

County Hall
The Rhadyr
Usk
NP15 1GA

8th June 2015

Notice of Special Meeting:

Adults Select Committee

Tuesday 16th June 2015 at 2.00pm
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

**There will be a pre-meeting for Members of the Committee at
1:30pm in the Council Chamber**

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.	Performance Monitoring: Scrutiny of the Improvement Plan 2014-2017 (stage 2) and Outcome Agreements (copy attached).
4.	Policy Development: Change of Homelessness Policy (copy attached).
5.	Pre-decision Scrutiny: Proposal to enter into Collaboration on Training for Social Care and Health (copy attached).
6.	Budget Monitoring: Revenue and Capital Outturn Reports (copy attached).
7.	Work Programme: Discussion on future items for scrutiny (work programme attached)

**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.

SUBJECT: Performance Report: 2014/15 Improvement Objective and Outcome Agreement

MEETING: Adults Select Committee

DATE: 16th June 2015

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To present the end of year data for the Improvement Objective and Outcome Agreement objectives which are under the remit of Adults Select Committee:
- Improvement Objective 2: We will work to help people live their own lives by building flexible and responsive services. Our focus will be on safeguarding people, further developing our approach to integrated services and implementing community coordination in the pilot areas.
 - Outcome Agreement Theme 2: Ensuring people receive the help they need to live fulfilled lives
- 1.2 To present the wider key performance measures and targets that are under the committee's remit set in the Council's publically available key performance plans (Appendix B)

2. RECOMMENDATIONS

- 2.1 That members scrutinise the performance achieved and impact made to assess progress and performance against the objectives.
- 2.2 That members identify and explore any areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.
- 2.3 That members confirm the evaluation scores based on the evidence provided.
- 2.4 That members scrutinise the targets and any revisions for the key Performance Indicators that fall within the remit of the Select Committee.

3. KEY ISSUES

- 3.1 The Outcome Agreement and the Improvement Objectives have a different focus:
- Improvement Objectives are set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them are particularly focussed for the year ahead.
 - The Outcome Agreement is an agreement with the Welsh Government for a three year period, where the council needs to deliver on performance activity and associated targets that contribute to the Wales Programme for Government. The current agreement covers the period from 2013 to 2016. The council is awarded funding each year from the Welsh Government based on the performance achieved.

- 3.2 Performance against the Improvement Objectives and the Outcome Agreement is assessed using separate evaluation criteria.
- 3.3 Improvement Objectives are scored based on the Council's Self-evaluation framework, as set in the Improvement Plan 2015/17, Table 1, and performance against them is reported in the Stage 2 Improvement Plan published in October each year.

Level	Definition	Table 1: 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

- 3.4 The Score and summary of the main points for consideration on performance in 2014/15 show that Improvement objective 2 has been scored at Level 4 – Good.
- 3.5 The Outcome Agreement is evaluated annually using the Welsh Government scoring mechanism, Table 2. Performance will be reported to Welsh Government in summer 2015.

Table 2: Outcome Agreement Scoring	
Definition	Points award
Fully Successful	2
Partially Successful	1
Unsuccessful	0
To achieve 100% funding for the Outcome Agreement we must achieve at least 8 points from a possible 10 across the 5 themes within the agreement	

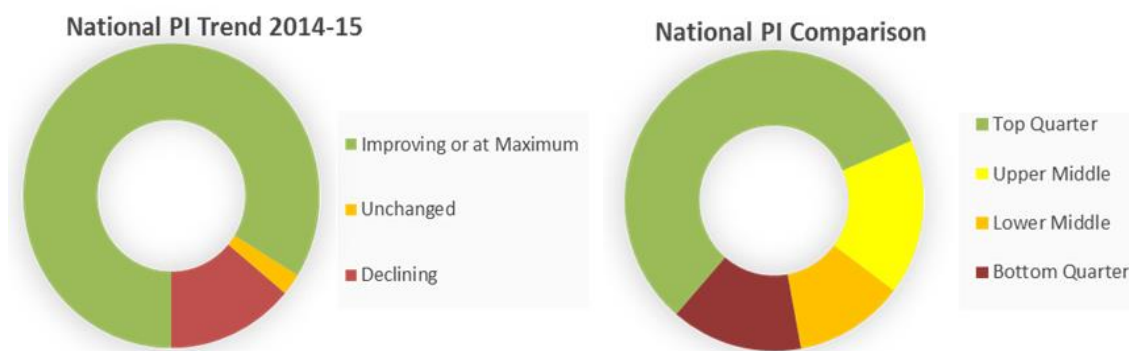
- 3.6 The Score and summary of the main points for consideration on performance in 2014/15 show that Outcome Agreement Theme 2 has been scored as Fully Successful – 2 points.
- 3.7 More detail on the reasons for these scores are set out in appendix A, however the key issues include:
- 3.7.1 Community Coordination pilot has been established in Abergavenny and Caldicot. An interim evaluation of the pilot was reported to Cabinet in April. The

pilot has evolved differently in each area due to the distinct nature of each community, with the coordinator becoming more embedded in existing teams in Caldicot. Coordinators have engaged with 100+ individuals and worked directly with 43 individuals. In addition the small local enterprise coordinator is working with 49 enterprises which offer a total of 80 job opportunities.

- 3.7.2 Service Transformation, including 'doing what matters' and finding integrated solutions has led to cost avoidance of £212,000 in 14/15 which is in-line with the target range set in the Business Case approved by Cabinet in October 2013.
- 3.7.3 Amongst the performance indicators aligned to this objective evidence of success is greater than the targets that have not been achieved, for example maintaining low levels of residential care, reductions in delayed transfers of care and maintaining satisfaction levels. The timeliness of child protection reviews has improved from 93.9% to 95.5% but has fallen short of the target of all reviews being completed on time.
- 3.7.4 All staff across are using an Integrated Assessment, this has been rolled out across community nursing and signed off by the Director of Nursing for ABUHB. We have been accepted as a pilot site as part of a national approach to developing a personal outcomes framework. We have individual stories that some people have achieved their personal outcomes, this is not yet available as aggregated data.
- 3.7.5 We wanted to strengthen the whole authority approach to safeguarding, as part of this we developed an authority-wide group and increased connections to safeguarding across the authority. We have been able to address gaps in knowledge / training needs and provided consultation and advice regarding practice and have extended the reach into the 3rd sector. We must continue to ensure that senior leaders have good quality analysis and information to provide assurance and this is a focus of the 15-16 Improvement Plan
- 3.8 For the Outcome agreement as a whole, the performance across all five themes indicates the Agreement is "Fully Successful" based on scoring 9 points out of a possible 10. This means the Council would receive 100% of the funding, however all scores are subject to the approval of Welsh Government. This may also include using a percentage of the grant to support any statutory recommendations made to Welsh Ministers concerning the corporate governance arrangements of the Authority by the Auditor General for Wales, should such a recommendation be made.
- 3.8 Appendix B sets out the Key Performance Indicators that are under the committee's remit and are set in the Council's publically available key performance plans, the Improvement Plan 2015-17 and Outcome Agreement 2013 -16. The primary purpose is to highlight the performance achieved in 2014/15 and also targets that have been set for 2015/16. In some cases this may result in duplication of indicators already included in other sections of the report. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committee(s).
- 3.9 The Partnership Administrations Continuance Agreement sets the political objectives and intended approach for Monmouthshire County Council for the remainder of the electoral term. The future targets shown in Appendix B will help members start to reflect on the performance expectations of the agreement and the extent to which the

trajectory of past performance will be influenced by resource pressures in some areas. Business cases to deliver budget savings are underpinned by clear and measurable targets. These will be vital to demonstrate that the authority is meeting its duty to make arrangements to deliver continuous improvement. Future targets for this set of indicators, and any additional relevant indicators will be set in line with this.

