need to be reconsidered by the Digital Board once timely spending can be guaranteed, that the nature of the works/costs is explicit, that impediments to progress have been resolved, and agreement confirmed with interested parties. The category of de-commitment totals £194,000 IT transformation reserve funded.

3.3 Outturn

3.3.1 The capital programme for 2014-15 evidences a forecast underspend of £187,000, largely the consequence of,

Children and Young People – **underspend** in SIMS development costs (£5,000) compensating for overspend in Property Maintenance costs (£3,000)

Adult – **overspend** in Property Maintenance cost at Mardy Park (£1,000)

Economy & Development – net **underspend** (£18,000) in development schemes compensating for legal costs incurred in successfully defending the Council practice in Abergavenny regeneration project. Colleagues are exploring whether and to what extent the Council could reclaim our legal expenses.

Stronger Communities – net **underspend** of £168,000, predominantly the effect of an underspend of £207,000 against an abortive highways scheme which ultimately isn't a net underspend as it's financing will need to be returned to Welsh government, underspends on IT projects totalling £36,000, net savings of £4,000 in property maintenance costs (compensating for property maintenance cost overspends in CYP and E&D), £17,000 underspend on maintenance to County Farm portfolio, which mitigate an overspend to the 3g pitch project and surrounding ground condition issues of combined £83,000 (subject to a separate report to March Cabinet meeting), miscellaneous overspends of circa £9,000, and

an overspend of £5,000 in respect of old" County Hall which would be funded 50:50 funded with Torfaen County Borough Council.

Given the return of transport grant and part funding of old County Hall costs by TCBC, Stronger Communities capital schemes more transparently indicate a £37,000 overspend for the reasons described above.

Whilst there are forecast over and underspends in respect of Property maintenance across Select areas, traditionally property maintenance have been viewed collectively and overall exhibits a balanced position.

3.4 Capital Financing and Receipts

3.4.1 Given the anticipated capital spending profile reported in para 3.1.1, the following financing mechanisms are expected to be utilised.

Financing Stream	Annual Forecast Financing	Approved Slippage B/F	Original Budget	Budget Virements & Revisions	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	2014-15 Adjusted Budget	Increased / (Reduced) Financing	Comments
Supported Borrowing	2,420		2,420		2,420		2,420	0	
General Capital Grant	1,473		1,473		1,473		1,473	0	
Grants and Contributions	2,481	53	1,246	4,348	5,647	2,962	2,685	-204	An underspend on specific grant funded schemes of £207,000 offset by an increased contribution due from TCBC in the event that the forecast overspend on County Hall demolition
S106 Contributions	422	556		527	1,083	661	422	0	
Unsupported borrowing	5,036	6,710	3,492	91	10,294	5,257	5,037	-1	
Earmarked reserve & Revenue Funding	407	656	0	231	887	439	448	-41	Underspends on ICT schemes
Capital Receipts	4,400	2,957	1,707	2,095	6,759	2,260	4,499	-99	County Farms maintenance and reinvestment & RDP schemes are forecast to underspend by £17,000 and £75,000 reducing the need to call on capital receipts.
Low cost home ownership receipts	52	60			60	8	52	0	
Unfinanced	158				0		0	158	Overspends on the 3G pitch Caldicot (£71,000), Abergavenny Regeneration (£57,000), Caldicot School Drainage (£11,000), County Hall replacement (£7,000), County Hall demolition (£2,500) and other small scheme variances (£10,000)
Grand Total	16,849	10,992	10,338	7,292	28,623	11,587	17,036	-187	

3.4.2 The effect of slippage and underspends identified above are anticipated to predominantly delay the need to access unsupported borrowing and capital receipts.

3.4.3 There will be a need to identify funding for £158,000 worth of overspends that are currently unfinanced. The sc106 aspect element on 3g pitch will be subject to a separate report for funding consideration, and whilst the remaining balance (£87,000) would normally involve a recommendation about additional capital receipts usage or borrowing. There would still be an anticipated net surplus resource created by the decommitment of historic schemes identified in para 3.2.6 despite proposing in the first instance to use this capacity to support the new priorities in the 2015-16 totalling £395,000.

3.5 Useable Capital Receipts Available

3.5.1 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 2014/18 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
Balance b/f 1 st April	7,854	15,423	11,782	21,205
Receipts forecast to be received	21,165	13,556	4,000	2,000

in year as 2014/18 MTFP

Increase / (decrease) in forecast receipts forecast at month 9	(10,170)	(2,881)	21,200	0
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	0	0	(10,452)	0
Less: Receipts to be applied	(3,429)	(1,930)	(76)	(538)
Less :21C Schools programme	(0)	(12,391)	(5,252)	(11,207)
TOTAL Actual / Estimated balance c/f 31st March	15,423	11,782	21,205	11,464
TOTAL Estimated balance reported in 2014/18 MTFP Capital Budget proposals	14,062	26,923	30,851	32,317
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	1,361	(15,141)	(9,645)	(20,853)

3.5.2 The Council has agreed to the inclusion of 21c schools initiative within the capital programme. This relies on utilising £29 million receipts during this next 4 year MTFP window, and a further £600,000 in 2018-19. Consequently the balance of capital receipts available during this MTFP window has reduced compared to the original 2014/18 MTFP predictions due to the anticipated resourcing of the 21st Century Schools programme.

3.5.3 Despite changes in the timing of individual receipts, which remains a risk to the Council to ensure it has sufficient receipts to fund its expenditure aspirations in the years necessary and avoid temporary borrowing costs, the balance of capital receipts available to fund capital expenditure, at the end of this next MTFP window has been revised to circa £11 million, as a consequence of additional receipts predominantly LDP related.

4 REASONS

4.1 To identify the progress with capital projects and improve the timely utilisation of resources.

5 RESOURCE IMPLICATIONS

5.1 As contained in the report.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

6.1 The decisions highlighted in this report are reviewed in the attached EQIA.

7 CONSULTEES

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

8 BACKGROUND PAPERS

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

9 AUTHORS

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Appendices

Appendix 1	Slippage analysis
Appendix 2a	Major capital pressures
Appendix 2b	Issues List
Appendix 3	Strong Communities Select Committee portfolio position statement
Appendix 4	Economy and Development Select Committee portfolio position statement
Appendix 5	Adult Select Committee portfolio position statement
Appendix 6	Children and Young People Select Committee portfolio position statement

Proposed Slippage Analysis and Recommendation**Appendix 1**

- 1.1 Managers combined advocate the following budgets to be carried forward into 2015-16.
- 1.2 The majority of which is sensible to slip forward as it is an extension of existing work that is demonstrable, however there are a minority of schemes, where
 - there has been little or no progress in 12 month, and the budget has slipped forward from a previous year
 - the level of expenditure incurred this year has been less than in year budget and slippage b/fwd., so I'd propose taking the opportunity to realign the budget to more realistic level,
 - 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 evidenced in the progress narrative why this should be slippage rather than an underspend.
- 1.3 Officers of the Capital Working Group, who act as representatives for their Directorates and services, have been engaged with intentions. To date no adverse feedback has been volunteered to specific proposals and the general reaction is it would be sensible to review historic schemes to consider whether they still exhibit a strategic relevance for the authority, particularly in an environment where new schemes have to demonstrate that they are either self-funding or that new priorities displace existing schemes within the programme.

	Annual Forecast	Approved Slippage B/F	Total Approved Budget	Provisional Slippage identified by managers	Recommended Slippage	Budgets proposed to be de-committed to provide headroom for Cabinet to consider alternate priorities	Budgets proposed to be de-committed, where financing usage is restrictive and not recyclable to alternate general schemes, to be brought back for Cabinet endorsement once scheme, need and cost has been reviewed	Funding aspect
Children & Young People Select Portfolio								
New Monmouth Comp – 21c Schools	511,000	0	2,740,000	2,229,000	2,229,000			
New Caldicot Comp – 21c Schools	478,000	0	3,211,000	2,733,000	2,733,000			
ESR: Access For All	27,380	127,380	177,380	150,000	14,000	136,000		£14k of ESR receipts. General element recyclable
New School Caldicot Green Lane Site	25,000	50,000	50,000	25,000	25,000			
New Thomwell Primary	656,782	598,037	690,037	33,255	33,255			
Monmouth Comp – 21C Feasibility	426,133	839,133	839,133	413,000	413,000			
Caldicot Comp – 21C feasibility	463,063	863,063	863,063	400,000	400,000			
Economy & Development Select Portfolio								
Brewery Yard Development	10,000	12,500	12,500	2,500	2,500			
Replacement Cattle Market	28,325	226,325	226,325	198,000	198,000			
Caerwent House, Major Repairs	0	300,000	300,000	300,000	300,000	0		Self financing CPO
Rural Development Plan for Wales	0	6,430	6,430	16,181		16,181		This usage of slippage is not strictly in the conditions of the RDP grants but is MCC funded so could be recycled

	Annual Forecast	Approved Slippage B/F	Total Approved Budget	Provisional Slippage identified by managers	Recommended Slippage	Budgets proposed to be de-committed to provide headroom for Cabinet to consider alternate priorities	Budgets proposed to be de-committed, where financing usage is restrictive and not recyclable to alternate general schemes, to be brought back for Cabinet endorsement once scheme, need and cost has been reviewed	Funding aspect
Stronger Communities Select Portfolio								
Proposed New Abergavenny Library	0	3,433,302	3,433,302	0	0			
County Farms Fixed Asset Disposal Costs	7,600	20,899	20,899	7,000	7,000			
Non County Farms Fixed Asset Disposal Costs	60,781	224,116	394,116	335,335	335,335			
Access For All	203,605	223,619	473,619	270,014	70,014	200,000		MCC funding
lfton Common Sewerage Treatment Plant	0	10,070	10,070	10,070	10,070			
Area Management (Combined)	15,000	15,725	35,725	20,725	20,725			
Cemeteries Investigations	953	15,907	15,907	14,954		14,954		MCC funding
PV Scheme - Usk Primary	0	29,334	29,334	29,334	29,334	0		This is borrowing taken out for specific schemes. Interest/mrp on borrowing is paid for by service from income from panels when in use. Can not be taken for other scheme. If scheme could not go ahead this would have to be removed from program and budget vired back to service.
Car Park Granville St & Wyebridge St	0	200,000	200,000	200,000	200,000	0		This comes from Invest to redesign reserve - as Cabinet report 27/9/2012 so would have to go back to that reserve if not spent. (Although could then reuse reserve)
Signing Upgrades And Disabled Facilities	0	51,250	91,738	91,738		91,738		MCC funding
Implementation & Review Of TRO's	0	10,250	18,348	18,348		18,348		MCC funding
Parking Studies	0	31,779	39,877	39,877		39,877		MCC funding
Structural Repairs - PROW	24,755	52,336	92,820	68,065	68,065			
Accessibility Enhancements	3,729	72,643	72,643	68,914		68,914		MCC funding
CRM	40,000	146,652	146,652	106,652		0	106,652	IT reserve funded
Highways Asset Management & Road	12,176	50,089	50,089	37,913	37,913			
Replace MCC Central Storage Devices(Net App Servers)	0	49,299	49,299	49,299		0	49,299	IT reserve funded
Purchase of Sharepoint and Active Directory Licences	0	38,737	38,737	38,737		0	38,737	IT reserve funded
Imp. Physical & Virtual Access-Museums Collections	20,125	44,480	44,480	24,355	24,355			
Internet / Intranet Functionality	680	40,104	40,104	39,424	39,424			
Low Cost Home Ownership	52,000	60,000	60,000	8,000	8,000			
County Farms Maintenance & Reinvestment	324,445	236,877	441,603	100,000	100,000			

	Annual Forecast	Approved Slippage B/F	Total Approved Budget	Provisional Slippage identified by managers	Recommended Slippage	Budgets proposed to be de-committed to provide headroom for Cabinet to consider alternate priorities	Budgets proposed to be de-committed, where financing usage is restrictive and not recyclable to alternate general schemes, to be brought back for Cabinet endorsement once scheme, need and cost has been reviewed	Funding aspect
Magor & Undy Community Hall	0	49,846	32,346	32,346	32,346	0	0	S106
Multi Use Games Area Bayfield Open Space	0	70,470	70,470	70,470	70,470	0	0	S106
S106 – Recreation Croesonen	0	40,000	40,000	40,000	40,000	0	0	S106
S106 - Llanfoist and Llanwenarth Ultra	23,000	141,052	141,052	118,052	118,052			
S106 – Church Road Caldicot – Offsite Rec	32,494	70,619	70,619	38,125	38,125			
S106 - Pedestrian Improvement RE Land off Sudbrook Road	0	28,334	28,334	28,334	28,334			
S106 - Croesonen Infants Site, Abergavenny	0	23,374	23,374	23,374	23,374	0	0	S106
S106 – Combined 3 Monmouth Developments	129,250	0	439,574	310,324	310,324			
Slippage excluding Property Services	3,576,276	8,504,031	15,760,999	8,739,715	7,959,015	586,012	194,688	
Property Services Maintenance								
Stronger Communities Select Portfolio								
Penyrhiw - improvements to treatment plant	0	62,335	62,335	62,335		62,335		MCC funding
Passenger Transport - Repair path & resurface yard	0	0	6,810	6,810		6,810		MCC funding
Various - Safety Glazing film works	23,876	0	28,375	4,499	4,499			
Chepstow LC - repair/repl timber cladding to sports hall	0	0	11,350	11,350		11,350		MCC funding
Slaughterhouse Arches - Continue Stonework repairs & repointing	350	0	28,375	28,025	28,025			
Abergavenny LC - Replace CHP Plant	0	0	79,450	79,450		79,450		MCC funding
Chepstow LC - Replace CHP plant, Flues. Heat curtain to entrance	2,153	0	96,475	94,322	94,322			
Property Services								
Thornwell Primary - Re-render panels	188	25,000	25,000	24,812		24,812		MCC funding
Trellech Primary - install biomass boiler	5,970	0	79,450	73,480	73,480	0		MCC funding
Property Services explicit slippage	32,537	87,335	417,620	385,083	200,326	184,757	0	
TOTAL	3,608,813	8,591,366	16,178,619	9,124,798	8,159,341	770,769	194,688	

Indicative Major Capital Pressures

Appendix 2

Appendix 2a - Major Capital Pressures

Description of Pressure	Forecast Cost
<p>The major review of the waste Mgt and recycling service is ongoing and will report in late Winter 2014 to Members with a proposal to delay revisions to the service until further analysis has been done. Proposals are likely to include consideration of receptacles rather than bags (anticipated cost of between £0.3-1.3m) To accommodate the change at kerbside, developments will be needed at our transfer stations at an indicative cost of £800k depending on the scale of works required. Options may be limited if WG insist on certain scheme components. The quoted capital costs exclude new vehicle costs which are modelled as being leased currently.</p>	2,100,000
<p>Monmouth Community Amenity site upgrade - indicative costs are £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collection.</p>	2,000,000
<p>Bringing County highways to the level of a safe road network. This backlog calculation figure has been provided by Welsh Government. The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this. The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.</p>	80,000,000
<p>Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips. Without additional expenditure there is the potential for deterioration, increased scheme costs, disruption to communities and the travelling public and road closures.</p>	5,000,000
<p>Backlog on highways structures including old culverts, bridges and retaining walls. With existing budget this backlog will take 23 years to cover and there will be increased likelihood of loss of network availability.</p>	12,700,000
<p>Reprovision or repair of Chain Bridge - Cost prediction is indicative at present. Detailed estimates will be available Jan 2015. The bridge is currently under special management measures and inspection. Repair/ reprovision will remove / minimise the need for these measures. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles.</p>	2,500,000
<p>Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.</p>	25,000,000
<p>Disabled adaptation works to public buildings required under disability discrimination legislation.</p>	7,600,000

Maintenance and H&S works to historic buildings. Little progress has been made to date as the only budget available is the already overstretched capital maintenance programme. Without remedial works, Health and Safety risks become higher, long term maintenance costs become higher and potential revenue is lost from e.g. tourism, bookings, exhibitions, use of the locations for large events i.e. Food festival. CADW and landlords could force authority to carry out emergency repairs.	4,000,000
School Traffic Management Improvements at Castle Park and Durand Primary Schools - based on works carried out on similar buildings.	450,000
Refurbishment of all Public Toilets	250,000
Modification works to school kitchens to comply with Environmental Health Standards. Without additional funding school kitchens may have to be closed and additional costs for transporting meals incurred, possibly causing disruption to the education process.	400,000
Remedial works to deal with Radon gas issues. Once the surveys are completed, where high levels of radon gas are established action has to be taken. Without this action, buildings will need to be closed and costs may be incurred for moving and relocating staff or schools.	250,000
Removal of Asbestos containing materials (ACM's) from buildings	2,000,000
Caldicot Castle remedial works - longer term pressures given the condition of the curtain walls / towers etc. The £2-3m estimate is a ball park figure ranging from just the backlog of maintenance to also including improvements to bring the visitor facilities up to modern standards. An RDP grant is paying for a condition survey / outline conservation plan. The current condition of buildings constrains current operations and will impact on future management options including the assessment of viability of potential Cultural Services Trust. Heritage Lottery Funding is possible (but very competitive) Substantial match funding would still be required.	3,000,000
Countryside Rights of Way work needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. Bridge management report on 787 bridges completed in October 2013 identifies 254 known bridge issues of which 77 need repair, 31 replacement & 80 are missing. 68 have 'other' issues including 51 bridges which require full inspection to further ascertain requirements/costs. 13 bridges are 10m+ and require replacement or repair. It is not possible to cost all of these currently but a ball park figure of £288k has been identified for the first tranche of issues.	2,200,000
Transportation/safety strategy –Air Quality Management, 20 mph legislation and DDA (car parks)	1,200,000
Disabled Facilities Grants (DFGs) - The DFG's budget has remained unchanged for the last ten years. Each year the fully committed/spent date falls earlier in the financial year. This year we expect the budget to be fully committed by end October.	500,000
Sub Total Major Pressures	151,150,000