- 3.10 Across the whole authority an overview of measures in the national performance framework shows a positive improvement trajectory for the third consecutive year with 84% of indicators improving since March 2014. Around 57% of measures are forecast to be in the top quartile based on the latest available data. These are represented by the following charts:



- 3.11 Members should be aware that not all performance information has been subject to audit and therefore may change before it is finally published.

4. REASONS:

- 4.1 To ensure that members have an understanding of performance across publically available indicators in their remit and are able to hold officers and the executive to account.
- 4.2 To maximise the revenue funding achieved as part of the Outcome Agreement 2013-16 with Welsh Government.

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Appendix A

MCC Improvement Objective and Outcome Agreement Theme	<p>Improvement Objective 2: We will work to help people live their own lives by building flexible and responsive services. Our focus will be on safeguarding people, further developing our approach to integrated services and implementing community coordination in the pilot areas</p> <p>Outcome Agreement Theme 2: Ensuring people receive the help they need to live fulfilled lives</p>
Monmouthshire Single Integrated Plan Outcomes:	<p>Older people are able to live their good life Vulnerable families are supported</p>
Wales Programme for government theme and Outcome:	Ensuring people receive the help they need to live fulfilled lives
Projected Score 2014/15	<p>Improvement Objective: Level 4 - Good Outcome Agreement: Fully Successful</p>
Plan Ref	What the Single Integrated Plan identifies that we will contribute to
IO & OA	<p>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. • For older people to live their good life we need to: <ul style="list-style-type: none"> ○ Enable older people to be fully independent, maintaining good mobility, health and well-being, confidence and dignity and plan for their futures. ○ Nurture good support networks in the community. ○ Enable older people to do what matters to them when they choose to ○ Focus on preventative health and well-being programmes for older people²
	What do we want to achieve?
IO	<ul style="list-style-type: none"> • Focus on families to ensure they are supported during key transitions in times of stress

<p>OA</p>	<ul style="list-style-type: none"> • Build new safeguarding and protection approaches so that people are protected and that this is achieved in ways which will empower the individual to sustain/regain control of their life • ‘Do what matters’ so that people are supported to “live their own life” i.e. take more control over life they live • Find integrated solutions so that services are built around the needs of the individual rather than for the convenience of the people who provide them • Strengthen communities so that people are engaged in and supported by their communities and not dependant purely on statutory services <p>People will be supported to stay strong, build personal, local and community solutions as an alternative to services. Our communities will be welcoming, inclusive and mutually supportive. As a single, local accessible point of contact for people and communities, we envisage that Community Coordinators (formerly Local Area Co-ordinators) will become the new ‘front end’ of services, and will simplify (and better connect) the system for local people.</p> <p>We will have new ways of working in place that:</p> <ul style="list-style-type: none"> • Divert people from statutory services • Prevent or reduce people’s dependence upon statutory services • Provide real choice and control for people regarding the support and services which best enable them to live their lives and meet their health and support needs • Develop robust communities through increased connection and support 		
<p>Why we chose this objective</p>			
<p>IO</p>	<p>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>		
<p>During the period of the activity we will:</p>	<p>What have we done so far?</p>	<p>What difference has it made so far?</p>	<p>Progress</p>

Produce a robust business case to secure funding to deliver a local area co-ordination pilot	Cabinet agreed the business case and funding for local area co-ordination in October 2014. The project is now known as community coordination to avoid confusion with Looked After Children. It is being overseen by a steering group of partners including Aneurin Bevan Health Board, Gwent Police, the voluntary sector and Registered Social Landlords.	We have generated support for the programme and established clear metrics that will enable us to evaluate success. Cabinet agreed funding for the pilot, however successful bids to external sources of revenue, including the Intermediate Care Fund have also been successful.	Achieved
Establish community coordination pilot in Abergavenny and Caldicot and decide whether or not to use throughout the county. (Improvement objective)	Abergavenny and Caldicot were identified as the sites for the pilots. These were launched at well-attended community events in the towns leisure centres in Autumn 2013 before being launched in April 2014 (Abergavenny) and June 2014 (Caldicot)	Coordinators are working in these towns to develop inclusive and mutually supportive communities. As a place based, point of contact, coordinators are working to simplify (and better connect) the system for local people. Individual case studies show some early successes but it is early to draw robust conclusions about the effectiveness of the programme. As part of the original decision made by Cabinet, authority was delegated to the Chief Officer, Social Care and Health, to adapt the approaches based on evidence captured in a learning and evaluation framework. In year one of the pilot we have learned a number of things that will inform how the work is taken forward in year 2.	On target
Appoint four co-ordinators	Two community coordinators have been appointed as part of the pilot phase. In line with the business case we will not be appointing the additional coordinators until a full evaluation has been undertaken.	To date our coordinators they have engaged with over 1000 individuals.	On Target
Establish small local enterprises as alternatives to existing service provision beginning in 2014-15	We have appointed a small local enterprise co-ordinator. They are working with individuals to support the development of new enterprises and assist early stage enterprises reach fruition.	25 enterprises up and running, 8 close to happening, 11 at the ideas stage. Small local enterprises we are working with employ 17 people in paid positions and a further 50 in volunteer roles. Together they support over 200 people in Monmouthshire	On Target

<p>Roll-out an integrated assessment, care and support plan and personal outcomes framework that all providers contribute to. (Improvement Objective)</p>	<p>Integrated Assessment is now in place across all teams and extended into the District Nurse Service following approval by Aneurin Bevan University Health Board (ABuHB).</p> <p>The Personal Outcomes Framework allows evaluation and simple measurement of achievement and is still subject to continual appraisal. We are working closely with the Social Services Improvement Agency as a pilot site in Wales.</p>	<p>Both the assessment and the Care and Support Plan (assessment and case management process) are underpinned by a different type of empowering conversation, replacing the question “what is wrong with you, what are you unable to do?” with “what matters most to you?”. It still remains a significant challenge to embed this way of working into practice, although progress has been made.</p>	<p>On Target</p>
<p>Put in place a learning and evaluation framework</p>	<p>We worked with Innovation Foundation, Nesta, to develop a robust learning and evaluation framework so that we could properly understand what works</p>	<p>The framework means we are able to capture evidence about what works and what doesn’t at the level of the individual. However some of the elements we had been expecting to capture as evidence have not been possible meaning we lack some of the aggregated data we had expected to have at this stage to evaluate and evolve the programme as it develops.</p>	<p>Achieved</p>
<p>Strengthen the whole authority approach to safeguarding with a focus on evaluating impact and strong leadership. (Improvement Objective)</p>	<p>The key issues are the key issues are; ensuring an evaluative approach which enables Cabinet, Scrutiny committees and senior officers to answer the question “how well are children and young people in Monmouthshire being protected from harm and abuse?” and engaging all aspects of the Council and our partners, emphasising that safeguarding is everyone’s business.</p> <p>We have developed a comprehensive reporting schedule to ensure that we are able to evaluate the impact of safeguarding. This has been supplemented by establishing a monthly briefing for Chief Officers, a cross- authority leadership</p>	<p>There is:</p> <ul style="list-style-type: none"> • an overarching Monmouthshire Safeguarding and Child Protection Policy in place that gives clear guidance for all settings detailing roles and responsibilities in safeguarding and child protection. • increased cross directorate and political involvement with safeguarding supported by strong leadership. • an audit programme in place to ensure that individual settings adhere to the requirements of the policy and provide information regarding how they meet their child protection and safeguarding responsibilities in practice. • a robust system in place within the authority to respond to any concerns arising from professional allegations or organised abuse. 	<p>Achieved</p>