Appendix 2b - Issues List			
Area	Background	Forecast Cost if known	Recommendation
Community Hub	The revenue budget proposal to create community hubs will require capital investment to ensure the Hubs have appropriate accommodation in Caldicot by creating the Hub in the Library, in Chepstow by creating the Hub in the existing building, in Monmouth by creating the Hub in the Market Hall or Rolls Hall and in Usk by creating a Hub in the building with the Youth Service. It is assumed that the proposal in Abergavenny will be funded from the capital already allocated to the library.	300,000	Being included in Capital Budget for 2015/16
Monmouth Pool	Monmouth Pool – Recent report indicated options for members. Preference was to replace the pool, with a 4 lane 25 metre pool , subject to finalisation of budget costs and funding streams linked to 21st century schools	4,000,000	Requires business case to establish funding
Cycle track	The site at Gilwern wasn't suitable due to ecology issues in the national park and the need to use flood lights etc. Alternative sites will be considered if appropriate. Gilwern report 6/11/13 - was for £150k from Sports Wales, £120k S106 funding, £50k from Leisure budget and £150k Invest to save.	0	Requires business case to establish funding
Energy Efficiency schemes	Solar farm project requires member and Planning support - estimate Nov 14 Cabinet – proposal to be funded initially from borrowing (£5.7m cost), but ultimately self-financing from feed in tariff to provide net saving in time.	0	Requires business case to establish funding
Accommodation rationalisation including J block	Rationalisation of property portfolio to include remodelling of J Block, Usk - Lease extension to Coleg Gwent until Dec 2016. Once building empty, 9 month refurbishment before move in (Sept 17) which will require capital investment.	0	Need to establish cost for consideration in 2016/17 capital budget
Car parking strategy – Rockfield road £250k	Cabinet report 3/9/14 - proposed that a report go to Council to invest capital budget to include Rockfield Road £250,000 subject to final agreement of charging policy	250,000	Subject to final agreement on charging policy
Outdoor education strategy	A review of the service is ongoing looking at increasing revenue opportunities and also if the current three site approach is suitable for future delivery. If the conclusion of the report is close a facility, capital money will be required to develop facilities on remaining sites. The review is at an early stage. If combined 3 buildings into one, could free up a site and maybe generate a capital receipt; Will have completed review by Dec 14 ;	0	Review to take place
ALN strategy	Mandate 35 of the MTFP 14/15 outlines a review of current ALN service to ensure integration and streamlining the current service offer and may require capital investment	0	Review to take place

Depot rationalisation – transport	As it currently stands – Transport will not be requiring any capital monies. Transport Manager is working on a report to rent premises and bring PTU buses in house for servicing which will help cover the additional cost of the premises. A new fitting shop is becoming essential for Caldicot. Presently considering a site which would need around £25k capital set up costs	25,000	To be covered within existing budgets
Cultural services strategy	Currently the service is exploring future delivery options including trust status. Part of the work will involve conditions surveys which may lead to capital works being required. Included:- e.g. museums, Shire hall, Abergavenny castle, Old station Tintern, Caldicot castle; Have requested £30k from Cabinet to undertake the review (15/10/14);	1,000,000	Review to take place
Cemeteries	Monmouth Cemetery closed; A new north of county cemetery is regarded as low priority. Cabinet recommended that SCOMM Select look into this further.	0	Select to consider
Business Growth & Enterprise Strategy	The ‘draft’ strategy is currently out for consultation and we will be looking to bring the final report back through Cabinet. There are potential capital expenditure requirements in the following areas. Investment in digital and web presence – some of this is being secured through existing budget provision. However, there are likely to be business cases put through that will request additional funding. This will ultimately feed through Digital Board. Monmouthshire Crowd funding platform / lottery – a piece of research being done by the University of South Wales. Whether we move forward with a lottery concept and/or a crowdfunding platform there is potential for a request for MCC loan finance to: (a) Provide the initial capital (early estimate of £50k) for an independent organisation to run it; and (b) To provide initial capital (estimate of £1m) to allow loan finance to allow businesses to access low-interest or interest free	1,050,000	Requires business case to establish funding
Business Growth & Enterprise Strategy	Loan finance, potentially as match funding alongside crowdfunding. Business Hubs – working with Estates to identify appropriate space that would allow the Authority to develop Business hubs in our key towns. This will require a business case to come through.	5,000	Requires business case to establish funding
SRS	Similarly there is work ongoing with the SRS. We are putting a commissioning document in place that outlines what we require from the SRS going forward. This is being informed by a market testing exercise that is being done. This will then result in SRS providing clarity on what this means, not just in ongoing revenue terms, but also in terms of medium term capital implications.	0	Requires business case to establish funding
People Strategy	A revised People and Organisational Development Strategy has been taken through Cabinet. There is some work to do on our HR systems and processes. From this it is envisaged that there may well be investment needs that are required which of course would feed through Digital Board.	0	Requires business case to establish funding
Children's Services Contact centres	Capital required for adaptation of buildings for occupation.	0	Being completed in 2014/15

Sewerage treatment plan	Shirenewton sewerage treatment plant - Estimate increased from £50k to £75k. Last service /inspection report received in Sept 2014 stated 'very poor general condition and system in desperate need of replacement'.	75,000	To be managed within the current allocation in the budget
Sewerage treatment plan	Penyrhiw, Llanwenarth Citra sewerage treatment plant – is being reactively managed and remedially repaired, but is well past economic repair.	75,000	
Sewerage treatment plan	Itton Common Sewerage treatment plant - There is currently £10k in the capital programme but anticipated cost of works suggests a requirement for an additional £15k due to the need to acquire an additional area of land.	25,000	
Countryside	Llanfoist Bridge - The failure of the stone blockwork on the River Usk by Llanfoist bridge in Castle Meadows, Abergavenny – This continues to get worse and whilst we occasionally fill the resulting voids as it slumps it will eventually fail more fundamentally probably associated with a major flooding event. Given it's the likely site for the Eisteddfod this is becoming a much higher corporate risk.	50,000	Capital allocation for countryside to be increased from £40k to £70k. An additional £30k included in 2015/16 capital budget
Countryside	Current Rights of Way issues (Whitebrook byway) - Engineering assessments have been completed on landslip / collapse of byway at Whitebrook, estimated cost of repairs in the region of £70-£80k.	75,000	
Countryside	Current Rights of Way issues (Wye and Usk Valley Walks) - Engineering assessments have been completed on river erosion / landslips on the Wye and Usk Valley Walks. [Monmouth Viaduct] (Wye Valley Walk) £23,925, [Clytha] (Usk Valley Walk) £46,725, [Coed Y Prior] (Usk Valley Walk) £9,900, site investigations/design £5,500	86,000	
Countryside	Current Rights of Way issues (Closed Dangerous Bridges) - part of the wider rights of way bridges pressure (see major pressures) but specifically relating to those bridges in such poor condition that they have been legally closed on health and safety grounds	29,000	
Leisure	Monmouth Sportsground - The Monmouth Sports Pavilion is part of the land leased to the Monmouth Sports Association. The drain was diverted direct into the River Monnow when the second Monnow Bridge was constructed. However this needs to be reviewed to ensure it complies with all requirements. Capital costs are likely to be £10,000 for the sewer re-routing and connection works plus fees, the cost of a Section 104 Agreement with Welsh Water (DCWW) and the cost of adopting the sewer connection once the work is completed.	25,000	
Property services	Radon Gas Surveys	30,000	Revenue cost
Property services	Tree Risk Assessments	30,000	Revenue cost
Countryside	Caldicot Castle - Kitchen Modifications (£40k) to bring up to date and comply with environmental health requirements and to allow banquets to take place and provide additional income to the castle. Consolidation of fire and security alarms (£20k)	60,000	£40k capital investment being included in 2015/16 to achieve the increase income targets in the revenue budget
Property services	School Kitchen H&S Works - Gas safe interlock valves are now required to all school kitchens to comply with Gas safe regulations. Also required to these kitchens are replacement cookers as some of the units present do not have gas flame safety devices	36,000	Being funded through property planned maintenance allocation

Leisure	Caldicot 3G pitch - Unanticipated ground conditions, electrical connection capacity and retention of original pitch by school are anticipated to increase costs.	55,000	Being addressed in 2014/15

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

Appendix 3

1. Capital Outturn Forecast

- 1.1 The capital budget has been revised to £8,487,000 from £10,037,000. This was made up of £6,235,000 2014-15 allocation, £7,192,000 slippage from 2013-14 (although £3,433,000 relates to the new library provision and is anticipated to slip again into 2015-16). The budget has been increased between October and December by £120,000 on the previous revisions reported of £899,000 but does also reflect the proposed realignment (subject to separate report) of Abergavenny Library resource to future years. These latest revisions comprise

	£'000
Monmouth Development Sc106	106
Additional Road Traffic Capital Grant to supplement works	34
Reduction in property maintenance (virements to other Select areas, nil effect overall)	(20)
Total	120

- 1.2 The budget exhibits a net reduction since month 6 due to the net increase in slippage being higher than increase in revisions. Slippage is proposed to increase by £1,671,000 to £5,960,000 and comprises

	Month 9 £'000	Month 6 £'000
Abergavenny Library (subject to separate report concerning decommitment)	0	3,433
Fixed asset disposal	342	146
Access for all scheme	270	120
Infrastructure repairs	287	30
IT systems	297	92
Section 106 schemes	661	468
Development Schemes	75	
Granville St & Weybridge St Car Parks	200	
County Farms maintenance	100	
Low cost home ownership	8	
Property maintenance	287	
Total	2,527	4,289

- 1.3 At the start of 2014-15 the Council accrued for £890,000 worth of work completed but not invoiced, as at the end of month 9 it had incurred only £4,493,000. As communicated previously during quarterly monitoring this wouldn't normally be a profile that would indicate full spending by the end of the year, a symptom of which being the need to report increasing slippage as the year progresses.
- 1.4 The outturn forecast exhibits a net underspend of £168,000, however £207,000 of this relates to a transport grant scheme not progressing which was highlighted at month 6 and for which we will need to repay WG grant so there isn't a saving that can be offset against other schemes in reality. So the more transparent position is an overspend of £39,000, predominantly the effect of overspends to 3g project and related drainage works in vicinity

which exhibits a combined pressure of £83,000, which will be subject to a separate report to March Cabinet committee. There are some other minor overspends caused largely by retentions being larger than remaining budget for a minority of schemes which have been offset by savings in IT scheme spend (£34,000), fixed asset disposal costs (£4,000), county farms maintenance (£17,000) and property maintenance (£4,000).

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

[Month 9 Capital Monitoring \(please don't check out document\)](#)

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

Appendix 4

1. Capital Outturn Forecast

- 1.1 The capital budget for the year is £297,000, a reduction on £732,000 budget reported at month 6, caused by £517,000 slippage reported by managers which wasn't evident at month 6. The original budget was made up predominantly from slippage brought forward from 2013-14 and £82,000 worth of in year revisions reported previously in respect legal costs incurred in relation to Abergavenny regeneration. These costs have increased by a further £57,000 since month 6. The Council has successfully defended the claim and officers are considering whether, and to what extent such costs could be transferrable to the plaintiff.
- 1.2 At the start of 2014-15 the Council accrued for £232,000 worth of work completed but not invoiced in respect of cattle market commissioning. As at the end of month 9 it had incurred only £195,000, and only £2,000 related to the cattle market. As communicated previously during quarterly monitoring this wouldn't normally be a profile that would indicate full spending by the end of the year, a symptom of which being the need for managers to report increasing slippage as the year progresses.

The £517,000 slippage relates to

	Month 9 £'000	Month 6 £'000
Cattle market	198	
Brewery Yard retentions	3	
Caerwent House	300	
Regional development plan work	16	
Total	517	

2. Supporting Financial Monitoring Workbooks (ctrl click to access)

[Month 9 Capital Monitoring \(please don't check out document\)](#)

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

Appendix 5

1. Capital Outturn Forecast

- 1.1 The capital budget for the year is £273,000. There was no slippage from 2013-14, and is predominantly relates to upfront funding of Swift software replacement of £200,000 which will ultimately be funded from IT licence revenue savings within SCH.
- 1.2 At the start of 2014-15 the Council accrued for £3,000 worth of work completed but not invoiced. As at the end of month 9 it has incurred £155,000 cost. Managers forecast an outturn spend that exhibits negligible variance to the budget.

2. Supporting Financial Monitoring Workbooks (ctrl click to access)

[Month 9 Capital Monitoring \(please don't check out document\)](#)

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

Appendix 6

1. Capital Outturn Forecast

- 1.1 The capital budget for the year is £7,008,000, a reduction on £12,252,000 reported at month 6. This was made up of £4,044,000 2014/15 allocation and £3,067,000 slippage from 2013/14 and revisions of £5,978,000 (an increase of £6,000 on month 6 levels and due to property maintenance virements).
- 1.2 The budget exhibits a net reduction since month 6 due to the net increase in slippage being higher than increase in revisions. Slippage is proposed to increase by £1,299,000 to £6,081,000 and comprises

	Month 9 £'000	Month 6 £'000
21 c schools feasibility	813	751
21 c schools build	4,962	3,951
Access for all scheme	150	80
Thornwell school works	33	
Green Lane school works	25	
Property maintenance	98	
Total	6,081	4,782

- 1.3 At the start of 2014/15 the Council accrued for £509,000 worth of work completed but not invoiced. As at the end of month 9 it had incurred only net £3,571,000. This wouldn't normally be a profile that would indicate full spending by the end of the year but project officers are confident to predict a forecast outturn that accords with reduced budget but this still necessitates a spend of £3,435,000 in the last 3 months of the year.

2. Supporting Financial Monitoring Workbooks (ctrl click to access)

[Month 9 Capital monitoring \(please don't check out document\)](#)

Description of Pressure	Forecast Cost
<p>The major review of the waste Mgt and recycling service is ongoing and will report in late Winter 2014 to Members with a proposal to delay revisions to the service until further analysis has been done. Proposals are likely to include consideration of receptacles rather than bags (anticipated cost of between £0.3-1.3m) To accommodate the change at kerbside, developments will be needed at our transfer stations at an indicative cost of £800k depending on the scale of works required. Options may be limited if WG insist on certain scheme components. The quoted capital costs exclude new vehicle costs which are modelled as being leased currently.</p>	2,100,000
<p>Monmouth Community Amenity site upgrade - indicative costs are £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collection.</p>	2,000,000
<p>Bringing County highways to the level of a safe road network. This backlog calculation figure has been provided by Welsh Government. The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this. The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.</p>	80,000,000
<p>Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips. Without additional expenditure there is the potential for deterioration, increased scheme costs, disruption to communities and the travelling public and road closures.</p>	5,000,000
<p>Backlog on highways structures including old culverts, bridges and retaining walls. With existing budget this backlog will take 23 years to cover and there will be increased likelihood of loss of network availability.</p>	12,700,000
<p>Reprovision or repair of Chain Bridge - Cost prediction is indicative at present. Detailed estimates will be available Jan 2015. The bridge is currently under special management measures and inspection. Repair/reprovision will remove / minimise the need for these measures. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles.</p>	2,500,000
<p>Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.</p>	25,000,000
<p>Disabled adaptation works to public buildings required under disability discrimination legislation.</p>	7,600,000
<p>Maintenance and H&S works to historic buildings. Little progress has been made to date as the only budget available is the already overstretched capital maintenance programme. Without remedial works, Health and Safety risks become higher, long term maintenance costs become higher and potential revenue is lost from e.g. tourism, bookings, exhibitions, use of the locations for large events i.e. Food festival. CADW and landlords could force authority to carry out emergency repairs.</p>	4,000,000

School Traffic Management Improvements at Castle Park and Durand Primary Schools - based on works carried out on similar buildings.	Agenda Item 7	450,000
Refurbishment of all Public Toilets		250,000
Modification works to school kitchens to comply with Environmental Health Standards. Without additional funding school kitchens may have to be closed and additional costs for transporting meals incurred, possibly causing disruption to the education process.		400,000
Remedial works to deal with Radon gas issues. Once the surveys are completed, where high levels of radon gas are established action has to be taken. Without this action, buildings will need to be closed and costs may be incurred for moving and relocating staff or schools.		250,000
Removal of Asbestos containing materials (ACM's) from buildings		2,000,000
Caldicot Castle remedial works - longer term pressures given the condition of the curtain walls / towers etc. The £2-3m estimate is a ball part figure ranging from just the backlog of maintenance to also including improvements to bring the visitor facilities up to modern standards. An RDP grant is paying for a condition survey / outline conservation plan. The current condition of buildings constrains current operations and will impact on future management options including the assessment of viability of potential Cultural Services Trust. Heritage Lottery Funding is possible (but very competitive) Substantial match funding would still be required.		3,000,000
Countryside Rights of Way work needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. Bridge management report on 787 bridges completed in October 2013 identifies 254 known bridge issues of which 77 need repair, 31 replacement & 80 are missing. 68 have 'other' issues including 51 bridges which require full inspection to further ascertain requirements/costs. 13 bridges are 10m+ and require replacement or repair. It is not possible to cost all of these currently but a ball park figure of £288k has been identified for the first tranche of issues.		2,200,000
Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)		1,200,000
Disabled Facilities Grants (DFGs) - The DFG's budget has remained unchanged for the last ten years. Each year the fully committed/spent date falls earlier in the financial year. This year we expect the budget to be fully committed by end October.		500,000
Sub Total Major Pressures		151,150,000

Appendix 2b - Issues List			
Area	Background	Forecast Cost if known	Recommendation
Community Hub	The revenue budget proposal to create community hubs will require capital investment to ensure the Hubs have appropriate accommodation in Caldicot by creating the Hub in the Library, in Chepstow by creating the Hub in the existing building, in Monmouth by creating the Hub in the Market Hall or Rolls Hall and in Usk by creating a Hub in the building with the Youth Service. It is assumed that the proposal in Abergavenny will be funded from the capital already allocated to the library.	300,000	Being included in Capital Budget for 2015/16
Monmouth Pool	Monmouth Pool – Recent report indicated options for members. Preference was to replace the pool, with a 4 lane 25 metre pool, subject to finalisation of budget costs and funding streams linked to 21st century schools	4,000,000	Requires business case to establish funding
Cycle track	The site at Gilwern wasn't suitable due to ecology issues in the national park and the need to use flood lights etc. Alternative sites will be considered if appropriate. Gilwern report 6/11/13 - was for £150k from Sports Wales, £120k S106 funding, £50k from Leisure budget and £150k Invest to save.	0	Requires business case to establish funding
Energy Efficiency schemes	Solar farm project requires member and Planning support - estimate Nov 14 Cabinet – proposal to be funded initially from borrowing (£5.7m cost), but ultimately self financing from feed in tariff to provide net saving in time.	0	Requires business case to establish funding
Accommodation rationalisation including J block	Rationalisation of property portfolio to include remodelling of J Block, Usk - Lease extension to Coleg Gwent until Dec 2016. Once building empty, 9 month refurbishment before move in (sep 17) which will require capital investment.	0	Need to establish cost for consideration in 2016/17 capital budget
Car parking strategy – Rockfield road £250k	Cabinet report 3/9/14 - proposed that a report go to Council to invest capital budget to include Rockfield Road £250,000 subject to final agreement of charging policy	250,000	Subject to final agreement on charging policy
Outdoor education strategy	A review of the service is ongoing looking at increasing revenue opportunities and also if the current three site approach is suitable for future delivery. If the conclusion of the report is close a facility, capital money will be required to develop facilities on remaining sites. The review is at an early stage. If combined 3 buildings into one, could free up a site and maybe generate a capital receipt; Will have completed review by Dec 14 ;	0	Review to take place

ALN strategy	Mandate 35 of the MTFP 14/15 outlines a review of current ALN service to ensure integration and streamlining the current service offer and may require capital investment	0	Review to take place
Depot rationalisation – transport	As it currently stands – Transport will not be requiring any capital monies. Transport Manager is working on a report to rent premises and bring PTU buses in house for servicing which will help cover the additional cost of the premises. A new fitting shop is becoming essential for Caldicot. Presently considering a site which would need around £25k capital set up costs	25,000	To be covered within existing budgets
Cultural services strategy	Currently the service is exploring future delivery options including trust status. Part of the work will involve conditions surveys which may lead to capital works being required. Included:- e.g. museums, Shire hall, Abergavenny castle, Old station Tintern, Caldicot castle; Have requested £30k from Cabinet to undertake the review (15/10/14);	1,000,000	Review to take place
Cemeteries	Monmouth Cemetery closed; A new north of county cemetery is regarded as low priority. Cabinet recommended that SCOMM Select look into this further.	0	Select to consider
Business Growth & Enterprise Strategy	The 'draft' strategy is currently out for consultation and we will be looking to bring the final report back through Cabinet. There are potential capital expenditure requirements in the following areas. Investment in digital and web presence – some of this is being secured through existing budget provision. However, there are likely to be business cases put through that will request additional funding. This will ultimately feed through Digital Board. Monmouthshire Crowd funding platform / lottery – a piece of research being done by the University of South Wales. Whether we move forward with a lottery concept and/or a crowdfunding platform there is potential for a request for MCC loan finance to: (a) Provide the initial capital (early estimate of £50k) for an independent organisation to run it; and (b) To provide initial capital (estimate of £1m) to allow loan finance to allow businesses to access low-interest or interest free	1,050,000	Requires business case to establish funding
Business Growth & Enterprise Strategy	Loan finance, potentially as match funding alongside crowdfunding. Business Hubs – working with Estates to identify appropriate space that would allow the Authority to develop Business hubs in our key towns. This will require a business case to come through.	5,000	Requires business case to establish funding
SRS	Similarly there is work ongoing with the SRS. We are putting a commissioning document in place that outlines what we require from the SRS going forward. This is being informed by a market testing exercise that is being done. This will then result in SRS providing clarity on what this means, not just in ongoing revenue terms, but also in terms of medium term capital implications.	0	Requires business case to establish funding

People Strategy	A revised People and Organisational Development Strategy has been taken through Cabinet. There is some work to do on our HR systems and processes. From this it is envisaged that there may well be investment needs that are required which of course would feed through Digital Board.	0	Requires business case to establish funding
Children's Services Contact centres	Capital required for adaptation of buildings for occupation.	0	Being completed in 2014/15
Sewerage treatment plan	Shirenewton sewerage treatment plant - Estimate increased from £50k to £75k. Last service /inspection report received in Sept 2014 stated 'very poor general condition and system in desperate need of replacement'.	75,000	To be managed within the current allocation in the budget
Sewerage treatment plan	Penyrhiw, Llanwenarth Citra sewerage treatment plant – is being reactively managed and remedially repaired, but is well past economic repair.	75,000	
Sewerage treatment plan	Itton Common Sewerage treatment plant - There is currently £10k in the capital programme but anticipated cost of works suggests a requirement for an additional £15k due to the need to acquire an additional area of land.	25,000	
Countryside	Llanfoist Bridge - The failure of the stone blockwork on the River Usk by Llanfoist bridge in Castle Meadows, Abergavenny – This continues to get worse and whilst we occasionally fill the resulting voids as it slumps it will eventually fail more fundamentally probably associated with a major flooding event. Given its the likely site for the Eisteddfod this is becoming a much higher corporate risk.	50,000	Capital allocation for countryside to be increased from ££40k to £70k. An additional £30k included in 2015/16 capital budget
Countryside	Current Rights of Way issues (Whitebrook byway) - Engineering assessments have been completed on landslip / collapse of byway at Whitebrook, estimated cost of repairs in the region of £70-£80k.	75,000	
Countryside	Current Rights of Way issues (Wye and Usk Valley Walks) - Engineering assessments have been completed on river erosion / landslips on the Wye and Usk Valley Walks. [Monmouth Viaduct] (Wye Valley Walk) £23,925, [Clytha] (Usk Valley Walk) £46,725, [Coed Y Prior] (Usk Valley Walk) £9,900, site investigations/design £5,500	86,000	
Countryside	Current Rights of Way issues (Closed Dangerous Bridges) - part of the wider rights of way bridges pressure (see major pressures) but specifically relating to those bridges in such poor condition that they have been legally closed on health and safety grounds	29,000	
Leisure	Monmouth Sportsground - The Monmouth Sports Pavilion is part of the land leased to the Monmouth Sports Association. The drain was diverted direct into the River Monnow when the second Monnow Bridge was constructed. However this needs to be reviewed to ensure it complies with all requirements. Capital costs are likely to be £10,000 for the sewer re-routing and connection works plus fees, the cost of a Section 104 Agreement with Welsh Water (DCWW) and the cost of adopting the sewer	25,000	£25k capital funding being included in 2015/16 to comply with all requirements

	connection once the work is completed.		
Property services	Radon Gas Surveys	30,000	Revenue cost
Property services	Tree Risk Assessments	30,000	Revenue cost
Countryside	Caldicot Castle - Kitchen Modifications (£40k) to bring up to date and comply with environmental health requirements and to allow banquets to take place and provide additional income to the castle. Consolidation of fire and security alarms (£20k)	60,000	£40k capital investment being included in 2015/16 to achieve the increase income targets in the revenue budget
Property services	School Kitchen H&S Works - Gas safe interlock valves are now required to all school kitchens to comply with Gas safe regulations. Also required to these kitchens are replacement cookers as some of the units present do not have gas flame safety devices	36,000	Being funded through property planned maintenance allocation
Leisure	Caldicot 3G pitch - Unanticipated ground conditions, electrical connection capacity and retention of original pitch by school are anticipated to increase costs.	55,000	Being addressed in 2014/15

The “Equality Initial Challenge”

Name: Mark Howcroft Service area: Central Finance Date completed: 12 th February 2015		Please give a brief description of what you are aiming to do. This proposal seeks to evaluate the effect of decommitting slippage sums totaling £771,000, and reversions to IT funds of £195,000	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		Neutral	
Disability		<p>Certain schemes pertain to accessibility initiatives. These schemes tend to be generic in nature to be available during the year as the need arises.</p> <p>There is no perceived disadvantage as the resources have remained unused, and where there was activity it has been insufficient even to utilize the in year allocation, so slippage at the end of the year is actually greater than brought forward.</p> <p>Undertaking this housekeeping will allow the capital programme projects to remain at realistic levels and encourage timely spending.</p> <p>The proposal is designed to allow Members a degree of flexibility to consider evolving capital priorities, and it may be that these have a protected characteristic to it, but there is nothing precluding schemes from being refreshed and volunteered for re-introduction by</p>	

		service managers.	
Marriage + Civil Partnership		Neutral	
Pregnancy and maternity		Neutral	
Race		Neutral	
Religion or Belief		Neutral	
Sex (was Gender)		Neutral	
Sexual Orientation		Neutral	
Transgender		Neutral	
Welsh Language		Neutral	

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

Signed Mark Howcroft Designation Assistant Head of Finance (Deputy S151 Officer)
Dated 12th February 2015

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Consideration of 2014-15 slippage	Central Finance
Policy author / service lead	Name of assessor and date
Mark Howcroft	M. Howcroft, 12/2/15

1. What are you proposing to do?

To review slippage levels volunteered by service managers

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

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

3. Please give details of the negative impact

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

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

Signed **M Howcroft...** **Designation...Asst Head of Finance (Deputy S151 officer)** **Dated** **12/2/15**

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Mark Howcroft		Please give a brief description of the aims proposed policy or service reconfiguration Review of slippage proposed by service managers at mth 9.	
Name of the Division or service area Central Finance		Date “Challenge” form completed 12/2/15	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		No effect	
Improve housing quality and provision		No effect	
Reduce ill health and improve healthcare provision		No effect	
Promote independence		No effect	
Encourage community participation/action and voluntary work		No effect	
Targets socially excluded		No effect	

Help reduce crime and fear of crime		No effect	
Improve access to education and training		No effect	
Have a positive impact on people and places in other countries		No effect	
PLANET		No effect	
Reduce, reuse and recycle waste and water		No effect	
Reduce carbon dioxide emissions		No effect	
Prevent or reduce pollution of the air, land and water		No effect	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No effect	
Protect or enhance visual appearance of environment		No effect	
PROFIT			
Protect local shops and services		No effect	
Link local production with local consumption		No effect	

Improve environmental awareness of local businesses		No effect	
Increase employment for local people		No effect	
Preserve and enhance local identity and culture		No effect	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		No effect	
Increase and improve access to leisure, recreation or cultural facilities		No effect	

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

The next steps

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

N/A

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

N/A

Signed

M. Howcroft

Dated

12/2/15



Helping people live their own lives;
Building sustainable care and support in
Monmouthshire

Annual Report of the
Director of Social Services
2015



How are we doing? Social Care

Doing Well



Only 9 instances where people had to stay in hospital longer because social care was unavailable



94% of adults told us they are satisfied with the service



54% of people are returned to independence after reablement



59% of children are seen alone by a social worker during assessment

100% of children coming into care have a plan in place



100% of looked after children and care leavers have a current plan for their independence

We review 97% of children on time

Getting Better



83% of statutory visits to looked after children were on time – an increase from 65% last year



89% of core assessments completed on time



Looked after children achieving at key stage 2 has increased from **0% to 67%** and at key stage 3 **50% to 57%**

Room for Improvement



The percentage of adults whose care package was reviewed in the year fallen from **82% to 78%**



19% of looked after children have experienced an unplanned school move



77% of initial child protection conferences were held on time



monmouthshire
sir fynwy

#monmouthshireengages

Version Control

Title	Annual Report of the Director of Social Services
Purpose	To tell local people and partners how well we think the arrangements for delivering social care are working. This is report is part of the Annual Council Reporting Framework for social care in Wales.
Owner	Monmouthshire County Council
Approved by	Chief Officer, Social Care and Health
Date	27 th March 2015
Version Number	4.0
Status	Draft
Review Frequency	Annual
Next review date	
Consultation	

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Introduction

Helping people live their own lives; building sustainable care and support systems in Monmouthshire

This is my 5th Annual Report as Statutory Director of Social Services and it is both gratifying and sobering to reflect back on our journey as a directorate over these 5 years. In an earlier introduction I used a favourite quote of mine:

“When the strong winds blow some people build shelters, others build windmills” (ancient Chinese proverb)

This has indeed summed up our approach since then and I am glad that as we embarked on major service redesign we didn't know quite how strong the financial, legislative and organisational wind speeds would become. But we have survived and indeed flourished and in this report you will see a picture of a directorate which, by adhering to its strong values and principles, has improved its performance, innovated successfully and secured the high calibre staff and financial resources it requires.



Looking forward it is clear that the storms will not abate. The complexity of the needs of our children and young people and the increase in older people living with dementia are just two examples of this. But we have learnt some crucial lessons which will help us to prosper;

- That people have personal strengths and networks and with our support can be helped to find their own solutions.
- That it is through building relationships with individuals and families that we can make a difference in people's lives.
- That leadership sits at all levels within our organisation and the job of senior leaders such as myself is to create the conditions in which we can all listen to and learn from our communities and each other.
- That safeguarding the most vulnerable and intervening early on to build individual and community resilience are not either/ors. Our job is to manage this tension on a daily basis.

Also, I would like to take this opportunity to thank the frontline care staff and social workers who work so hard to support people in Monmouthshire.

This report has two purposes;

- To describe our direction and actions for the year ahead, and
- To report on how we did last year.

On page 8 you will see our strategy summed up in a single picture and on page 10 is my overview of last year. You will also see quotes from people who have used our services spread throughout. The final part of this report lays out my six strategic priorities and the actions that we shall be carrying out during 2015 to start to achieve these. I have limited myself to six in the belief that “if everything is a priority, nothing is a priority”. So if you don't find mention of your particular area of interest that doesn't mean there is no activity going on.

I have drawn on the detailed reports prepared by Julie Boothroyd (Head of Adults) and Tracy Jelfs (Head of Children) for the *How well are we doing* section of this report and these can be accessed [here](#). In these reports you will find the full range of actions that teams will be focusing on during 2015/16.



**Chief Officer
Social Care and Health**

March 2015

DRAFT

Our Journey: what we're trying to achieve

We are operating in a climate of both fiscal and demographic challenges unseen since the 1940s. UK- wide budgetary decisions have a direct impact on the resources available to deliver social services and this is particularly challenging at a time when demand is increasing. We are experiencing particular pressures around meeting the mental health needs of young people and in responding to increasing levels of dementia.

As we respond to these challenges we are assisted by a national policy context which is well aligned to our local aspirations. The Social Services and Wellbeing Act, the Future Generations Bill and the Prudent Healthcare agenda all serve to underpin our focus on community resilience, proportionate intervention and personal outcomes.

At a local level the Monmouthshire Continuance Agreement ([link](#)) has restated “*protecting the most vulnerable in society*” as one of its key priorities and demonstrated this in practice by significant investment in children’s services and a managed approach to savings in adult services.

We have used systemic approaches to ask the question “what matters to the people we work with?” That has included asking people directly and analysing case files and at times has led to a painful realisation that our services do not always focus on what really matters.

Having looked unflinchingly at ourselves as an organisation we have been able to identify the key characteristics we need to adopt to move forward.

These can be summarised as:

- Focussing on people’s strengths and assets, both as an individual and within their wider family and community.
- Having different conversations with individuals around “what matters to you” and “how can we work with you to find joint solutions?”
- Putting our expertise at the “front end”, so that people speak to someone who can help them there and then.
- Thinking about how we can intervene earlier on and who the best person to do this is.
- Building a culture which encourages creativity and innovation.
- Finding new ways to engage individuals and communities and to deliver services differently.
- Developing new ways to measure our impact, based on individual outcomes.

This work is essential because in the current financial and demographic context if we don’t find ways to support people to find better solutions we will end up rationing services and only intervening in crisis situations. The human cost of failing to have the right conversations at the right time includes young people placed in institutional placements away from home and older people experiencing isolation and loneliness in their communities.

The national policy focus on early intervention and wellbeing supports our approach and challenges us to work more preventatively with individuals, families and communities.

This work, along with other analysis and reflection, has enabled us to clarify our purpose, principles and our three year strategy.

Our purpose

Our purpose in Monmouthshire is:

“Building resilient and sustainable communities”

Three themes underpin all our work: Nobody left behind; People are capable, confident and involved and Our County thrives. As a social services directorate we play a key part in all these areas and have agreed our own purpose statement to drive our work

“Helping People Live Their Own Lives”

Given the particular pressures of working with families and vulnerable children we have expanded this to:

“Enabling families and communities to keep children and young people safe and to reach their own potential”

Our principles

- We will work in partnership to facilitate solutions, building meaningful rapport/relationships with family’s individuals and partners.
- We will know/be clear about the people who we will support in a timely manner.
- We will have a plan of how we will support people to develop a “whole life” plan, and have a method to track progress and communicate effectively (including commissioning).
- We will take an outcome focused approach to future planning (long term and short term) with families and individuals to meet their own aspirations and goals.
- We will involve the right people at the right time to help people in crisis and will take responsibility for the appropriate pace and continuity of our on-going intervention.
- We will have honest and transparent conversations with all people.
- We will work with and respect other colleagues and challenge systems to ensure best practice and service delivery.
- We will use knowledge to reflect learn and develop on our practice and decisions.
- Everything we record will be purposeful and proportionate.
- We will value and respect our staff and trust their judgement; and promote wellbeing in the workforce.
- Our IT system will work for us.
- We will work creatively and equitably within all resources available.