	group chaired by the Chief Executive and a forum for the Chairs of Select Committees to discuss Safeguarding and Corporate Parenting issues.	<ul style="list-style-type: none"> Our safeguarding survey (2013) undertaken with young people tells us that the majority of children feel safe most of the time but that bullying and staying safe on-line concerns them. 						
		2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	RAG Trend	Comment
How much did we do?								
IO	Number of older people receiving traditional long-term community based packages of social care (monthly average)	1168	1157	<1157	1160	<1157	Declined / Missed Target	This figure is provisional. The service is moving to a new database and this figure may be revised once all validation is completed.
IO	Number of older people in local authority funded nursing or residential care	234	227	230	229	230	Improving/on target	
IO	Number of children on the child protection register at 31 March (or end of this period)	55	37	not applicable	51	Not applicable	n/a	
OA	Net investment to deliver Community Coordination (£)		Business Case approved in October 2013	211,875	£185,611	160,125	n/a	
OA	Number of Local Area Coordinators in post	0	2	4	2	4	n/a	
OA	Number of small local enterprises established	not yet underway	0	To be set autumn 2014	25	25	improving	25 enterprises up and running, 8 close to happening, 11 at the idea stage

OA	Number of people (18+) in receipt of traditional care packages to keep them at home (monthly)	1668	1620	<1667 (or lower)	1542	1664 (or lower)	Improving/on target	The service is moving to a new database and this figure may be revised once all validation is completed. If accurate we will revise to a more stretching target.
How well did we do it?								
IO	Percentage of people using social services who report that they are happy with the service they receive	96%	90%	90%	93%	90%	Improving/on target	
IO / OA	Number of delayed transfers of care from hospital that were because social care was not in place	16	17	< 33 <21	12	< 36 <20	Improving/on target	The target was made more stretching during the course of the outcome agreement.
IO/OA	Percentage of reviews of children on the child protection register that were carried out on time	90.5%	93.9%	100%	95.5%	100%	Improving /missed target	
OA	Cost avoidance against forecast expenditure associated with an ageing population	new	£27,352	£123K - £246K	£211,875	£380k - £760K	Improving/ on target	The cost avoidance figure is a combination of integrated working and community coordination.
OA	Number of people supported through small local enterprises	new	new	to be set	202	to be set	Improving	We are working with small local enterprises that employ a total of 80 people through paid and voluntary work as well as training.
Is anyone better off?								
IO	Percentage of people who believe that the service they get meets their needs	88%	82%	>82	85%	Not set	Improving	
IO	Percentage of people whose personal outcomes are improved	Not yet started	Not yet Started	This work is not yet at the stage where personal outcomes data can be accurately aggregated to a whole authority level				

IO	Percentage of people who are fully independent following a period of reablement	54.5%	53.5%	50-55%	52.9%	50-55%	On target	
IO	Average length of time that children spend on the child protection register (months)	11.8	6.4	Not applicable	6.5	Not applicable	stable	
OA	Percentage of people giving positive responses to a new well-being questionnaire that will be used by community coordinators	not yet underway	Milestone: Questions Piloted	This work will be merged into measurement of personal outcomes.				
OA	Number of individuals supported to actively engage in their local community	new	new	60	43 (estimate)	80	Improving /on target	This figure does not include people provided information via engagement activities – community consultation events, Facebook etc.
OA	Number of community connections (Individual or Family) established by Local Area Co-ordination	not yet underway	None established during 2013-14	This measure has been removed as it has not proved possible to develop through the pilot phase			n/a	
What resources will we use?								
The budget for social services is £36 million. Our net investment in community coordination is £185,611 We have also secured funding from the Intermediate Care Fund								
Partners we are working with?								
Gwent Police, Aneurin Bevan University Health Board, Gwent Association of Voluntary Organisations, other local authorities in Gwent, Welsh Government, The Centre for Welfare Reform, Community Catalysts (a Community Interest Company), CMC2								

Key Performance and target Data

Appendix B

Key to acronyms

Department: CEO = Chief Executive's, SCH = Social Care and Health, ENT = Enterprise, CYP = Children and Young People, OPS = Operations, D&R = Democratic and Regulatory Services.

Plans: IP15-17 = Improvement Plan 2015/17, IO15-17 = Improvement Objective 2015-17, OA = Outcome Agreement

Indicator	2012/13	2013/14	2014/15	2014-15	2015/16	Ref	National or Local PI	Plans it features in	Dept.	Reason for target change
	Actual	Actual	Target	Actual	Target					
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.77	1.83	3.55 2.26	1.27	3.23 2.15	SCA/001	National	OA IP15-17	SCH	The target has been made more stretching since the original outcome agreement was signed off
The rate of older people supported in the community per 1,000 population aged 65 or over on last day of the period (one day snapshot)	60.28	56.56	56.59	52.77	tbc	SCA/002a	National	IP 15-17	SCH	This target will be confirmed once work to transition to the new social services database is complete
Number of people (18+) in receipt of traditional care packages to keep them at home (monthly average)	1668	1620	1667	1542	1664		local	OA	SCH	This target will be revisited once data validation is completed following transition to the new social services ICT system
Number of older people in local authority funded nursing or residential care	254	227	230 227	229	229		Local	IP15-17	SCH	Original Target was made more stretching for 2014-15. To achieve at

Indicator	2012/13	2013/14	2014/15	2014-15	2015/16	Ref	National or Local PI	Plans it features in	Dept.	Reason for target change
	Actual	Actual	Target	Actual	Target					
										least performance in previous year
The rate of older people whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	13.21	11.33	11.33	11.08	11.08	SCA/002b	National	IP 15-17	SCH	
% of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	54.4	82.1	82	84.1	tbc	SCA/007	National	IP 15-17	SCH	
% of carers of adults who were offered an assessment or review of their needs in their own right during the year	74.2	97.3	100	99.7	100	SCA/018a	National	IP14-17; CO;	SCH	
% of adult protection referrals completed where the risk has been managed	80.37	81.2	92	100	100	SCA/019	National		SCH	
% of adult clients who are supported in the community during the year	86.85	86.34	Not Set	90.4	Not Set	SCA/020	National		SCH	We do not set targets against this metric.
Percentage of people using adult social care services who report that they are happy with the service they receive	96	90	90	93	90		Local	IP15-17	SCH	
Percentage of people who believe that the service they get meets their needs	88	82	82	85	85		Local	IP15-17	SCH	

Indicator	2012/13	2013/14	2014/15	2014-15	2015/16	Ref	National or Local PI	Plans it features in	Dept.	Reason for target change
	Actual	Actual	Target	Actual	Target					
Percentage of people who are fully independent following a period of reablement	54.4	53.5	50-55	52.9	50-55		Local	IP15-17	SCH	
Cost avoidance against forecast expenditure associated with an ageing population	n/a	new	£123K - £246K	211,875	£380k - £760K		Local	OA IP15-17	SCH	The target is set as a range between the two given values in each year
% of all potentially homeless households for whom homelessness was prevented for at least 6 months	21.4	24.2	35	46.8	55	HHA / 013	National	IP15-17;	ENT	
The average number of calendar days taken to deliver a Disabled Facilities Grant	236	186	230	213	180	PSR/002	National	IP15-17;	ENT	
% of all additional housing units provided during the year that were affordable	101	31	Not set	53	Not set	PLA/006b	National	IP15-17;	ENT	Data reports housing provided in the previous financial year, therefore a target is not appropriate
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	6852	8099	7800	7893	7600	LCS/002	National	IP15-17; OA; CO;	ENT	Lower target due to the planned changes to Monmouth Leisure Centre site school rebuilding

Indicator	2012/13	2013/14	2014/15	2014-15	2015/16	Ref	National or Local PI	Plans it features in	Dept.	Reason for target change
	Actual	Actual	Target	Actual	Target					
The number of visits to public libraries during the year, per 1,000 population	7279	7270	7280	7434	7450	LCL/001b	National	IP15-17; CO;	ENT	



SUBJECT: Housing (Wales) Act Wales 2014 – Homeless Intentionality
DIRECTORATE: Enterprise
MEETING: Adults Select
DATE: 16th June 2015
DIVISION/WARDS AFFECTED: All Wards

1. PURPOSE

- 1.1 To seek approval to continue to apply the test of intentionality to all household groups presenting as homeless to the Council, in line with requirements of the Housing (Wales) Act 2014

2. RECOMMENDATION

- 2.1 To agree to continue to apply the test of intentionality to all household groups presenting as homeless to the Council

3. KEY ISSUES

- 3.1 The Council is required by the Housing (Wales) Act 2014 to provide a formal public statement on which household groups the Council will continue to assess as being intentionally homeless where an individual household contributes to their homelessness through either a deliberate act or lack of action on the part of the household which subsequently results in their accommodation being lost for no good reason. The Council is also required to inform Welsh Government. The household groups that the Council must consider are households:

- With dependent children or a pregnant woman
- Vulnerable due to old age
- Vulnerable due to physical disabilities or mental illness / learning disability
- Vulnerable due to being a care leaver / or a young person at particular risk of sexual or financial exploitation (18-20 year olds)
- Vulnerable due to being a 16 or 17 year old
- Vulnerable due to fleeing domestic violence / abuse or threatened violence
- Vulnerable due to leaving the armed forces
- Vulnerable due to other reasons
- Homeless upon release from leaving prison

- 3.2 The number of households found to be intentionally homeless each year is relatively low as a proportion of all homeless determinations. **See Appendix 1**

- 3.3 Options available to the Council with regards to intentionality are continuing to apply to all households; to continue to apply to certain designated types of household or to cease to apply to all households

- 3.4 It is recommended that the intentionality test continues to be applied to all household groups and offer additional assistance and services to all households either homeless or at risk of being homeless within 56 days. The reason is:

- The Housing Solutions Team is currently in the middle of significant change, relating to the continued joint service development with Torfaen County Borough Council and implementing the new requirements of the Housing (Wales) Act, such as the new homeless prevention duty.
- Accommodation availability for both homelessness and preventing homelessness continues to be a challenge. In this regard, a change of practice is likely to result in additional financial implications.
- This recommendation is consistent with Torfaen. A different decision will result in different business procedures for the team. It is a priority to streamline as many business processes as possible.

3.5 It is proposed that the intentionality test is reviewed bi-annually.

3.6 The Equalities Impact Screening is appended to this report. See **Appendix 2**. Key partners have been engaged in respect of this proposal. See **Appendix 3**.

3.7 It is proposed that the test of intentionality would continue to be applied to local authority care leavers. Under the Housing (Wales) Act 2014, the Council has a duty to work with an applicant to prevent homelessness. Systems and protocols with internal and external partners are in place to support care leavers as necessary and avoid homelessness.

4 REASONS:

4.1 This is a requirement of the Housing (Wales) Act 2014.

5. RESOURCE IMPLICATIONS:

5.1 There will be no additional resource implications arising from the implementation of this recommendation.

6. **CONSULTEES:** Cabinet Member for Public Health & Housing; Cabinet Member for Social Care & Health; Chief Officer for Enterprise; Chief Officer for Social Care & Health; Head of Community Led Delivery; Housing Management Team; Head of Housing – Torfaen County Borough Council.

7. **BACKGROUND PAPERS:** Housing (Wales) Act 2014

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

9. CONTACT DETAILS:

Tel: 01633 644479 **E-mail:** ianbakewell@monmouthshire.gov.uk

Appendix 1

Profile of Intentionality Determinations 12/13 – 14/15

Household Type	2012/13	2013/14	2014/15
Single	20	16	13
Couple	0	1	0
Single + Dependents	3	1	1
Couple + Dependents	0	1	0
Single Older Person	1	0	1
Single Pregnant	0	1	0
Couple Pregnant	0	1	0
Other	0	2	1
Intentional Determinations	24	23	16
Total Homeless Determinations	417	388	249

Appendix 3

Partner Consultation

- Shelter Cymru
- Children Services, Monmouthshire County Council
- Adult Services, Monmouthshire County Council
- Gwalia
- Reach
- Seren (Bond Scheme)
- MIND
- Citizens Advice Bureau
- Llamau Family Mediation Service
- Housing Services, Torfaen County Borough Council

The “Equality Initial Challenge”

Name: Service area: Housing & Communities Date completed: 26 th May 2015		Please give a brief description of what you are aiming to do. 1. Reviewing the homeless test of intentionality	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		x	
Disability		x	
Marriage + Civil Partnership		x	
Pregnancy and maternity		x	
Race		x	
Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	
Transgender		x	
Welsh Language		x	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ In the event of homelessness, such households may not be offered permanent accommodation by the Council	➤ The establishment of the joint Housing Solutions Team with Torfaen County Borough Council is intended to create additional flexibility, resilience and capacity to deal with demand and meet the new statutory duty to prevent homelessness
➤	➤ The establishment of the new Private Sector Housing team will increase housing options in Monmouthshire. This includes the Shared Housing & Lodging scheme which is being expanded
➤	➤ The Council will continue identifying new ways to creatively prevent homelessness
➤	➤

Signed Ian Bakewell **Designation:** Housing & Communities Manager **Dated** 26th May 2015

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
1. Reviewing homeless test of intentionality	Housing & Community Services
Policy author / service lead	Name of assessor and date
Ian Bakewell	Ian Bakewell – 26 th May 2015

1. What are you proposing to do?

- There is a need for the Council to make a decision on how it applies the test of intentionality for homeless applicants. The options are to apply to all applicants and household groups, some household groups or to no household groups. The proposal is to continue applying to all groups

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

The decision, which is reviewing the current practice, will have no negative impact on the basis of current practice

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

It is a priority of Housing & Communities to continue to increase and strengthen homeless prevention, as per the requirements of the Housing (Wales) Act 2014. The expansion of the prevention toolkit, therefore, continues to be an on-going focus. A particular area of mitigation has been to establish a private sector housing team to create more opportunities in the private sector.