Our approach

Identifying new principles is one thing, delivering them requires careful thought and clear ways (methods) of achieving this.

My fundamental belief is that the key relationship is that between our front line workers and our communities. My role and that of other managers is to hold true to the principles and purpose and provide the environment in which excellent practice can develop. It is at the front line that lives are changed and that most resources are committed.

We need to engage simultaneously at three levels;

Community level: Building resilient individuals, families and communities

Service level: Building flexible, empowering and responsive services

Individual practice: Helping people and their families to find solutions that build on their strengths, aspirations and networks

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What we are going to do?

This annual report sits within our longer term strategy. We are now in the fourth year and have reviewed the three themes and six priorities which will again drive our actions for 2015/16.

The themes are described below; the way in which we will deliver the priorities during the coming year is laid out in section five on page 16.



Theme One: Changing practice, changing lives

This means focusing on practice at the front line, supporting staff to build effective relationships and working with people to find imaginative solutions. By listening, concentrating on what matters to citizens and engaging communities in supporting individuals and families we believe we can help people find lasting solutions. And if that sounds familiar it's because this is reclaiming some aspects of professional values and practice which have been underused in recent years.

What this means in 2015/16

We will invest our time, energy and financial resources on:

- Supporting staff across the directorate to further develop excellent practice.
- Building the capacity and resilience of our local communities, including:
 - developing relationships based practice which builds on the strengths and aspirations of individuals and communities;

- establishing locality-focused approaches;
- setting up a Children in Care Council and creating employment opportunities for care leavers;
- finding ways to measure our impact.

The big question is *“Are we really focused on what matters to individuals?”*

Theme Two: Safeguarding people

Working to keep children, young people and adults in need safe will always be a key priority for us. The way in which we work with others to safeguard people is crucial and we want to get better at how we listen to people and give them as much control as possible of the processes and decisions that affect them.

“The professionalism, compassion and caring was everything a person could want for themselves or their loved ones”

(email sent to Domiciliary Care)

What this means in 2015/16

- We will continue to improve our whole authority delivery and evaluation of safeguarding.
- We will work with partners to ensure the three strategic boards (Children, Adults, Domestic Abuse) work effectively.
- We will ensure our own adult protection and child protection processes are excellent.

The big question for 2015/16 is *“How safe are our children and young people and vulnerable adults?”*

Theme Three: Working with and through others

We can't achieve any of our objectives unless we are skilled at working effectively with others. This includes citizens, carers and a range of local, regional and national organisations. We need to concentrate on what we want to achieve and build good relationships with the right partners.

What this means in 2015/16

- We will build on our strong integrated teams which are having such a positive impact on the lives of people requiring health and social care support.
- We will work in partnership around a range of children's issues and demonstrate concrete progress around the mental health integration agenda.
- We will engage nationally and regionally to implement the Social Services and Wellbeing Act.

The big question for 2015/16 is *“What difference are we making?”*

How well are we doing?

This section presents my view as Statutory Director of Social Services on our performance over the past year. It is a high level perspective and more detail and supporting evidence is contained in the [Heads of Service reports](#).

My overview

This has been another year characterised by great busyness and the challenge as ever is to deliver reliable and high quality services whilst also finding time to improve and innovate. A particular feature of 2014/15 has been the high level of regulatory activity including extensive detailed inspections by CSSIW, Estyn and WAO.

The Raglan project is service user centred and empathic, very pleased with this approach"

(Compliment received via the CCQ)

As a statutory, demand driven service we have worked hard to ensure that we respond promptly and effectively to need. In doing so we have played to our strengths as a small, values-driven authority and have also been aware of the potential risks in terms of capacity, resilience and resource base.

As Statutory Director I have ensured that we have met our statutory duties and the leadership of the wider authority has ensured that resources were available to deliver safe and effective services.

We begin 2015/16 in good organisational health, with improved performance indicators, a relatively robust workforce and financial stability. Our record of regional engagement has been strong and we are well placed to work towards the agenda set out in the Social Services and Wellbeing Act.

The main highlights and challenge for me have been:

- We have strengthened Safeguarding including:
 - An effective joint safeguarding unit with a comprehensive audit timetable;
 - A strong corporate profile including a whole authority safeguarding group chaired by the Chief Executive;
 - reviewing and investing in an expanded and refocused Protection of Vulnerable Adults team.
- We have responded to a challenging financial context in a proactive way. In a situation of significant cuts and increasing pressure on children's services we have;
 - Managed demand in adult services to deliver actual savings and prepare for further reductions in the medium term.
 - Developed a sophisticated understanding of the demand pressures in children's services and secured additional resources to manage current demand and reconfigure services.
 - Delivered significant improvements in key performance indicators across Children's Services and sustained the improvements already made in Adults.

Children's Services:

Ref	Description	2013/14 Actual	2014/15 Latest	2014/15 Target	2013/14 Welsh Av	Direction of Travel
SCC/011b	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker.	33.2	57.3	48	42.9	↑
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	65.3	82.8	90.6	85.3	↑
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	73.3	96.1	98	89.2	↑
SCC/001a	The percentage of first placements of looked after children during the year that began with a care plan in place	83	100	100	90.9	↑
SCC/016	The percentage of reviews of child in need plans carried out in accordance with the statutory timetable.	57.5	90.9	86	78.8	↑

Adult Services:

Ref	Description	2013/14 Actual	2014/15 Latest	2014/15 Target	2013/14 Welsh Av	Direction of Travel
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	82.1	81.6	82.1	81.1	↓
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	97.3	100	95	85.8	↑
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	81.2	100	94.45	94.45	↑

- Monmouthshire has been active on the regional stage, chairing the regional Safeguarding Children's Board and the Mental Health/Learning Disability Board. At a

national level we have chaired the All Wales Heads of Adult Services committee and been active contributors to the work around the Social Services and Wellbeing Act.

- We have received national recognition for our work, including an innovation award for our work in Children's Services and two nominations for Social Services Accolades.
- Within Children's Services there has been a great deal of work to embed the restructure and create a positive culture. This has included:
 - Relocating the teams into a single base in order to improve communication and build a strong sense of working as a single service;
 - Improving policies and pressures to ensure consistency;
 - Building a stronger whole authority profile;
 - Developing a set of investment proposals to position us to manage demand more efficiently;
 - In last year's report I anticipated the establishment of a joint children and adults disability service. In fact the changes listed here have been a higher priority so this has not progressed;
 - Starting to implement our action plan in response to the November CSSIW inspection of children's services.
- Within adults services the ambitious agenda around personal outcomes, relationship based care and systematic approaches to demand management have continued, including:
 - The learning from the Raglan project is being rolled out across the County based on a train the trainer approach in partnership with "Dementia Care Matters"
 - Community Coordination and Small Local Enterprises initiatives are in place
 - Clear evidence of reducing spend on care home placements and community packages
 - Testing out new integrated teams approaches via the Intermediate Care Fund
 - The learning disability My Day My Life work is demonstrating impressive results for individuals and is being rolled out across the County
 - Working with Aneurin Bevan University Health Board to build sustainability into integrated services
 - Building a procurement process to take forward local, relationship based commissioning that supports the new Act.
- We have commissioned a new IT system, designed with our staff, which will provide a contemporary system which enhances good practice and frees staff up to focus on social work. This will be in place in May 2015.
- We have redesigned our recruitment process and have been successful in recruiting a number of high calibre staff and decreasing our use of agency staff. We are also implementing the corporate People Strategy and working regionally on workforce issues.

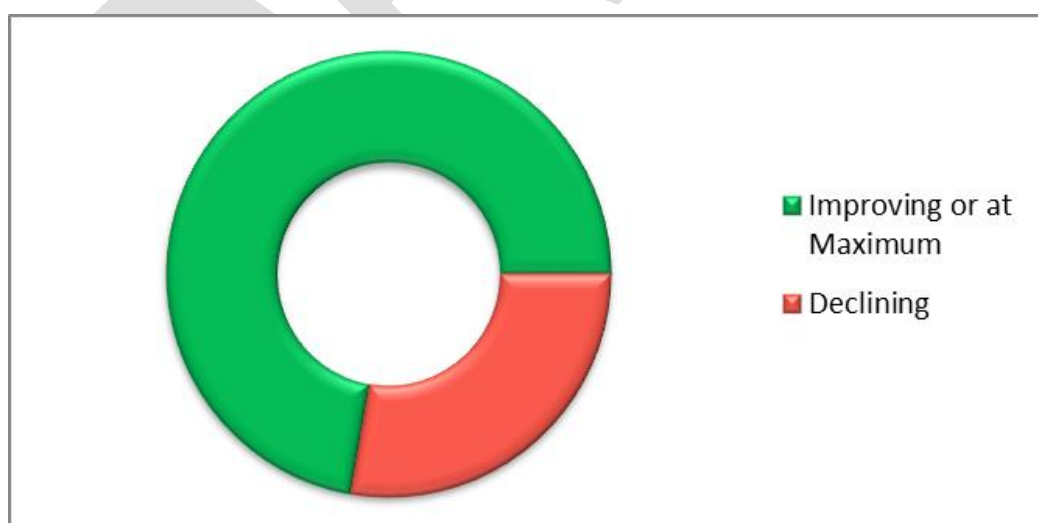
"My Uncle was very fortunate to be placed in your care where he was treated with the utmost respect and dignity"

(Letter of thanks sent to Mardy Park)

- We have invested a lot of energy in developing our staff. Examples include local and regional safeguarding training, continuing professional development for social workers, resilience and coaching training. We have been supporting new cohorts of social work students and gain much from their insights, experiences and energy.
- We have published our Corporate Parenting strategy and are implementing it. We still have work to do to embed this and ensure that it impacts on the life chances of the young people for whom the authority acts as corporate parent.
- We continue to make good progress in our “More than Just Words” Welsh language strategy and have received acclaim for our initiative in one of our residential homes.
- The November 2014 CSSIW inspection of children’s services reassured us that our child protection processes did not leave children “being harmed or at risk of harm” (hyperlink) They made a number of recommendations around risk assessment, recording and how some initial referrals were dealt with which are being addressed within this years’ Service Improvement Plan (link). The report also acknowledged the strong political and senior leadership of the service.
- We dealt with 39 complaints during the year. The recurring themes are around how we communicate with individuals and families, concerns about the behaviour of some staff and issues around assessment and care plans. As well as resolving the individual complaints we are committed to learn and improve from these broader messages. We also received a number of unsolicited compliments (6) relating to our services and some of these are reproduced in speech bubbles throughout this report.

“I couldn’t wish for a better social worker”
(Email sent to Children with Disabilities Team)

Social Care and Health: National Strategic Indicators and Public Accountability Measures improving or declining at Q3:



Progress on our priority actions from 2013/14

In last years report I set out six priorities, each with 3 actions. In this section I comment on how well we have done. To make this clear for people who aren't familiar with the specific issues I also summarise how far I think we have achieved the priority actions.

1. A focus on families: Partially achieved

Our desired outcome was that families are supported during key transitions or times of stress. The progress we have made:

- The Joint Assessment Family Framework ([JAFF](#)) now has a manager in place and is located in the Partnership team with developing strong social services links.
- The planned all-age disability service has not been implemented due to other priorities.
- The Corporate Parenting Strategy in place and requires further work to implement fully.

2. Doing what matters: Mostly achieved

Our desired outcome was that people are supported to "live their own life" i.e. take more control over life they live. The progress we have made:

- Practice in Children's services more child focused e.g. more direct work with children.
- Integrated assessments and carer support plans are in place.
- Improvements implemented since Looked After Children inspection.

3. Finding integrated solutions: Fully achieved

Our desired outcome was that services are built around the needs of the individual and deliver "what matters." The progress we have made:

- Carried out integrated pilot; further negotiation ongoing with ABUHB.
- Mental Health pilot successful and being rolled out across Gwent.
- Majority of Intermediate Care Fund projects delivered.

4. Strengthening communities: Fully Achieved

Our desired outcome was that people are engaged in and supported by the communities and not dependant purely on statutory services. The progress we have made:

- Community coordination established.
- Small Local Enterprises project set up and My Day programme extended.
- New domiciliary care model designed and commissioning timetable agreed.

5. *Building new safeguarding and protection systems: Fully Achieved*

Our desired outcome was that people are protected and that this is achieved in ways which will empower the individual to sustain/regain control of their life. The progress we have made:

- New Adult Protection model agreed to improve responsiveness and consistency
- Robust whole authority safeguarding approach in place.
- Regional safeguarding arrangements well-embedded.

6. *Developing and supporting our people: Mostly achieved*

Our desired outcome was that all our staff are trained and motivated to deliver excellent person-centred support. The progress we have made:

- IT system developed with rescheduled implementation date of May 2015.
- New recruitment process in place and drop in use of agency workers.
- New Check In/Check Out performance appraisal system in place; need for more consistency noted in CSSIW report

Conclusion

We have made good progress over the last year in responding to the challenges that impact on social services in Wales. We have worked hard to sustain high quality services and strengthen processes and systems to ensure effectiveness. At the same time we know that more of the same is not the answer and that we need to build different relationships with people who approach us for support. Hence the developmental work described in this section is essential in recalibrating our services for the future.

“Those people I have worked with have very obviously given a great deal of thought to the emotional wellbeing and development of the child and family, and seem to always place the child at the centre of their thinking”

(Email from colleague at ABUHB)

“She has been a tower of strength to us over the last few months and it is down to her that we are still fostering”

(Compliment received via Yammer to Placement and Support Team)

Our priority actions for 2015/16

Earlier, I described our strategy with its three themes and six priorities. Here are the priority actions for this year, grouped under the six priorities. The detail of how and when these will be implemented sits within our Heads of Service plans and Service Improvement Plans.

A key question for me as Director is “how do we know how we are doing?” During 2015/16 we will need to:

- Maintain our performance against the traditional Welsh performance measures.
- Develop tools to capture the personal outcomes and views of the people we work with.

So we will be looking at:

- Traditional performance indicators (how many, how much)
- Feedback from people who use our services and their carers
- Feedback from regulators and partners
- Feedback from staff
- Personal Outcomes data
- Analysis and benchmarking

Priority	1. <i>A focus on families</i>
Outcome	That families are supported during key transitions in times of stress.
Actions	<ul style="list-style-type: none"> • Establish a Children in Care Council and develop employment opportunities for care leavers • Undertake a needs analysis of children in Monmouthshire • Continue to embed JAFF/TAFF

Priority	2. <i>Doing what matters</i>
Outcome	That people are supported to “live their own life” i.e. take more control over life they live.
Actions	<ul style="list-style-type: none"> • Implement a new Home Support model in Adults Services • Maintain performance against key indicators • Deliver our post-inspection action plan in Children’s Services

Priority	3. <i>Finding integrated solutions</i>
Outcome	That services are built around the needs of the individual and deliver “what matters”.
Actions	<ul style="list-style-type: none"> • Agree integrated model with Health based on further local delegated decision making. • Continue key Intermediate Care Fund initiatives • Work with Health to improve the child and adolescent mental health pathway

Priority	4. <i>Strengthening communities</i>
Outcome	That people are engaged in and supported by the communities and not dependant purely on statutory services.
Actions	<ul style="list-style-type: none"> • Set up Mardy Park as a community hub • Roll out My Day/ My Life in the Monmouth area • Develop place based approaches building on the community coordination approach

Priority	5. <i>Building new safeguarding and protection systems</i>
Outcome	That people are protected and that this is achieved in ways which will empower the individual to sustain/regain control of their life
Actions	<ul style="list-style-type: none"> • Implement the new adult safeguarding arrangements • Deliver positive outcome re: Estyn review of Safeguarding • Implement a consistent audit framework across children’s services

Priority	6. <i>Developing and supporting our people</i>
Outcome	That all our staff are trained and motivated to deliver excellent person-centred support
Actions	<ul style="list-style-type: none"> • Introduce new IT system across social services • Roll out dementia care training and competency framework • Ensure manageable caseloads to enable quality work across adults and children.

These are the tangible actions which will help us achieve our purpose. Behind these specific actions are a number of organisational tasks which my staff and I will be carrying out to enable us to deliver on these. For 2015/16 the internal focus will be on:

- Stabilising the budget and delivering in line with the Medium Term Financial Plan
- Maintaining and improving our performance against national performance indicators
- Developing and supporting staff at all levels.
- Effective service commissioning.