Consultation of the proposal to continue applying intentionality has been undertaken with Shelter; Citizens Advice; Social Services; Solas; Llamau and Gwalia

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..

Homeless related statistics, particularly the number of determinations and intentionality decisions.

Signed Ian Bakewell

Designation Housing & Communities Manager

Dated 26th May 2015

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ian Bakewell		Please give a brief description of the aims proposed policy or service reconfiguration Flexi retirement of the Housing Renewals Manager	
Name of the Division or service area Housing & Communities		Date “Challenge” form completed 5 th November 2014	
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		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	

Promote independence		X	
Encourage community participation/action and voluntary work		x	
Targets socially excluded		x	
Help reduce crime and fear of crime		x	
Improve access to education and training		x	
Have a positive impact on people and places in other countries		x	
PLANET		x	
Reduce, reuse and recycle waste and water		x	
Reduce carbon dioxide emissions		x	
Prevent or reduce pollution of the air, land and water		x	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	
Protect or enhance visual appearance of environment		x	

PROFIT			
Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local businesses		x	
Increase employment for local people		x	
Preserve and enhance local identity and culture		x	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities		x	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ None	➤

➤	➤
➤	➤
➤	➤

The next steps

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

N/A

N/A

Signed Ian Bakewell

Dated 5th November 2014

SUBJECT: PROPOSAL FOR COLLABORATION

MEETING: ADULT SELECT COMMITTEE

DATE: 16TH JUNE 2015

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

1.1 To consider the rationale of the Social Care and Health Workforce Development Team entering into a collaborative arrangement to deliver the service jointly with Torfaen and Newport Councils.

2. RECOMMENDATIONS:

2.1 To arrive at a view on the appropriateness of future joint delivery of this service, and to give an 'in principle' decision on whether Officers should proceed with negotiations with neighbouring authorities.

3. KEY ISSUES:

3.1 Under this proposal, the Workforce Development Team for Social Care and Health will work collaboratively i.e. pool staff and other resources, with the equivalent teams in Newport and Torfaen Councils. This is the first step towards a full merger with the other Gwent authorities in April 2017. The five Directors of Social Services in Gwent are aware of, and are supportive of, the proposal and the future direction of travel.

3.2 If the proposal is approved, there will be a requirement for a shared locality for management and administration functions. It has already been stressed that should not incur any additional cost for the authority. Training will continue to be delivered on a locality basis i.e. in each authority, to serve the needs of the workforce. The Workforce Development Team for Monmouthshire is currently based at Innovation House in Magor.

3.3 It is anticipated that some posts will be subject to a ring-fenced selection process; the HR Manager has been made aware of the proposal and will be involved in any further discussions with Torfaen and Newport counterparts should it receive approval.

3.4 It has been suggested that Torfaen be the lead authority in the collaboration. Under this arrangement, Monmouthshire staff would be seconded to Torfaen under their existing terms and conditions.

3.5 The three Workforce Development Managers have jointly developed a proposed staffing structure (Appendix 2). However, this will be subject to independent scrutiny by officers outside the service area in each authority. The same group will take responsibility for project managing the process should it receive approval and will provide an action plan with timescales for implementation.

4. REASONS:

4.1 Workforce development activity for social care is grant funded by Welsh Government across Wales (the Social Care Workforce Development Programme). This is a 'match-funding' arrangement: 70% paid by Welsh Government and 30% by Monmouthshire. The grant provides training and continuing professional development for our own social work and social care staff and also for commissioned providers.

4.2 Welsh Government have already announced that this funding will be withdrawn from local authorities from April 2017, and will instead be channelled through the Care Council for Wales. Arrangements for funding post 2017 are not yet clear, but there is an expectation that a Greater Gwent Workforce Development Team will be created in preparation for the new arrangement. Blaenau Gwent and Caerphilly already have a fully integrated Workforce Development Service.

4.3 A budget reduction of 15% in the current year has put pressure on all the authorities and there will inevitably be a reduction in workforce development activity as a result. There are indications from Welsh Government that the same level of reduction can be expected in the next financial year.

4.4 This coincides with the introduction in April 2016 of a major piece of legislation for the social care sector, the Social Services and Wellbeing (Wales) Act. Under the terms and conditions of the SCWDP grant, a significant portion of the current year's allocation will need to be used to support training in preparation for the implementation of the Act next year. This has added to the financial pressure on the Workforce Development Teams.

4.5 The proposal for further collaboration with Newport and Torfaen is therefore based on pragmatism. A significant amount of collaborative work is already in place; this arrangement will be building on that foundation. Pooling resources will lessen the impact of the reduction in grant funding, will help address some of the existing deficits in the teams and prepare the way for a full Gwent merger in 2017.

5. RESOURCE IMPLICATIONS:

No requirement for additional resources have been identified at this stage.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

None identified at this stage.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS: Agenda Item 5

None identified at this stage.

8. CONSULTEES:

Social Care Workforce Development Partnership, Staff Teams, Senior Leadership Team. All consultees support the proposal in its current form.

9. BACKGROUND PAPERS:

SCWDP Circular 2015 - 16 (Welsh Government document).
Collaboration Report prepared for SLT.
Appendices to Collaboration Report.

10. AUTHOR:

Siân Sexton, Workforce Development Manager, Health and Social Care.

11. CONTACT DETAILS:

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E-mail: siansexton@monmouthshire.gov.uk

REPORT TO SENIOR MANAGEMENT TEAMS

DATE: 06 March 2015

SUBJECT: COLLABORATION OF WORKFORCE DEVELOPMENT TEAMS – TORFAEN, MONMOUTHSHIRE AND NEWPORT

Report Submitted by: *Siân Sexton*

Report Written by: *Kate Dibble, Siân Sexton, Claire Broome*

1. Areas Affected

- 1.1 Workforce development teams in Torfaen, Monmouthshire and Newport
- 1.2 Social Care and Housing
- 1.3 Social Care Partnerships in Torfaen, Monmouthshire and Newport

2. Purpose of Report

- 2.1 To highlight potential benefits and issues that may arise from entering a partnership arrangement
- 2.2 To outline a possible collaboration model for the partnership arrangement
- 2.3 To explore future sustainability options for workforce development teams

3. Recommendation(s)

- 3.1 For information, reflection and discussion with a view to agreeing an appropriate way forward for a collaborative partnership arrangement.

4. Background

- 4.1 The Williams report has focused attention on how local government in Wales might respond to the Welsh Government request to see collaboration in the provision of public services across local boundaries. More specifically, workforce development teams are being steered by Welsh Government toward a regional approach to the planning and delivery of training in the social care sector (along LHB footprints).
- 4.2 The proposed 15% reduction in grant funding from Welsh Government for workforce development in 15/16 and 16/17, combined with the additional training needs arising from the introduction of the Social Services and Wellbeing (Wales) Act, present significant challenges in the current financial climate.
- 4.3 Recent advice from Welsh Government indicates that, as of April 2017, the monies currently invested in the SCWDP grant will be redirected and will be administered by the Care Council for Wales. We have no further information at

this stage, so it is difficult to predict the effect this may have on local authority funding for workforce development, but at the very least we are likely to see some top slicing of the grant.