DRAFT

Performance Measures

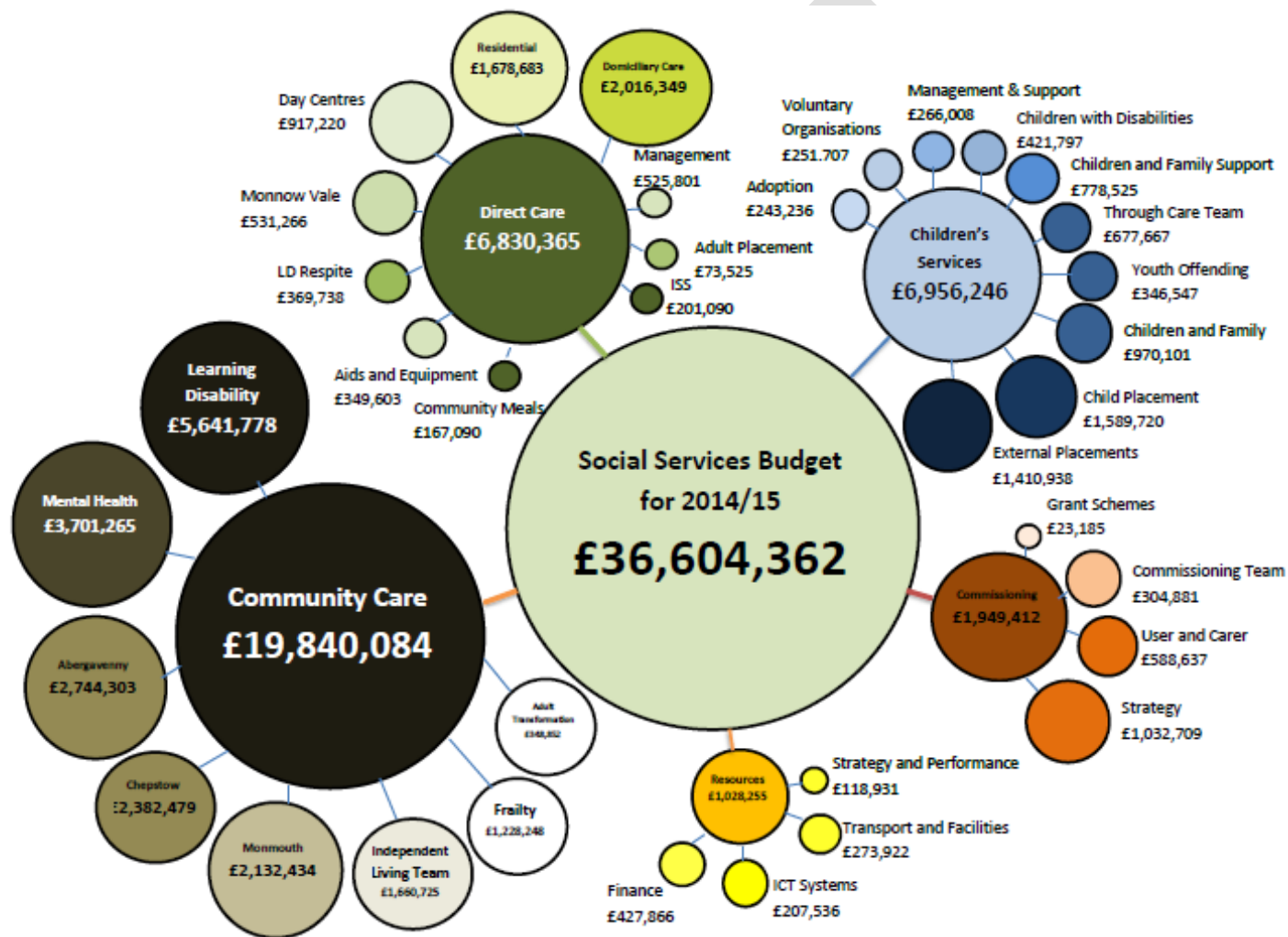
We have clear strategies to set the direction our services will be taking in the years ahead. We recognise that this is not easily measurable at the current time and that we cannot take our eyes off the basics of service delivery. We include here some more traditional and comparable measures of our performance.

	2011/12	2012/13	2013/14 ¹
The number of adults who received a traditional service during the year	2547	2570	2482
The number of children looked after at 31 March	106	101	103
The number of children on the child protection register on 31 March	79	55	37
The number (and rate per 10,000 population) of delayed transfers of care for social care reasons	21 (2.42)	16 (1.77)	17 (1.83)
The percentage of adult clients supported in the community during the year	87.6%	86.8%	86.3%
The number (and rate per 1000 population) of older people supported in residential settings	239 (12.90)	254 (13.21)	227 (11.33)
The percentage of adult clients who were reviewed during the year	65.3%	54.4%	82.1%
The percentage of carers of adults who were offered their own assessment or review	25%	72.2%	97.3%
The percentage of people who were fully independent following reablement	52%	55%	54.6%
The percentage of surveyed adult service users who were satisfied with the services they received	93%	96%	90%
The number of referrals to children's services dealt with the same day	96.7%	93.9%	99.0%
The percentage of initial assessments completed within 7 working days	77.0%	76.5%	79.1%
The percentage of Core Assessments completed within 35 working days	72.7%	81.3%	86.7%
The percentage of children looked after or on the child protection register with a social worker	100%	100%	100%
The percentage of reviews of looked after children carried out on time	100%	100%	99.6%
The percentage of reviews of children on the child protection register carried out on time	99.1%	90.5%	93.9%
The average education qualification points score of 16 year olds who have been looked after	139	269	222

For many of these measures comparable data for other areas will be available at infobasecymru.net

¹ This report is being published before our data for 2013/14 has been verified by Wales Audit Office. It is therefore subject to amendment.

What we Spend



SUBJECT: Improvement Plan 2015-17

MEETING: Adults Select Committee

DATE: 14th April 2015

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To provide members with the opportunity to scrutinise the Improvement Plan and Improvement Objectives proposed for 2015-17 ahead of a decision by Council on 23 April.

2. RECOMMENDATIONS:

- 2.1 That members scrutinise the five Improvement Objectives proposed in the Improvement Plan and the extent to which the actions are likely to achieve the objective and improve outcomes for communities.

3. KEY ISSUES:

- 3.1 The setting of annual Improvement Objectives and the production of an Improvement Plan are statutory requirements under the Local Government (Wales) Measure 2009.
- 3.2 The Improvement Plan is produced in two parts. This is the forward looking section of the plan and is focused on commitments and aspirations. It presents an opportunity to set the key actions that will deliver the priorities of education, support for vulnerable people, supporting business and job creation and maintaining locally accessible services.
- 3.3 A number of changes have been made to the format plan to respond to feedback from the Wales Audit Office as well as our own learning. These are:
- Clearer links between actions and measures
 - Being more explicit about how we will judge our success in delivering the objectives
 - The inclusion of a section on the Medium Term Financial Plan
- 3.4 The plan contains five specific Improvement Objectives. These have been updated from those agreed for 2014-15 to reflect the adoption of a fourth priority as set out in the partnership continuation agreement.
- We will drive improvement at all key stages of education
 - We will safeguard vulnerable people, whether young or old, while reducing peoples dependence on social care
 - We will enable our county to thrive
 - We will maintain locally accessible service
 - We want to be an efficient, effective and sustainable organisation
- 3.5 The plan is aligned with the three themes and nine outcome statements that members have previously committed to as partner in the Local Service Board. These are:
- 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.

3.6 Provisional performance data for 2014-15 has been included where appropriate. This allows members to understand the objectives for the year ahead in the context of the most recent performance. However members should be aware that these measures have not yet been subject to audit and therefore may change before it is published by Welsh Government in September. Targets have yet to be finalised at the time of scrutiny and will be added to the plan a head of a the decision council.

3.7 Part two of the plan, focusing on what we achieved in 2014-15 will be presented to Council in October when full audited information becomes available for publication. Prior to that select committee's will be presented with reports showing progress against the objectives set for 2014-15.

4. REASONS:

4.1 To set out clearly some of the main actions that the council is committed to in the year, enabling teams to align their work programmes with the authority's priorities for improvement and ensuring that the organisation can be held to account against its commitments.

4.2 To comply with the Local Government (Wales) Measure 2009.

5. RESOURCE IMPLICATIONS:

5.1 This plan draws together key activities that will already have been agreed by members or which will be brought forward for decisions in the year ahead, each will be come with separate resource requirements. Production of the plan itself has no resource implications.

6. CONSULTEES:

Senior Leadership Team

Wider views on the priority areas of activity have been identified through the Monmouthshire Engages events held between October and January. These have helped inform the development of the plan.

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Building Sustainable and Resilient Communities

Improvement Plan 2015 -17
Draft v1.0



monmouthshire
sir fynwy⁸⁹

Version Control

Title	Improvement Plan 2015 – 17
Purpose	This plan outlines the council's responsibility to publish its Improvement Objectives in line with the plans for the year ahead as outlined in section 15(7) of the Local Government (Wales) Measure 2009. The council is satisfied that the information given in this plan is accurate based on the information available at the time of publication.
Owner	Monmouthshire County Council
Approved by	Not yet approved
Date	31 March 2015
Version Number	1.0
Status	Draft
Review Frequency	Annual
Next review date	
Consultation	Currently Open

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Welsh Language and Alternative Formats

In line with the Council's Welsh Language Scheme, a Welsh language version of the Improvement Plan will be available on the Council's bilingual website.

Y Gymraeg a fformatau eraill

Yn unol â Chynllun Iaith Gymraeg y Cyngor, bydd fersiwn Gymraeg o'r Cynllun Gwella ar gael ar wefan ddwyieithog y Cyngor

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


If you want to comment on the council's performance or give your thoughts on issues that you feel should be set within the council's Improvement Objectives next year, please get in touch.

We have included a short form for feedback at the end of this plan. You are welcome to use this and return it to us via post or e-mail. However we welcome all views however you wish to supply them.

 improvement@monmouthshire.gov.uk

 www.monmouthshire.gov.uk/improvement

 Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

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 @MonmouthshireCC

Foreword

[foreword by Cllr Peter Fox and Cllr Phyl Hobson to be added]

Introduction

It is a difficult time for public services in Wales. We are facing a range of complex issues such as reducing budgets, increasing demand and the structural reform of local government. It is more important than ever that we are able to clearly describe the ambition we have for local services.

We have continued to hold conversations with residents and businesses through our #MonmouthshireEngages events. We know from these discussions how important local services are in a rural county and so we must work to preserve the things that our communities value. To reflect this we have added a fourth priority - maintaining locally accessible services to our long standing priorities of education, protecting the most vulnerable in society and supporting enterprise and job creation.

Some of our services are not statutory but this does not mean they are not valued by local people. Faced with such huge cuts to our funding from change is inevitable. In some cases others providers are best suited to take some services forward rather than being delivered by the council. We want all valued services to survive whichever organisation provides them: whether this is through social enterprises, mutual 'not-for-profit' companies or partner organisations.

We expect every service, including our priority ones, to be efficient and cost effective. In line with this we expect our more protected services like schools and social services to spend as little as possible on administration and management, but instead to direct their resources to delivering their services. Over the next four years of progressive cuts, the County is faced with having to make savings of £21 million out of a budget of around £150 million per year. As a council we will have to do less and we will have to manage the pressures and expectations for improvement in some areas. There are tough choices to be made in the coming years, but we intend to continue open and transparent public engagement.

This vision for our organisation chimes with the aspirations of the Future Generations Bill that places sustainability at the heart of Public Services in Wales. We have become an early adopter of the Bill and its focus on long term thinking, integration, collaboration, involvement and prevention sits well with our approach to working with communities through programmes like whole place and community coordination.

We continue to be ambitious and have high expectations for our citizens and communities, working to a vision that is shared with other public service partners to deliver 'sustainable resilient communities'. You can read more about this on the following page.

The Vision for Monmouthshire

Building Sustainable and Resilient Communities

The vision for our county is described in the Single Integrated plan for Monmouthshire. This was developed by the Local Service Board – the group which brings together the leaders of key organisations in Monmouthshire.

Public services are focused on improve social, economic and environmental wellbeing, in accordance with the sustainable development principle which seeks to ensure that present needs are met without compromising the ability of future generations to meet their own needs.

Working towards this vision we identified three themes which form part of a cohesive story about how we will achieve our vision.

Nobody is Left Behind: so that Monmouthshire is a place of cohesive communities where everybody is treated with dignity and respect and has the same opportunity to achieve.

People are Confident, Capable and Involved: where Monmouthshire is a place for people to feel safe and a place where people want to be involved; where they are confident in themselves and their abilities and how they contribute to their community.

Our County Thrives: so that Monmouthshire is a thriving county and a thriving economy to support communities and where families can live a good life. This sense of thriving also means in context of the environment and habitats and where biodiversity thrives.

Our Improvement Plan describes the contribution that Monmouthshire County Council is making to turn this vision into tomorrow's reality.

The Values that Guide us

We want to ensure communities can access and shape the county on their own terms. Our organisation will enable change on things that matter today whilst looking ahead to the things that that will be important tomorrow. We are trying to create an organisational culture that is innovative, responsive and flexible.

We have a very clear set of values that underpin the work of the Council and guide the behaviours that are expected of everyone working for us or working with us. These define us and represent what we expect of everyone within our organisation:

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

These values are our compass and are consistent points of importance as we take our work forward. These values are embedded through our [your county, your way](#) programme, which is recognised at a UK level and gives us the potential to transform public service delivery. This is about:

- An agile workforce that is fully functional in a flexible environment. This means that our people move to locations where they are needed most and in a way that they can work most effectively
- A commitment to reviewing our services to make sure they are efficient, effective and sustainable. Our staff work with service teams and with service users to encourage improved change to how services may currently be delivered
- An in-house training and personal development programme to ensure our staff are individually supported and support each other and also, learn from world-wide ideas and inspirational people
- Our staff supporting more meaningful engagement in communities

The Council, Equality and Welsh Language

The Council has shown a long standing commitment to equality and diversity. To strengthen this commitment the Council has adopted a [Strategic Equality Plan 2012 - 2016](#) to ensure our service provision, the decisions we take and our behaviours fully evaluate any impact on Protected Characteristic groups¹. The Council's over-arching Welsh Language scheme 2013-16 sets out the Council's commitment to the Welsh Language.

Sustainable Development

The Well-Being of Future Generations Bill requires public bodies to demonstrate that sustainable development is at the heart of their decision making. Monmouthshire is one of 11 local authorities and 3 National Park Authorities in Wales who have agreed to be "early adopters" of the Bill, which means we will be working to become Bill compliant throughout 2015.

The Bill requires us to improve social, economic and environmental wellbeing, in accordance with the sustainable development principle which seeks to ensure that present needs are met without compromising the ability of future generations to meet their own needs.

In achieving our wellbeing objectives we must demonstrate that we have applied the following sustainable governance principles in our decision making:

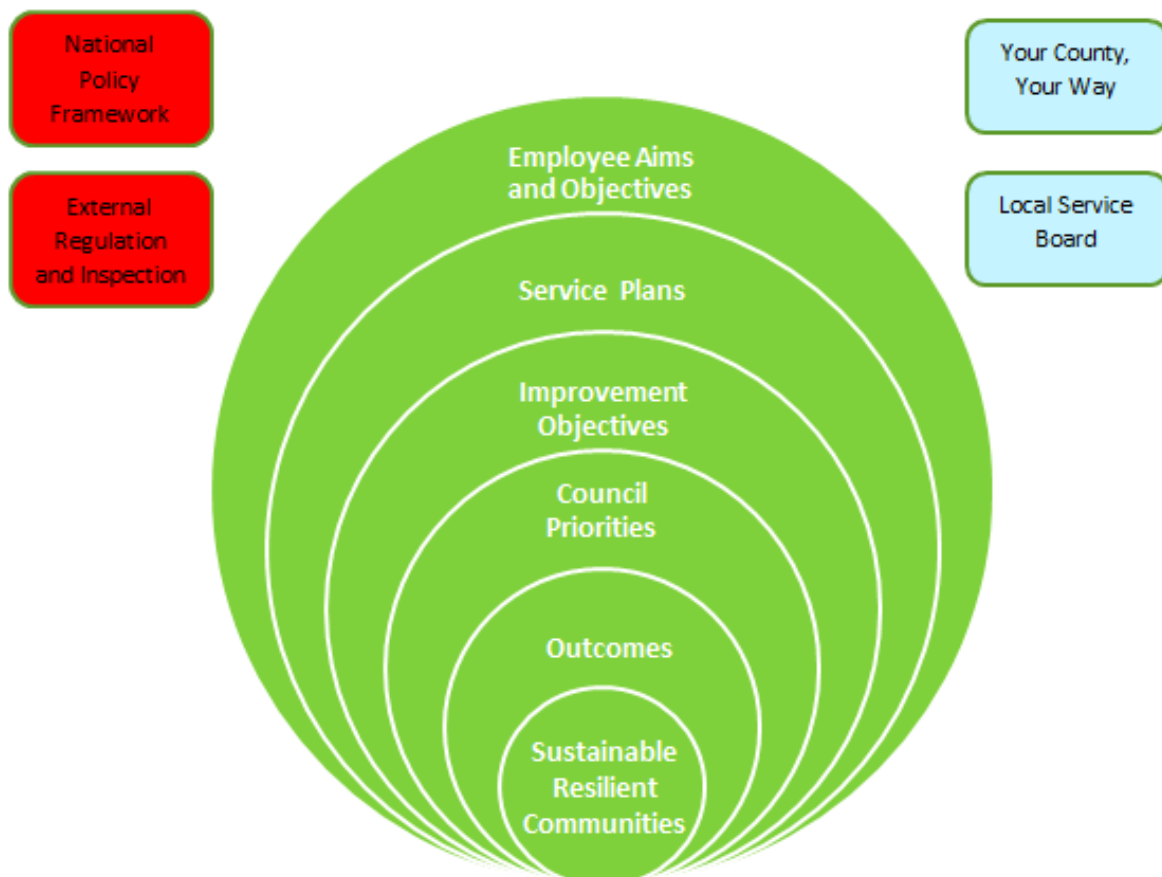
- Balancing short term needs with long term needs.
- Using an integrated approach, balancing social, economic and environmental needs.
- Involving others and taking their views into account.
- Working in collaboration with others.
- Putting resources into preventing problems

All the decisions made by the council and it's cabinet will be assessed using an equality impact and sustainable development checklist to ensure that these principles are integral to our activities.




Our Improvement Framework

Monmouthshire is an ambitious county. The strength of Monmouthshire lies in its people. Not just those on our payroll but all of the people who work with us in delivering services and achieving value for money. Our Improvement Framework makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

At the heart of our Improvement Framework is the vision of sustainable resilient communities. This is unifying purpose for the diverse range of services that we are responsible for. Each of our teams has a Service Plan that aligns to our three priorities and the outcomes we are striving to achieve and we have a range of key performance indicators so that we can keep track of our progress. Our Employee Services team help us recruit and retain people who share our values and have the skills and passion to make a real difference.



Key:

-  Performance Framework
-  Improvement Activity
-  External Influences

Our Improvement Framework is supported by a series of strategic documents that describe how the authority will use its enabling assets to improve services. These are:

Improvement Plan			
Describes how MCC will use its resources to meet the needs of local people and communities. Enables citizens to hold us to account for performance.			
Asset Management Plan	Medium Term Financial Plan	People Strategy	Local Development Plan
Describes how we manage our land and property portfolio.	Sets out the financial challenge we face & how we will meet these challenges to continue delivery services.	Draft People & Organisational strategy—connecting people to purpose to improve performance and deliver better outcomes.	The Local Development Plan sets out proposals and policies for future development and use of land in Monmouthshire.

The council's Chief Officers all publish an annual report that shows how they and the teams that work under them will contribute to building sustainable and resilient communities.

Chief Officer Report Social Care & Health	Chief Officer Report Children & Young People	Chief Officer Report Enterprise	Chief Officer Report Operations
This annual report describes the priority actions that will 'help people live their own lives' by building sustainable care and support systems.	Improving the provision of resilient, sustainable and inclusive learning and development opportunities for all our children and young people.	Describes what the directorate will do to promote an enterprising culture, in and out, that enables the development of solutions to problems.	This Chief Officer Report will describe the vision and priorities for services.

Our Priorities

Monmouthshire Council is run by a partnership administration of two political parties. They have an agreement, supported by the council to deliver against four specific priorities.

Education

Education is one of our key priorities. Performance in the summer of 2014 showed a marked improvement in the number of pupils getting five good GCSEs including English and Maths. We are now the top local authority in Wales against this measure.

Since Estyn placed our education service in special measures we have been on a relentless journey to put the concerns right and we have worked tirelessly to maintain continued improvement at all key stages. In particular we are prioritising closing the gap in attainment between those pupils eligible for free school meals and those who are not. Our action plan in response to the Estyn inspection set clear milestones for change and how we would achieve them. This is monitored regularly and we are making huge progress. We are dedicated to ensuring that the education service will be out of Special Measures by the end of 2015.

Safeguarding vulnerable people

Support for vulnerable both young and old is at the heart of our commitment to communities, but we do not want people to be dependent upon care provided either by our social services or from the Health Service. We want more people to return to independent living and so we are working to ensure we support them through integrated reablement services. We are constantly looking to deliver more support through community networks so that we meet the challenge of demographic changes in a sustainable way. In the services we provide to children who are at risk, we will not be satisfied until every known to us has a referral decision within the shortest possible timescale and those on the Child Protection Register receive their reviews promptly.

Over the past year we have made significant improvements in some of the processes to safeguard vulnerable children although we know that more work is needed. Our staff are supported to build effective relationships, listen and concentrate on what really matters to people and develop new ways to measure whether we are helping people to work towards the outcomes that they have set themselves.

We are working hard to improve our performance in addressing Homelessness to a level that is comparable with the best performing authorities in Wales.

Promotion of enterprise, economic development and job-creation

Improving the prosperity of our county remains essential if we are to remain economically resilient, prosperous and sustainable.

A key measure of productivity in the UK economy is the gross value added (GVA) per head of population. Monmouthshire's GVA is amongst the highest in Wales at £18,800 yet the average gross weekly full time earnings were below average. This indicates that although

Monmouthshire is home to the most qualified population in Wales, with those *living* in the county among the highest wage earners, those who *work* in the county have some of the lowest earnings suggesting a strong element of out-commuting. To create better employment prospects in our county we need to develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities.

We want our business environment to flourish and so we are working with our partners to support new business start-ups.

Maintaining locally accessible services

Maintaining local access to services is crucially important to us. We are a rural and scattered county. Because of the distances between our towns and settlements it is impractical to centralise services as is happening in other towns and cities. We know that once services close they are unlikely to return and so we will work hard to be cost effective in our support service and estate costs to maintain front-line delivery across the whole of our county.

We will closely monitor the performance of local services and track performance over time as budgets are reduced to ensure that standards remain above a set threshold. You can read more about these standards in the Medium Term Financial Plan section of the Improvement Plan which shows how service standards in our non-priority areas will be monitored as our budgets are reduced in the coming years.

2015 - 16 Improvement Objectives

It is important that what we spend our effort and resources doing reflects the views of communities as well as national policy. We have engaged with citizens and partners throughout the year which helps us to shape our Improvement Objectives for the year ahead.

The vision in the Single Integrated Plan was built on a platform of extensive consultation and engagement and as a result has been based on the issues people told us were important. This Improvement Plan aligns closely with that direction.

Between October and February this year we once again held Monmouthshire Engages events and roadshows. These well attended events help us shape our improvement objectives by giving us an important insight into the things that matter to local people. Some services are not-statutory but this does not mean they are not valued. This year the council has adopted a new improvement objective to reflect this *maintaining locally accessible services*.

Over the next few pages you can read more on these about the things we will be doing and the measures we have put in place to test whether they are working. We try to be clear on our commitments so we can be held to account by citizens and by regulators such as the Wales Audit Office, Estyn and the Care and Social Services Inspectorate for Wales.

Data showing comparisons with other council areas in Wales will be released by the Welsh Government in September. In the meantime you can see the latest available data at www.infobasecymru.net. You can also see more of our measures in the final section of this report.

How we will assess our effectiveness

We will assess our progress against each improvement objective on a scale of 1 to 6 based on the following principles and the evidence of the progress and impact made:

Level	Definition	Description
6	Excellent	Excellent or outstanding – All performance measures will have achieved the target set and all actions will have been delivered.
5	Very Good	Major strengths – A significant majority of actions and measures are on track. No more than one or two falling short.
4	Good	Important strengths with some areas for improvement – The weight of evidence shows that successes are greater than the areas which have not been achieved.
3	Adequate	Strengths just outweigh weakness – The evidence of success marginally outweighs areas which are not on track. Some actions are behind schedule and some measures are falling short of planned targets.
2	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
1	Unsatisfactory	Major weakness – In most areas performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

Objective 1

MCC Improvement Objective 1: We will drive improvement at all key stages of education			
Council Priority: Education		Single Integrated Plan Outcome: People have access to practical and flexible learning	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
We will provide practical and flexible learning by: <ul style="list-style-type: none"> • Redesigning our schools and making them fit for purpose • Offering a more flexible education system that meets the needs of pupils, their families and employers • Improving access to education for vulnerable groups • Addressing key factors to underachievement 		Education is one of the four priorities for the council. Following a critical Estyn Inspection in 2012 we are working hard to maintain performance at all key stages. While at a headline level our key stage 4 results are the best in Wales we still need to narrow the gap in attainment between those who receive free school meals and those who don't.	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Continue to commission and monitor the regional Education Achievement Service (EAS) to challenge, support and develop teachers to continuously raise standards in the classroom and create a culture that nurtures excellence.	December 2016	<p>We have consolidated our position as a top performer in Wales at all key stages of education</p> <p>At least two thirds of our primary schools and all of our secondary schools will be in the top quartile when compared to similar schools across all key stages.</p>	<p>Measure: Results at Foundation Phase, Key stage 2, Key stage 3 and Key stage 4.</p> <p>Measure: Percentage of schools in the top quartile across all key stages</p> <p>Measure: Reduction in the use of powers available to us under the School Standards Act</p>
Develop robust assessment processes to make sure that we can intervene at the earliest possible opportunity with corrective actions that will achieve the best outcomes for all learners.	December 2016	A reduction in the gap in attainment between those on free school meals and those who are not	Measure: Percentage of pupils achieving the core subject indicator at all key stages i) not eligible for free school meals and ii) eligible for free school meals

What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success		
Continue to deliver our Post-Inspection Action Plan to develop services and governance arrangements which address the recommendations made by Estyn in 2012.	December 2015	We will satisfy Estyn that we are an effective Local Education Authority and will be removed from special measures.	Milestone: The authority will no longer be in Estyn special measures		
Deliver, through the 21 st century schools programme, two new secondary schools and a primary school. We will identify future priorities for new schools through the Education Review.	Raglan Primary - September 2015 Caldicot Secondary and Monmouth Comprehensive - March 2017	New school sites supporting a progressive and immersive curriculum fit for the requirements of the 21st Century life.	Measure: Number of school builds completed and occupied on time.		
Restructure the provision for children and young people with Additional Learning Needs to achieve a sustainable, flexible and responsive services that are inclusive for all and delivered at point of need.	March 2017	There will be hubs for ALN in the north and south of the county which schools will work through in order to meet the needs of children The number of Statements issued will continue to fall and the number of School Action Plus Resource Assist (SAPRA) agreements will increase.	Milestone: ALN Hubs are in Place Measure: Number of statements and SAPRA agreements.		
Invest in ICT, enabling schools to maximise the impact of technology to create immersive and inclusive classrooms which support the learning needs of students across the whole curriculum.	December 2016.	A rolling programme of investment for ICT enabled classrooms is in place across all Monmouthshire schools.	Milestone: Funding is secured and a project plan for roll-out completed		
How will we know the difference it has made		2013/14	2014/15	2015/16	

	(12/13 Academic Year)	(13/14 Academic Year)	Target (14/15 Academic Year)
Percentage of pupil attendance in primary schools	94.4%	95.8%	95.8
Percentage of pupil attendance in secondary schools	93.5%	94.6%	94.5%
The percentage of pupils achieving the Foundation Phase indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 91.9% ii) 74.6%	i) 92.2% ii) 82.6%	i) 94% ii) 76%
The percentage of pupils achieving the Key Stage 2 Core Subject Indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 91.2% ii) 75.8%	i) 92.2% ii) 70%	i) 92% ii) 72%
The percentage of pupils achieving the Key Stage 3 Core Subject Indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 83.7% ii) 59.6%	i) 86.9% ii) 66.3%	i) 89% ii) 72%
The percentage of all pupils achieving Key Stage 4 Level 2 Threshold including English or Welsh and Maths i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 61.6% ii) 26.7%	i) 71% ii) 25%	i) 73% ii) 35%
The percentage of schools in the uppermost quartile for: i) Foundation Phase Indicator ii) Key Stage 2 Core Subject Indicator	i) 35.5% (11/31) ii) 16.1% (5/31)	i) 35.5% (11/31) ii) 16.1% (5/31)	i) TBC% ii) TBC%
The number of children with: i) Statements of Special Educational Need ii) School Action Plus Resource Assist	i) 425 ii) 0	i) 399 ii) 0	Shifting balance from statements to SAPRA
Longer Term Measures	2013/14	2014/15	
Percentage of pupils leaving education, training and worked based learning without a recognised qualification	0.4%	0.1%	
Percentage of pupils who have been looked after leaving education, training and worked based learning without a recognised qualification	0%	0.3%	
Percentage of 16 year olds who are not in education, employment or training	3.8%	2.8%	
What resources will we use?			
The budget for the education service in 2014/15 was £46,078,922. The annual cost of educating a child for a year in one of our secondary schools is £6,111 and it costs £517 per pupil per year for school transport. Our 21 st Century Schools Programme will be financed through Capital Funding which is a separate budget jointly funded by Welsh Government and the local authority. The full programme will result in investment of £75 million in Monmouthshire schools.			

Partners we are working with?

Education Achievement Service, Estyn and the Welsh Government.

Want to find out more?

Take a look at the [annual report](#) of the Chief Officer for Children and Young People on our website. Education performance is regularly reported to Children and Young Peoples Select Committee. Copies of the reports can be viewed on our website <http://www.monmouthshire.gov.uk/meetings/>

Objective 2

MCC Improvement Objective 2: We will safeguard people, whether young or old, while reducing peoples dependence on social care			
Council Priority: Safeguarding vulnerable people		Single Integrated Plan Outcome: Families are supported & Older people are able to live their good life	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
<p>For families to feel supported we need to:</p> <ul style="list-style-type: none"> • Support our families earlier to prevent them becoming more vulnerable. • Better co-ordinate support which can react more quickly. <p>For older people:</p> <ul style="list-style-type: none"> • Enable older people to be fully independent, maintaining good mobility, health and well-being. • Nurture good support networks in the community. • Enable older people to do what matters to them • Focus on preventative health and well-being programmes for older people to live their good life we need to: 		<p>Protecting the vulnerable is one of our four priorities. In the current financial and demographic context if we don't find ways to support people to find better solutions we will end up rationing services and only intervening in crisis situations. The human cost of failing to have the right conversations at the right time includes young people placed in institutional placements away from home and older people experiencing isolation and loneliness in their communities</p>	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see? (choose one)	How we will Measure success
Develop area based approaches which deliver more support through community networks	March 2016	People are engaged in and supported by communities and not just dependent on statutory services	Measure: Number of people needing long term care packages
Implement the new adult safeguarding system	March 2016	We have a robust process for managing adult protection issues with more proactive preventative approach to adult protection issues.	Milestone: A comprehensive service review has been carried out and a new team structure has been developed
What will we do?	Timescale/	What difference will it make? / If	How we will Measure success

	milestone	we are successful what will we expect to see? (choose one)		
Ensure that senior leaders have good quality information and analysis available to provide assurance that children and young people are being safeguarded.	December 2015	People are safeguarded because we are working more effectively at a whole authority level.	Milestone: We receive confirmation from Estyn that we are effectively safeguarding children	
Deliver the children's services action plan in response to the CSSIW in their latest inspection report including: application of referral thresholds, timely initial assessments, quality of risk assessment and record keeping.	March 2016	We will have put actions in place to address the recommendations made by CSSIW	Milestone: The majority of actions in the action plan will have been delivered. Measure: Percentage of referral decisions made in one day Measure: Percentage of child protection reviews completed on time	
Introduce and embed a new efficient and effective social services care management ICT system.	July 2015	Changing practice is supported by a new ICT system which releases social worker time to focus on client needs	Milestone: New System in place	
We will strive to improve our performance in addressing Homelessness.	March 2016	Homelessness prevention is comparable with the best performing authorities in Wales.	Measure: Percentage of potentially homeless households prevented from becoming homeless	
How will we know the difference it has made		2013/14	2014/15	2015/16 Target
Number of older people receiving traditional long-term community based packages of social care		1168	1116	[TBC]
Percentage of reviews of children on the child protection register that were carried out on time		90.5	96.9	100
Percentage of referral decisions to children's services made within one day		99.0	98.7	100
Percentage of adult protection referrals where the risk is managed		81.2	100	100
Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months		24.2	47	[TBC]
Longer Term Measures		2013/14	2014/15	
Percentage of people using social services who report that they are happy with the service they receive		96	92	
Cost avoidance associated with delivering integrated adult social care and community coordination		£27,000	£211,978	

What resources will we use?

The budget to support vulnerable people was £38,278,127 in 2014/15. It costs us around £43,926 to look after a child in the care system and £8,766 to support an older person in their own home for a year.

Partners we are working with?

Gwent Police, Aneurin Bevan University Health Board, GAVO, other local authorities in Gwent, Welsh Government

Want to find out more?

Take a look at the [annual report](#) of the Chief Officer for Social Services and this [short animation](#) that describes some of our work.