- 4.4 There has been discussion previously in Welsh Government about bringing workforce development teams together on a regional basis, but this has not progressed to any significant degree. Instead, local authorities have taken matters into their own hands and sought out opportunities to collaborate where they can. For example, Caerphilly and Blaenau Gwent have already brought together their workforce development teams and operate as one unit from a base near Blackwood. The additional capacity this has created within the team means that they are increasingly able to take on the role of lead authority in Gwent wide initiatives.
- 4.5 A collaboration arrangement has existed between Torfaen and Newport's workforce development teams since 2012, sharing staff of the social work and QCF centres. Monmouthshire and Torfaen have a history of collaborative working in other areas e.g. the youth justice team and shared ICT services.
- 4.6 It is anticipated that changes to Welsh Government funding arrangements for vocational qualifications is going to create an opportunity to expand the QCF centre. Demand from external providers for accredited qualification routes is already high, and it has been indicated that there will be a further push towards vocational qualifications from CSSIW in the future. Financial pressures on training providers has led to increased caseloads for assessors which could affect the quality and level of support available to learners.
- 4.7 Each authority has pressing personnel and resource issues that need to be addressed. By pooling our resources to plug these gaps, we meet the need for cost containment and reduce the risk of a reduction in service provision at a time of increasing need.

Longer term, we need to be able to adapt to further reductions in public funding in order to preserve services and protect jobs. Sustainability has been a key theme in our thinking and this is reflected in our proposal for the partnership arrangement.

- 4.8 The Deputy Chief Officer and HR Group Manager (Torfaen CBC), HR Manager (Newport CC) and the Training Lead (Monmouthshire CC) have been looking at ways to bring the three workforce development teams together. Discussions to date have been positive with agreement already reached on the proposal for Torfaen to act as the lead authority.

5. Issues and Findings

- 5.1 It is recognized that, at this stage, there are limitations to the extent of any proposed collaboration as there will be organisational, practical and political implications which will need to be considered in detail.

However, there are some 'quick wins' that can be achieved relatively easily and which will address immediate resource/service issues for each of the authorities.

For that reason, we are recommending a phased introduction of the new arrangement with the potential for a full merger at a later date. Phase 1 will focus on the pooling of resources to meet immediate need, Phase 2 on the creation of new roles within the team and exploring opportunities for future expansion and Phase 3 on cementing arrangements for income generation to ensure future sustainability. We would recommend full merger takes place in 17/18 when the SCWDP grant will be re-directed.

- To view current staffing structures and costs, refer to Appendix 1.

5.2 We have organized the structure to better meet both current and anticipated service needs i.e. it satisfies the requirements placed upon us by the terms and conditions of the SCWDP grant, but has been designed to easily adapt to a more self-sufficient operating model for the future.

- The proposed staffing structure and an outline of roles and responsibilities can be found at Appendices 2 and 3 respectively

5.3 It is not anticipated that there will be any need for compulsory redundancies under the new arrangement. However, we have factored in existing expressions of interest for VER from Newport and Torfaen employees.

5.4 For the time being, the structure of the social work centre will not change i.e. Monmouthshire will continue to operate independently in organizing and supporting student placements within the new arrangement. This is in recognition that there are HR and other issues that need to be worked through before full integration can take place. In the interim, we will continue to build on our existing informal arrangements for sharing placements.

5.5 Opportunities exist to become less dependent on grant funding by expanding the reach of the Newport City and Guilds accredited QCF Assessment Centre and by marketing and selling training workshops. Monmouthshire already has some limited experience in this area and can confirm demand for specific products.

The intention is to gradually develop and expand this work stream over the next two years with a view to becoming self-sustaining by 2017. This needs further scoping and will require some initial investment of time and resources to fully explore the available options.

Consequently, there is an element of 'invest to save' in this proposal. We have chosen to contain costs and safeguard jobs by pooling resources in the short term with a view to building on this position of strength in the longer term.

- Staffing costs under the proposed structure can be found at Appendix 4
- Business case for the development of the QCF centre, Appendix 5
- Business case for further income generation, Appendix 6

6.

Consultation

Consultation has been limited so far to those immediately affected i.e. staff in the respective teams and those who will be involved in the decision making process.

Consultation with others will need to include colleagues from the Legal, Procurement, Commissioning, HR and Finance departments and the trade unions.

7.

7.1 Implications**Policy**

There is a need to ensure political, corporate and business synergy and to document whatever arrangement is reached. Governance arrangements, indemnities, performance management, assets, dispute resolution and exit arrangements will all need to be included.

7.2

From an HR point of view there are a number of issues that need to be considered when entering a partnership arrangement for example:

- TUPE/secondment
- Joint employment and joint appointment
- Parity and job evaluation
- Appointing to the new structure
- Informing and consulting
- Arrangements for withdrawing from collaborative arrangement

7.3

Legal

Governance arrangements need to be determined e.g. decision making processes, dispute resolution, reporting arrangements, policy compliance.

7.4

Financial

No additional funding other than match funding is provided by Torfaen or Monmouthshire. Newport contributes to the cost of the workforce development team to a significant level; the longevity of this arrangement may need to be considered.

It may be possible to explore opportunities for income generation to cover those posts currently funded by the local authority i.e. not restricted by the terms and conditions of the SCWDP grant.

7.5

Communication

There will be a need to communicate more widely the arrangement once agreed including our social care providers, partners and service users.

7.6

Sustainability

If the arrangement receives approval, there is a likelihood that Blaenau Gwent/Caerphilly will seek to join to create a Gwent wide partnership.

Whilst we are conscious of the regional agenda, and would aim to work

towards a Gwent wide collaboration longer term, our immediate concern is to address the short and medium term needs of our respective authorities.

8.0 **Risks**

8.1 If we do not progress, we are at risk of not properly considering the request of Welsh Government to collaborate our services.

If the present situation continues, we each become financially vulnerable, and leave ourselves open to criticism for duplication of effort and resources.

The depth and range of training programmes is also likely to suffer as individual authorities are unlikely to have the same level of resources to invest in more specialist training in the future.

9. **Action to be taken following decision**

9.1 SMT/Leadership to consider the proposed model for collaboration and take steps to brief those in their respective Councils together with likely timescale for implementation.

9.2 Establish a joint working group to see through implementation of the partnership arrangement.

10. **Monitoring and Evaluation**

10.1 Clear arrangements, delivery statements and reporting arrangements will be needed for managing and monitoring performance. The approach and method will need to be considered early on taking account of service plans etc.

11. **Conclusion**

11.1 Initial discussions indicate that there could be significant benefits to each of the authorities in joining together their respective workforce development teams.

12. **Recommendation(s)**

12.1 For information, reflection and discussion with a view to agreeing a structure and timeline for progressing.

Appendices	<ol style="list-style-type: none"> 1. Current staffing costs 2. Proposed structure 3. Outline of staff roles and responsibilities 4. Proposed staffing costs 5. QCF centre 6. Income generation
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Background Papers	Note: Members of the public are entitled, under the Local Government Act 1972, to inspect background papers to reports. The following is a list of the background papers used in the production of this report. <ul style="list-style-type: none">• Williams report• SCWDP Circular 15/16
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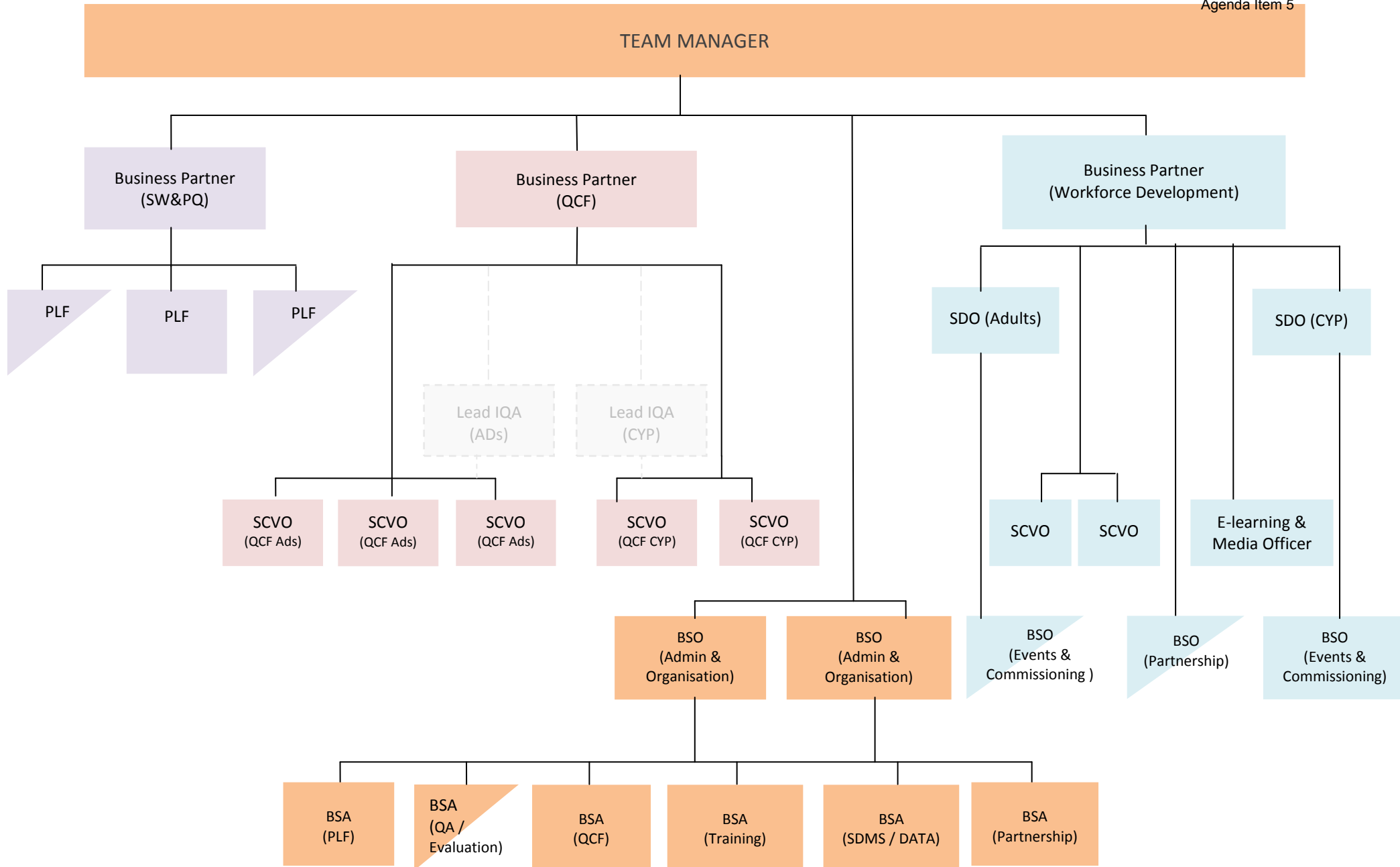
For a copy of the background papers or for further information about this report, please telephone: Siân Sexton 07920 794112

CURRENT STAFFING COSTS					
NEWPORT		TORFAEN		MONMOUTHSHIRE	
Principal Training Officer CYP	£29,994	SCWDP /training Manager	£30,363	People Development Lead	£36,142
Practice Learning Manager 50%	£17,622	PLM 50%	£17,622	Staff Development Officer (social work)	£35,243
PLF 50%	£17,169	PLF 50%	£17,169	Practice Learning Officer PLO 80%	£28,576
PLF 50%	£8,385	PLA 50%	£8,385	Training Organiser 80%	£17,561
		Workforce Development Officer	£29,212	Projects and Marketing Officer 50%	£12,571
Senior SDO social care/SCWDP/Adults	33,794	Foster carer Project officer	£25,142	Social Care Trainer	£20,015
Senior Staff Development Officer CYP	33,794	QCF Training Officer (temp)	£22,668	Social Care Trainer	£20,015
SDO foster carer/ QAC	31,787	SCWDP coordinator 22.5 Hrs	£15,147		
SDO QCF adults	31,787	Office manager	£21,952		
SDO QCF adults	31,787	QCF Admin	£10,351		
SDO QCF	£6,800	SDO QCF adults	£15,868		
Admin officer	£19,705	Data & Information Admin	£18,160		
Admin assistant	£17,340	Training admin/SCWDP (term time)	£12,022		
Admin assistant	£15,912	E-learning & Media officer	£22,668		
TOTAL	£295,876 + on costs = £339,224	TOTAL	£244,061 + on costs = £299,000	TOTAL	£170,123 + on costs = £224,262

Red writing denotes vacant posts or posts that are posing risk

QCF Training Officer (temp) – uses funding from WDO vacant post so not included in sum TOTAL

APPENDIX 2: PROPOSED COLLABORATIVE TEAM STRUCTURE



Key:

- Social Work & PQ specific posts
- QCF Assessment Centre posts
- Workforce Development posts
- Business Support / generic posts
- Part time posts
- Potential future additional posts

APPENDIX 3: ROLES AND RESPONSIBILITIES OF STAFF IN PROPOSED TEAM STRUCTURE

Newport ~ Monmouthshire ~ Torfaen

Roles and responsibilities of posts within the proposed collaborative team structure are as follows:

TEAM MANAGER:

- Strategic direction
- Annual team business plan
- Performance monitoring
- Budget management
- Grant applications
- Business development (e.g. independent trading unit)
- Supervision:
 - business partners
 - marketing officer
- Management networks (e.g. AWTM, Regional Meetings)
- LA (Partnership) Representation

BUSINESS PARTNER (WORKFORCE DEVELOPMENT):

- LA (Partnership) Representation
- Annual training plan and programme management
- Contribution to SCWDP application
- OTWP Data Collection
- Income generation (e.g. MH Passport, First Aid, e-learning)
- Relevant meetings e.g. JAMB
- SCWDP Partnership Management
- Management Training programme coordination
- OT qualifying and PQ programme management
- Contribution to the OT Career Pathway Progression process (as required)
- Quarterly progress reports to TM
- Manage Quality Assurance
- Training staff supervision:
 - SDO's
 - SCVO
 - E-learning
 - BSOs (Partnership & Office Management)

STAFF DEVELOPMENT OFFICER (ADULTS)

- Annual TNA process (Adults)
- Lead on planning and commissioning of the annual training programme
- Identification of new training courses (e.g. aims and objectives)
- Relevant practice related meetings e.g. GWASB
- Partnership link
- Attendance at Adult Service Team meetings (*across authorities*)
- Delivery of training courses (e.g. SOVA)
- Contribute to the QA of the training programme and providers
- Monitor evaluation outcomes
- Staff supervision
 - BSO (Events & Commissioning: adults)