Objective 3

MCC Improvement Objective 3: We want to enable our county to thrive			
Council Priority: Supporting business & job creation		Single Integrated Plan Outcome: Business and enterprise & protect and enhance the environment	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
<p>To enable business and enterprise to prosper in Monmouthshire, we need:</p> <ul style="list-style-type: none"> • Better paid local employment opportunities • To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises. • Retain more of the spend of visitors, citizens and businesses within Monmouthshire. <p>To enhance and protect our environment we need to:</p> <ul style="list-style-type: none"> • Produce less waste and recycle more. 		<p>This objective aligns closely with the single integrated plan for Monmouthshire. For our county to thrive we need to continue to work with our residents, invest in communities and base our delivery on ‘what matters’ to people in their communities. Shaping our approach like this will help us to meet needs and expectations of our residents and join up our services to make more efficient use of increasingly limited resources.</p> <p>The objective brings together three inter-related elements of our approach; supporting and encouraging enterprise and job creation, whole place area delivery and minimising the impact on the environment.</p>	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Complete a review of community governance and develop a Whole Place Plan for Lower Wye	September 2016	A more dynamic model reflecting local needs and new ways of working more closely to the community A plan with a long term vision and clear and connected priorities for local action	Milestone: Community Governance review completed. Milestone: Whole Place plan completed and approved by cabinet.
Continued delivery and development, working with partners, of the Monmouthshire Business and Enterprise business support package including; support, signposting, training, events and development of a web portal to assist pre start and existing business in	Ongoing	Monmouthshire Business and Enterprise support results in increased business and employment opportunities in Monmouthshire	Measure: The number of new business start-ups supported Measure: The number of jobs created following assistance

Monmouthshire.				
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success	
Promote the rollout and exploitation of high speed broadband across the County for both businesses and communities, including promotion of the Superconnected Cities voucher scheme to businesses and launch of a dedicated website for information on broadband and mobile infrastructure opportunities	March 2016	The infrastructure and platform is provided to ensure that communities and businesses are digitally enabled.	Milestone: Establish a baseline of business premises that have high-speed broadband Measure: Percentage of residential properties that have access to high-speed broadband Measure: Number of businesses that successfully submit applications to the Superconnected Cities voucher scheme.	
Complete the Monmouthshire recycling service review	December 2015	A long term recycling strategy for Monmouthshire.	Measure: Percentage of waste that is recycled Measure: Percentage of waste that is sent to landfill	
Continue the implementation of the pollinator policy which involves reducing the number of cuts to grassed areas and verges, where safe to do so, and planting of annual wildflower displays.	Ongoing	The creation of pollinator friendly habitats in the County	Measure: Area of grass verges planted with pollinator friendly plants Measure: Area of land with reduced cuts per year to support vegetation growth.	
Create employment opportunities for young people leaving the looked after system	March 2016	More young people who have previously been in the care system end up in education, employment or training	Measure: Percentage of young people who were formerly in care who are in employment or training at the age of nineteen.	
How will we know the difference it has made		2013/14	2014/15	2015/16

			Target
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners	103	90	TBC
Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners	124	129	TBC
Percentage of municipal waste collected that is sent to landfill	34%	19%	TBC
Percentage of municipal waste that is prepared for reuse or recycled	63%	66%	Maintain 2014/15 rate
The area of grass verges planted with pollinator friendly plants	0	28,104m ²	29,500m ²
The area of land with reduced cuts per year to support vegetation growth	0	87,109m ²	130,000m ²
Longer Term Measures	2013/14	2014/15	
Average wage levels in the county (gross weekly pay by workplace) ²	£427	£466	
Number of active enterprises per 10,000 population aged 16-64 ³	660	679	
Unemployed persons as a percentage of those Economically Active ⁴	5.1%	4.8%	
Percentage of working residents who work within Monmouthshire ⁵	58.6%	55.8%	
What resources will we use?			
The budget for Enterprise was £1,780,928 in 2014/15. The annual revenue budget for the operations area is £17,861,000 It costs around £140 per household to collect waste, we have to pay tax for each tonne of waste that is sent to landfill rather than being recycled.			
Partners we are working with?			
Community and Town Councils, local citizens, local community groups, businesses along with national and international organisations and our key partners such as Aneurin Bevan University Health Board, Gwent Police and Housing Associations			
Want to find out more?			
For more information take a look at the Whole place area on our website. You can also view our Business Growth and Enterprise Strategy , information about Waste & Recycling in Monmouthshire and latest updates on the pollinator policy			

Objective 4

MCC Improvement Objective 4: Maintaining locally accessible services			
Council Priority: Maintaining locally accessible services		Single Integrated Plan Outcome: People have good access and mobility and People protect and enhance the environment	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
For people to have good access and mobility, we need: <ul style="list-style-type: none"> To ensure rural communities have good access to services To enhance our environment, we need: <ul style="list-style-type: none"> To enable people to enjoy more of Monmouthshire. To realise the potential to partner-up with neighbouring destinations. Better use of natural assets for outdoor pursuits and activities 		The political administration's Continuance Agreement makes it clear that while there are tough choices to be made in the next two years the council will seek to ensure all valued services survive whether they are best placed to be provided by the Council or other organisations.	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Establish five community hubs which bring together libraries and one-stop-shops;	Caldicot, Chepstow, Monmouth and Usk September 2015 Abergavenny September 2016	A single venue maintained in each town for accessible face to face contact services with the Council.	Milestone: Operating Hub models in Caldicot, Chepstow, Monmouth and Usk – September 15 Operating Hub model in Abergavenny – September 16 The number of library materials issued
Complete a review of Monmouthshire County Council's core cultural services and attractions	July 2015	Maximise the potential of our cultural assets.	Milestone: The review is completed and the outcome options of the review presented to members

What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success		
Continue to operate 4 leisure centres by maximising their commercial potential.	Ongoing	Maintain four leisure centres in Monmouthshire in Abergavenny, Caldicot, Chepstow and Monmouth while reducing spend.	Measure: Number of visits to sport and leisure centres		
Identify Rural Development Plan (RDP) programmes for the next funding period 2014-2020	July 2015 onwards	RDP funding that can be used to help our county thrive is attracted into rural areas.	Milestone: Local action group agree the projects that will be funded.		
Establish a coherent and consistent volunteer framework for the authority.	December 2015	The authority supports and coordinates volunteers to maximise their impact	Milestone: Volunteer strategy developed. Milestone: Outcomes framework developed to measure the impact of volunteering on communities.		
How will we know the difference it has made		2013/14	2014/15	2015/16 Target	
Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity		8099	Completed annually	[TBC]	
Number of library materials issued, during the year, per 1,000 population		5828	5810	[TBC]	
Longer Term Measures		2013/14		2014/15	
Percentage of children who are physically active (hooked on sport for life)		42%		Completed biannually	
Total number of tourists per year ⁶		2,052,500		Completed annually	
Total income generated from tourism per year ⁷		£165.08million		Completed annually	
What resources will we use?					
The budgets for local services were £19,625,695 in 2014/15. It costs around £331,000 per year to run a library and £442,704 to run a leisure centre.					
Partners we are working with?					
Welsh Government, Newport City Council, The European Agricultural Fund for Rural Development, Housing Associations, Gwent Association of Voluntary Organisations (GAVO)					
Want to find out more?					
You can view information on the Implementation of Community Hubs and keep up to date on the latest with the Rural Development Plan online. For information on leisure promotions and offers visit www.monmouthshire.gov.uk/leisure					

Objective 5

MCC Improvement Objective 5: We want to be an efficient, effective and sustainable organisation.			
Council Priority: Being an efficient organisation helps us to maximise the impact on the council's priorities		Single Integrated Plan Outcome: This Objective helps us maximise our impact on delivering the vision of sustainable resilient communities	
What the Single Integrated Plan identifies that we will contribute to		Why have we chosen this?	
This objective is about our efficiency and effectiveness as an organisation. By doing the basics well we can maximise the amount of money that we can spend on front-line services.		The scale and magnitude of the challenges now upon Local Government are unprecedented and these future challenges are mounting. Alongside severe financial constraint as reflected in our Medium Term Financial Plan, we face changes in customer needs and expectations, together with challenges as a result of new technologies and regulatory and policy changes. We must continue to develop and implement processes and ways of working that will help us meet these challenges to maximise our chances of success and remain relevant to the citizens we serve.	
What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success
Embed a consistent performance appraisal approach (check-in, check-out) for staff and relate this to our workforce development programme	March 2016	All staff have regular appraisals and their personal objectives are focused on delivering the things that matter most to the people of Monmouthshire	Measure: Percentage of staff that require a performance appraisal who have completed an appraisal.
Put in place an updated three year medium term financial plan.	December 2015	A balanced financial plan for the next three years guiding key areas to reduce cost and generate income.	Measure: Delivery of the budget within a parameter of +/- 0.5%.
Deliver the approved budget savings for 2015/16	March 2016	the authority continues to deliver services within budget despite an increasingly difficult financial settlement	Measure: Percentage of savings in the budget being delivered

What will we do?	Timescale/ milestone	What difference will it make? / If we are successful what will we expect to see?	How we will measure success		
Evaluate the effectiveness of the authority's ICT infrastructure and networks, and the associated ICT equipment and access provided to staff.	December 2015	Ensures that ICT investment is aligned to established needs of services	Milestone: Production of an Annual Business Plan for Shared Resource Services (SRS) Milestone: An effective suite of measures in place to track performance of ICT services		
Improve the speed of decision for Housing benefit applicants	March 2016	Housing benefit is paid promptly to those who need it.	Measure: Percentage of housing benefit decisions made within 14 days		
Continue to rationalise the council's property portfolio.	March 2016	Maximise the benefits of the property and land owned by the council.	Measure: Percentage of capital receipts delivered in line with forecasts. Milestone: Complete two Community Asset Transfers		
How will we know the difference it has made		2013/14	2014/15	2015/16 Target	
Revenue outturn expenditure against budget and percentage over/underspend		£1.227 million 0.8% underspend	£1.021m 0.7% overspend	+/- 0.5%.	
Percentage of budget savings delivered		86%	93%	100%	
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence		11.9	9.93	10	
Percentage of staff that require a performance appraisal who have completed an appraisal		N/A ⁸	76%	100%	
Percentage of new housing benefit claims decided within 14 days		94%	98%	100%	
Other indicators of the Outcome of our work		2013/14	2014/15		
Percentage of people who agree the local authority provides high quality services. ⁹		63%	[pending]		
Percentage of national performance indicators that are improving or at maximum ¹⁰		70%	79%		
Percentage of national performance indicators that are in the top quartile		32%	53%		
What resources will we use?					
The amount of the council's budget spent on support services such as ICT, HR and Accountancy is £11,541,909					
Partners we are working with?					

We are involved in over 100 collaborative projects and partnerships. Details can be found [here](#)

Want to find out more?

Visit our website www.monmouthshire.gov.uk or follow us on twitter @monmouthshireCC for the latest news. Our draft people and organisational development [strategy](#) is available on our website, where you can also view our Asset Management [plan](#) and latest [budget proposals](#)

Medium Term Financial Plan

Over the next four years of progressive cuts, the County is faced with having to make savings of £21 million out of a budget of currently around £150 million. As a council we will have to do less and we will have to manage expectations for improvement in some areas.

Within our Medium Term Financial Plan we have set out the key areas of our work that we will need to deliver to reduce cost and generate income.

When we agreed our budget for financial year 2015/16 we set out the actions that need to be taken to achieve a balanced budget and those that we have already sanctioned that start to close the gap in future years. In headline terms these include:

- We are investing an additional £900,000 in children's social services.
- We will strive to hold the level of funding for schools over the next three years but cannot finance increases for pay and price inflation;
- We will build two new secondary schools and complete the new Raglan Primary School and are committed to providing two further new secondary schools for Abergavenny and Chepstow once funding is secured.

However:

- We will be reducing spend on highway maintenance;
- We will continue to reduce spend on the waste collection services, but in so doing will continue our expectation of even higher recycling rates;
- In the medium term dedicated tourist information centres will cease, unless financially supported from other bodies.
- We will look hard at what we spend transporting children to schools so we can focus investment in core teaching and learning;

The partnership continuance agreement recognises maintaining a breadth of service delivery will be challenging with progressive reductions in funding. While clear priority areas have been established, as a council we will have to will have to manage expectations for improvement in some areas and maintain service standards. The indicators below show the performance we can expect in some of these areas:

Maintaining standards	2013-14	2014-15	2015/16 Target
Percentage of programmed high risk food premises inspection completed	100%	TBC	100%
Average number of days to repair street lamp failures	4.6 days	3.0 days	3.5
Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.38%	99.5%	99.0%
Percentage of reported Fly tipping incidents cleared within 5 days	95.98%	97.78%	95%
Percentage of A roads that are in overall poor condition	3.0%	TBC	Maintain 14/15 level
Percentage of B roads that are in overall poor condition	5.3%	TBC	Maintain 14/15 level

Regulation and Inspection

Close working with our regulators and inspectors to quality assure our activities is vital to ensuring improvement. We use their assessments to help us focus the things we need to improve across the council.

Our regulators Wales Audit Office (WAO) produced their latest [Annual Improvement Report](#) in summer 2014. This comments on how we delivered services in 2013/14 and on how the council plans to improve. During early 2015 the WAO also conducted a Corporate Assessment, a large-scale inspection that all councils in Wales experience once every four years. The findings of this report will be published during summer 2015 and will be available for download from the [WAO website](#).

Inspection reports about education and social services are produced by specialist regulators, [Estyn](#) and the [Care and Social Services Inspectorate](#). Their latest reports are available online.

In February 2015 CSSIW published an inspection report on Children's Services which can be downloaded from the above link. It made ten recommendations

The authority is currently receiving regular monitoring visits from Estyn. The most recent of these was in March 2015 looking at performance management arrangements. The outcomes of these visits are not published by the regulator they are however placed on the council's website when they are reported at meetings.

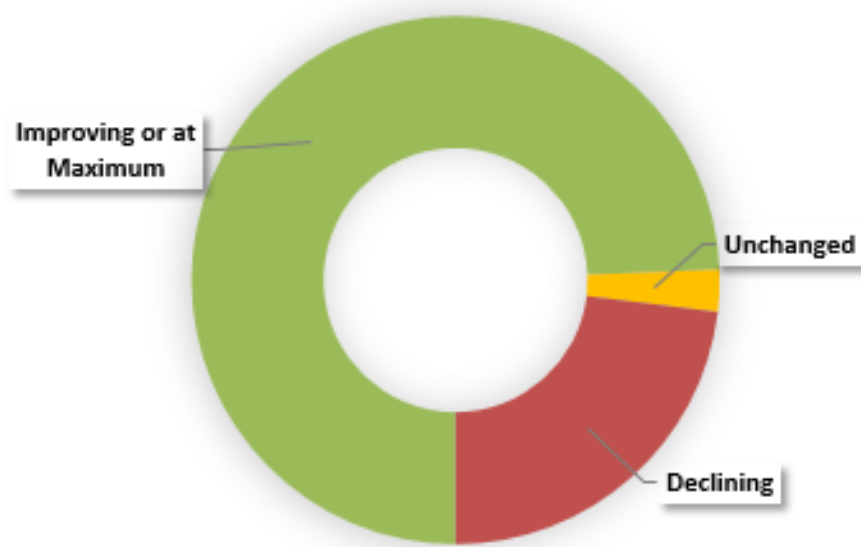
Our Performance

We measure the results of our work against the things we have described our Improvement Objectives. As local priorities these can't always be compared easily with other areas – and sometimes the things we are trying to achieve like people living a good life or enhancing the environment are not always easy to measure. To make sure that people can understand how well their council is doing in comparison to other local authorities in Wales we have a national performance measurement framework.

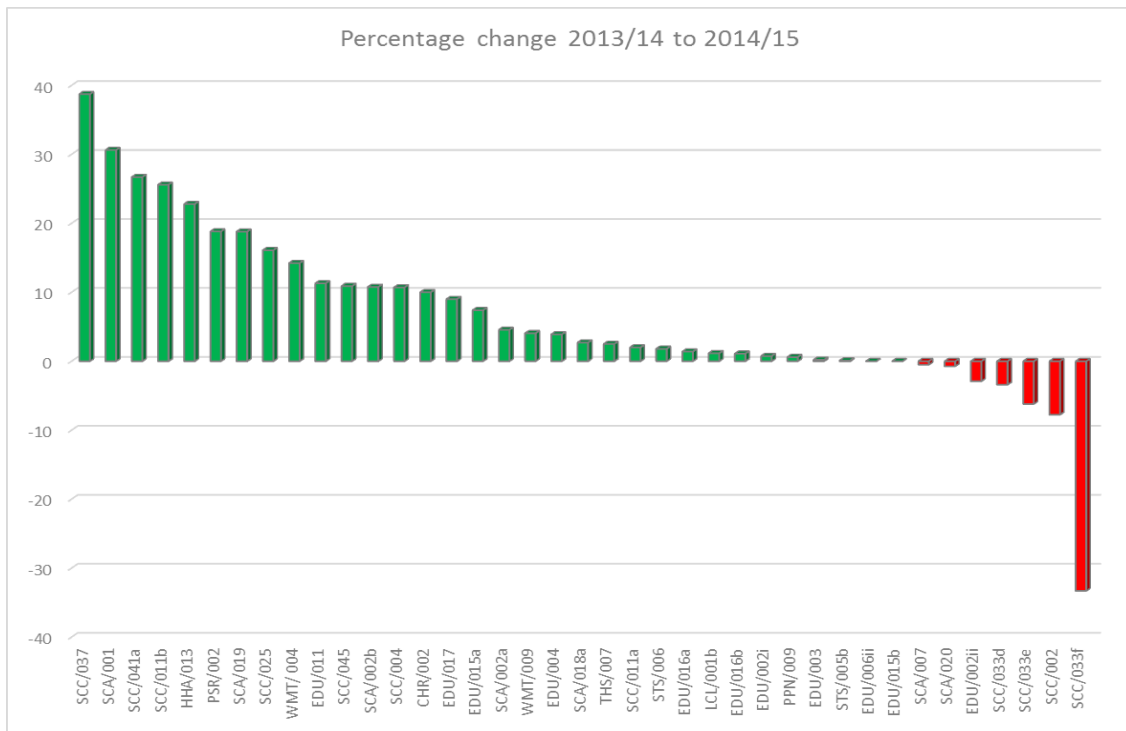
All local authorities in Wales are required to measure their performance using a nationally agreed set of measures. These are examined by our auditors to make sure we are publishing accurate data.

It is not always easy to compare performance across very different communities. Even in a small nation like Wales places vary greatly in terms of social, economic and environmental conditions whereas some of our local priorities, such as economic prosperity and job creation are not featured in the national framework.

Our finalised performance data will be published in the second part of this plan in October, once comparable data is made available to us. In the meantime our own analysis of performance on key indicators in the national framework in 2014/15 compared to 2013/14 showed that 79% of comparable measures improved:



A breakdown of which indicators were improving and which were declining is shown in the following chart. The detail sitting behind the charts including a description of the indicators is contained in appendix 1 of this report. Due to the timing of this publication much of this data, with the exception of education performance, is provisional and has yet to be verified by our auditors.

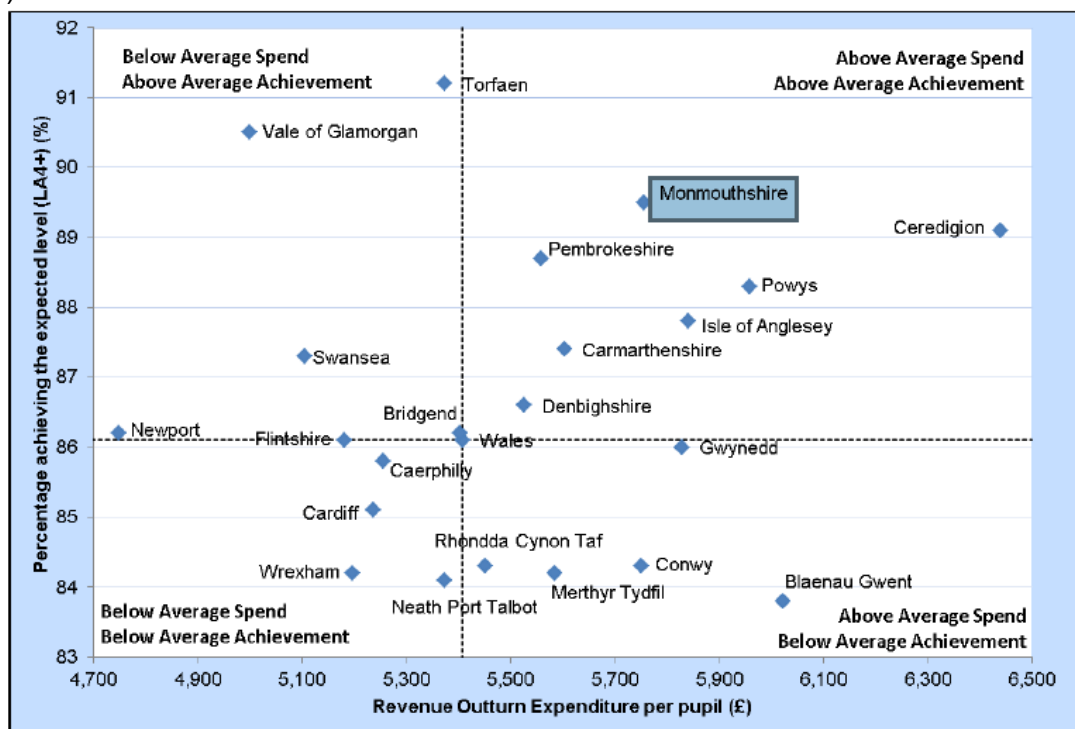


Value for Money

In 2014/15 Monmouthshire received the lowest level of funding per head of population of any local authority in Wales. Welsh Government has produced and published four charts that show local authority performance in the context of expenditure for selected services.

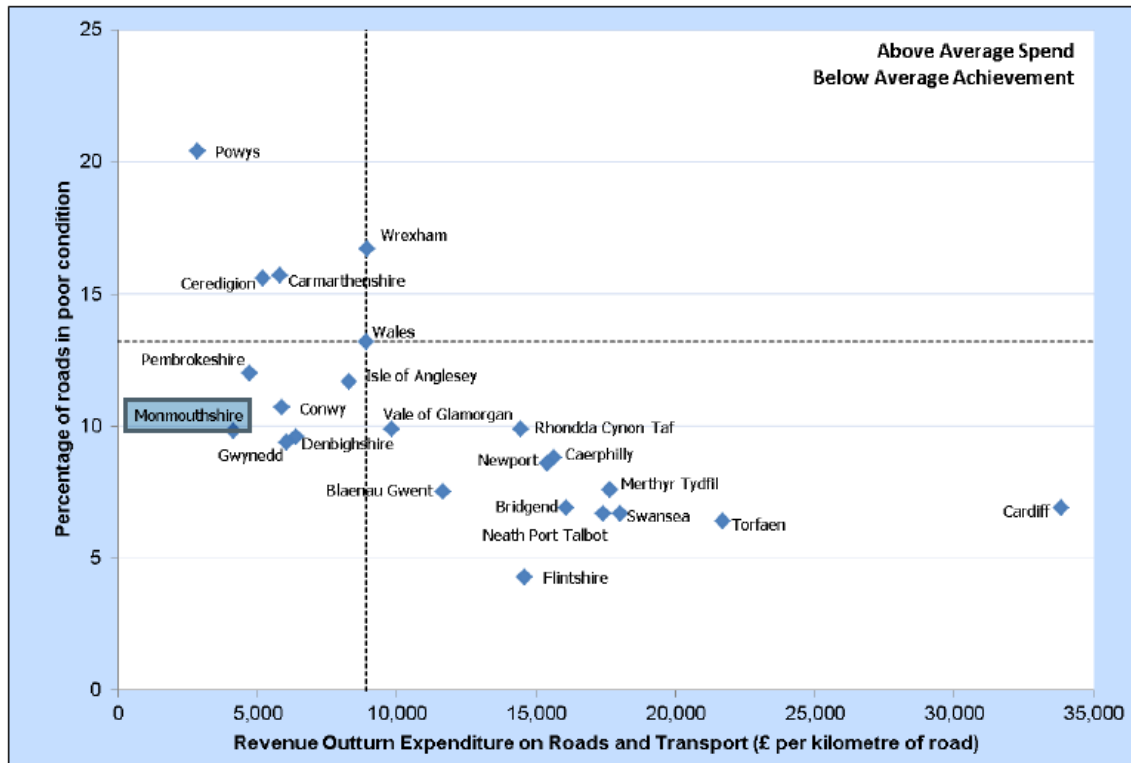
Education

Revenue Outturn Expenditure per pupil, 2013/14 and Percentage Achieving Expected Level (L4+) 2013¹¹.



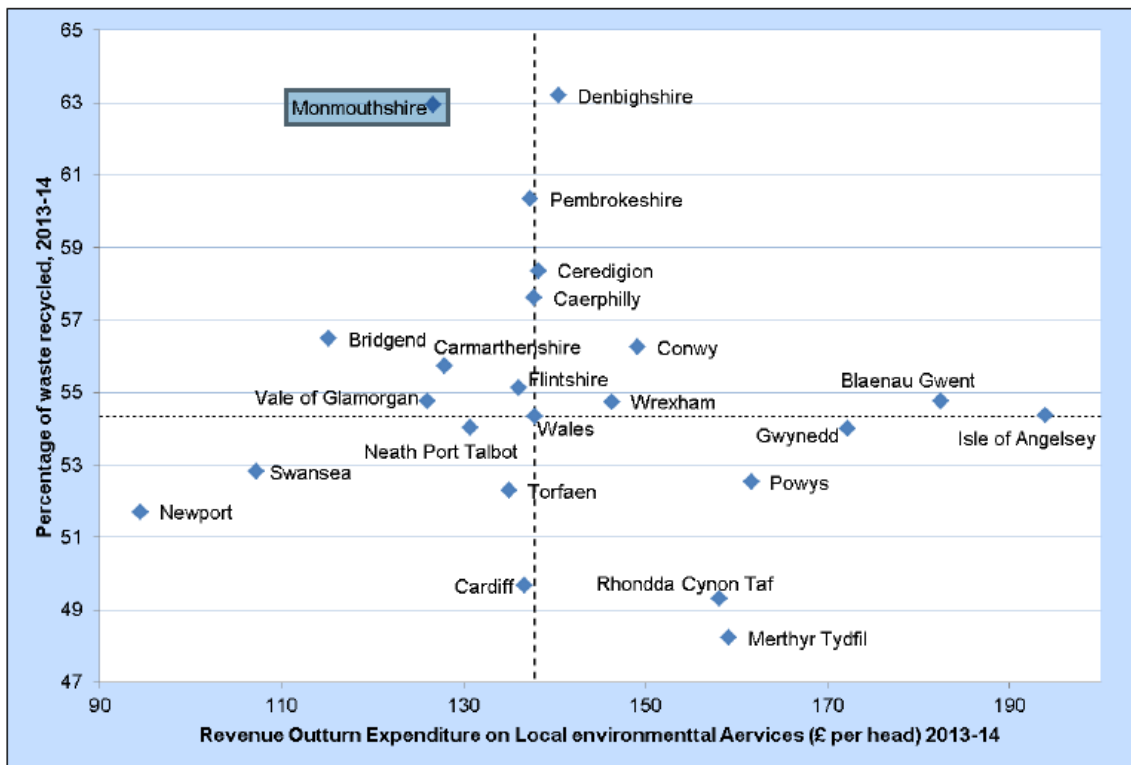
Roads and Transport

Revenue Outturn Expenditure, Roads and Transport per Kilometre of road and percentage of roads in poor condition 2013-14. ¹²



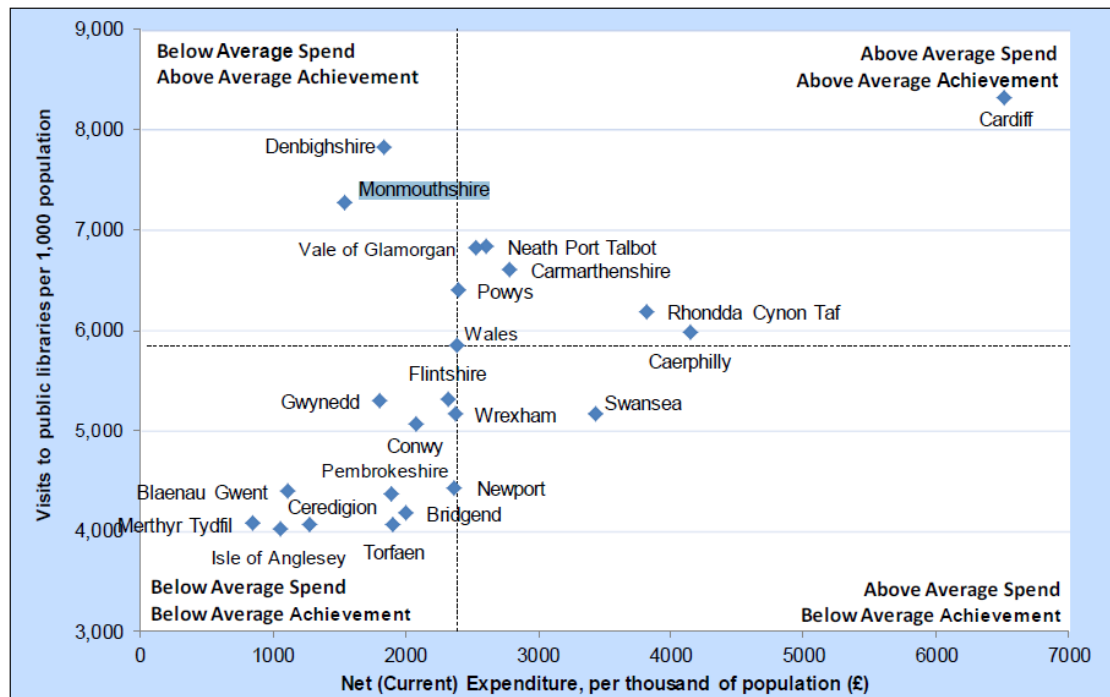
Waste and Recycling

Revenue Outturn Expenditure on Local Environmental Services (a) per head and Percentage of Waste Recycled, 2013-14



Libraries, Culture, Sport and Recreation

Revenue Outturn Expenditure per head on Libraries, Culture, Heritage, Sport and Recreation and Visits to Public Libraries per 1,000 head of population, 2013-14



The national performance measurement framework only allows us to compare with other councils in Wales rather than with the whole UK.

To allow a wider comparison of performance based on the outcomes we are striving for we have selected a number of nationally published measures to show how Monmouthshire compares with the rest of Wales and, as far as possible, with the UK. We will publish this information in our stage 2 Improvement Plan in October.

Appendix 1: National Performance Measures

The Council is responsible for a range of services that are not necessarily priorities for improvement in the year ahead. However we recognize that all of these services are important. We monitor how well we are performing throughout the year as we strive to maintain standards and where resources allow, deliver improvement.

This section contains measures which are comparable with other authorities but do not necessarily feature in our improvement objectives. Data for 2014/15, where included is provisional and has not yet been subject to audit. It has been included here to help readers understand our improvement priorities in the context of the most recently available set of data. A full and comprehensive performance report of all nationally comparable measures will be published in October. **Note to members – When the agenda was distributed targets were in the process of being set. They will be available in the version of this plan presented to council on 23rd April.**

Ref		2013/14	2014/15 (latest)	Trend
EDU/002i	The percentage of all pupils in local authority schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification	0.4	0.1	Improved
EDU/002ii	The percentage of pupils in local authority care, and in local schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification.	0	2.9	Declined
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	89.3	89.5	Improved
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	80.3	84.2	Improved
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0	0	unchanged
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	472.6	526	Improved
EDU/015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	57.1	64.5	Improved
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	100	100	At Maximum
EDU/016a	Percentage of pupil attendance in primary schools	94.4	95.8	Improved
EDU/016b	Percentage of pupil attendance in secondary schools	93.5	94.6	Improved
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	57.3	66.3	Improved

Ref		2013/14	2014/15 (latest)	Trend
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	24.2	47	Improved
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7270	3677	Improved
LCS/002	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	8099	not yet available	Not yet produced
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	91.8	Improved
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	186	151	Improved
PSR/004	The percentage of private sector homes that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	4.66	not yet available	Not yet produced
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.83	1.27	Improved
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	81.2	100	Improved
SCA/002a	The rate of older people supported in the community per 1,000 population aged 65 or over at 31 March;	56.56	53.98	Improved
SCA/002b	The rate of older people whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	11.33	10.11	Improved
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	82.1	81.6	Declined
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	97.3	100	Improved
SCA/020	The percentage of adult clients who are supported in the community during the year.	86.34	85.6	Declined
SCC/002	The percentage of children looked after who have experienced one or more changes of school while being looked after	11.0	18.75	Declined
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	10.7	0%	Improved
SCC/011a	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	95.7	97.8	Improved
SCC/011b	The percentage of initial assessments that were completed where there is evidence that the child has been seen alone by the Social worker	33.21	57.3	Improved
SCC/025	The percentage of statutory visits to looked after children that took place in accordance with regulations	66.3	82.8	Improved
SCC/033d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	92.3	88.9	Declined
SCC/033e	The percentage of young people formerly looked after who are known to be in suitable, non-emergency accommodation at the age of 19	91.7	85.5	Declined
SCC/033f	The percentage of young people formerly looked after who are known to be engaged in education, training or employment at the age of 19	58.3	25	Declined

Ref		2013/14	2014/15 (latest)	Trend
SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	222	308	Improved
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	73.3	96.1	Improved
SCC/045	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	86.1	97	Improved
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.4	99.5	Improved
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.78	Improved
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	77.5	80	Improved
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.8 (A-3,B-5.3, C-14.2)	not yet available	Not yet produced
WMT/ 004	The percentage of municipal waste collected by local authorities sent to landfill	34.23	20	Improved
WMT/009	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled that are composted or treated biologically in another way	62.94	67	Improved
CHR/002	Average sickness days per employee (FTE)	11	9.9	Improved
local	Percentage of new housing benefit claims decided within 14 days	94	98	Improved

Glossary

We try to avoid the use of jargon. However we recognise that we sometimes use these when they are commonly used in the media or are likely to be understood by informed readers. Some of those that crop up in this plan are listed below:

CSSIW	Care and Social Services Inspectorate Wales
Estyn	Inspectorate for Education and Training in Wales who inspect quality and standards in education and training in Wales.
LSB	Local Service Board. This is a group of the main service providers in Monmouthshire
SIP	Single Integrated Plan to meet the needs of the people of Monmouthshire
WAO	Wales Audit Office

Please let us know what you think of this plan and whether it is clearly written by e-mailing us improvement@monmouthshire.gov.uk or writing to Will Mclean, Head Partnerships and Performance, Monmouthshire County Council, County Hall, Usk, NP15 1GA

Feedback

We're always interested to know what you think about our services and the priorities for improvement that we've written about in this plan. You can complete this form and return it to us via e-mail or post. However we're interested in all views however you wish to supply them. Details of how to get in touch are at the bottom of the page.

1. Do you agree that the five areas we have identified are the right things for us to focus on?


	Yes	No	Don't know	Comments
We will provide an improved education provision for Monmouthshire.				
We will work to help people live their own lives by building flexible and responsive services.				
We will enable our county to thrive.				
.Maintaining locally accessible services				
We want to be an efficient, effective and sustainable organisation				

2. Is there anything else that you think should be an improvement objective in the future?
Please tell us here.

3. We're interested to know what you thought of our plan. Please let us know:

	Yes	No	Comments
Was it easy to understand?			
Was the content informative?			

 improvement@monmouthshire.gov.uk

 Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

 @MonmouthshireCC

References

¹ The Equality and Human Rights Commission provides more information on each of the [nine protected characteristics](#)

² ONS, Annual Survey of hours and earnings. Median earnings in pounds for employees who work in Monmouthshire. This based on place of employment not place of residence; therefore this is likely to include a mix of people who live outside as well as inside Monmouthshire. NOMIS Official labour market statistics - www.nomisweb.co.uk

³ Stats Wales, [Active Business Enterprises](#) per 10,000 population by area and year. Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.

⁴ NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk> , All people - Economically active - Unemployed (Model Based) for Monmouthshire

⁵ Stats Wales, [Detailed commuting patterns](#) in Wales by Welsh local authority

⁶ Based on annual calendar year data produced by STEAM

⁷ Based on annual calendar year data produced by STEAM.

⁸ A new employee performance framework, was introduced in April 2014, therefore previous measurement before April 2014 is not comparable with the new framework.

⁹ Welsh Government [National Survey for Wales](#) Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.

¹⁰ National performance indicators from the National Strategic Indicators and Public accountability measures set. Only indicators that can be directly compared to the previous year and were published in the year by the Council are included.

¹¹ Welsh Government 2013, Local Authority Service Performance 2011/12
<http://wales.gov.uk/topics/improving-services/publication-events/publications/lasperf1112/?lang=en>

¹² Welsh Government (2014), Local Authority Service Performance 2011/13
<http://wales.gov.uk/topics/improving-services/publication-events/publications/lasperf1112/?lang=en>