ANNUAL TRAINING PROGRAMME

STAFF DEVELOPMENT OFFICER (CHILDREN'S):

- Annual TNA process (Children's)
- Lead on planning and commissioning of the annual training programme
- Identification of new training courses (e.g. aims and objectives)
- Relevant practice related meetings e.g. LSCB
- Partnership link
- Attendance at Children's Service Team meetings (*across authorities*)
- Contribute to the QA of the training programme and providers
- Delivery of training courses
- Contribution to QCF (& potential future ILM)
- Monitor evaluation outcomes
- Staff supervision - BSO (Events & commissioning: children's)

SOCIAL CARE VOCATIONAL OFFICER:

- Delivery of the core training courses e.g. MHP, First Aid, SOVA,
- Development and delivery of new training initiatives (e.g. Dementia)
- Income generation
- Support QCF delivery (*where appropriate*)
- Attendance at practice related meetings

BUSINESS SUPPORT OFFICER (PARTNERSHIP):

- Workforce Data Collection
- Promote training and development
- Co-ordinate Steering Groups
- Co-ordinate Partnership events (e.g. Open Forums & Annual Showcase)
- Link with commissioning team
- Promote e-booking
- Maintain Partnership website

BUSINESS SUPPORT OFFICER (EVENTS & COMMISSIONING):

- Planning, coordination, organisation and monitoring of training and development events
- Commission appropriate providers
- Financial support systems to commission and purchase services , requisition, receipt invoicing and payment
- Management of allocated resources
- Analysis and evaluation of data reporting functions
- Marketing and development of Partnership events
- Liaison and communicate with relevant stakeholders and colleagues

E-LEARNING & MEDIA OFFICER:

- Developing e-learning materials
- Income generation
- Developing and managing social media networks and feeds
- Contribution to maintaining and updating the website

BUSINESS PARTNER (QCF):

- LA (& Partnership) Representation
- Budget/Team & resource management
- Contract management for external provision
- Lead WD for qualifications
- Centre management
- Liaison with awarding organisations
- Data recording and reporting management
- Lead IQA
- Quality Assurance (QAC) internal and external provision
- Supervision of SCVO Administrators
- Business development and Income generation

SOCIAL CARE VOCATIONAL OFFICERS: (QCF ADULTS):

QCF QUALIFICATIONS

- Support service areas in implementation or qualifying training strategy
- Deliver qualifying training through taught programmes and direct assessment
- Quality assurance processes for qualifying training
- Quality assurance
- Recording and Monitoring
- Develop additional accredited programmes of training

SOCIAL CARE VOCATIONAL OFFICERS: (QCF CYP):

- Support service areas in implementation or qualifying training strategy
- Deliver qualifying training through taught programmes and direct assessment
- Quality assurance processes for qualifying training
- Quality assurance
- Recording and monitoring
- Develop additional accredited programmes of training

BUSINESS PARTNER (SW&PQ):

- SW Degree Programme & PLO management
- PLOF Application
- Relevant meetings e.g. HEI Partnerships, SWETG, Employers Forum, ASA, PAP, QA
- SWWP Data Collection
- FYIP programme management
- CPEL & PQ programmes management including AMHP, TDMP
- Staff supervision:
 - PLF's
 - PLF admin
- Quarterly progress reports to TM
- Contribution to SCWDP application
- Contribution to the Career Pathway Progression process

PRACTICE LEARNING FACILITATORS:

- Support PLO allocation
- Practice Assessor support
- FYIP / CPEL Mentor
- Attendance at relevant meetings e.g. PAP
- Train / Mentor Onsite PA's & Supervisors

BUSINESS SUPPORT OFFICER (ADMINISTRATION & ORGANISATION):


- Day to day Office Management
- Budget monitoring
- Managing Invoices
- Income generation
- Commissioning core training plan
- Contract management
- Procurement monitoring
- Admin staff supervision
- Building Maintenance
- Quarterly progress reports to TM (as requested)

BUSINESS SUPPORT ASSISTANTS:

- SDMS maintenance & development
- E-booking support
- Co-ordinating / advertising training events
- Updating and maintaining website
- Administrating Training courses
- Meet and greet
- Supporting the evaluation & QA process
- Data collection, collation & reports
- Invoicing
- Practice Learning admin support
- QCF admin support
- Contribution to quarterly reports

STAFFING COSTS IN PROPOSED STRUCTURE

NEWPORT		TORFAEN		MONMOUTHSHIRE	
Business Partner/Team Manager (30 hours)	£29,994	Business Partner/Team Manager (29.5 hours)	£30,363	Business Partner/Team Manager (FTE)	£36,142
Staff Development Officer (adults)	£11,748	Staff Development Officer (adults)	£11,748	Staff Development Officer (adults)	£11,748
Practice Learning Manager	£17,622	PLM	£17,622	Practice Learning Officer PLO (28 hours)	£28,576
PLF	£17,169	PLF	£17,169		
PLA	£8,385	PLA	£8,385		
Business Support Officer (adults)*	£7,317	Business Support Officer (adults)*	£7,317	Business Support Officer (adults)*	£7,317
Staff Development Officer (children's)	£11,264	Staff Development Officer (children's)	£11,264	Staff Development Officer (children's)	£11,264
Business Support Officer (children's)	£7,317	Business Support Officer (children's)	£7,317	Business Support Officer (children's)	£7,317
Social Care Vocational Officer QCF (adults)	£6,800	Social Care Vocational Officer QCF (adults)	£15,868		
Social Care Vocational Officer (foster carers/ QAC)	£31,787	Social Care Vocational Officer QCF (foster carers)	£11,334	Social Care Vocational Officer QCF (foster carers)	£11,334
Social Care Vocational Officer QCF (adults)	£31,787	Business Support Officer (Partnership) 22.5 hours	£15,147		
Social Care Vocational Officer QCF (adults)	£31,787	Business Support Officer (Admin and Organisation)	£21,952	Social Care Vocational Officer (training delivery)	£20,015
		Business Support Officer (Admin and Organisation)	£22,668	Social Care Vocational Officer (training delivery)	£20,015
Business Support Assistant	£19,705	Business Support Assistant	£10,351		
Business Support Assistant	£17,340	Business Support Assistant	£18,160		
Business Support Assistant	£15,912	Business Support Assistant	£12,022		
TOTAL	£265,934	TOTAL	£238,687	TOTAL	£153,728

- *Based on salary of £21,952 (Mon. rate)
- All Newport salaries subject to change following completion of the job evaluation process
-  Purple cells denote shared posts
- Administrative functions to be shared across the three authorities as will training delivery by SCVOs

Appendix 5

SENIOR MANAGEMENT TEAM

Newport Assessment Centre

- To support access to qualifying training through the provision of QCF qualifications for the Social Care Sector.
- To support development of sustainable approaches for qualification achievements within the social care sector.
- To support Care Council Wales Framework for qualifications

Develop a strategy to take forward plan for qualifications within Newport Assessment Centre, including consideration of commercial viability of varied Qualification routes.

1 BACKGROUND

1.1 Newport Assessment Centre (NAC) provides City and Guilds accredited QCF qualifications to employees within Health and Social Care services. The range of qualifications directly meet the Care Council for Wales Framework for Qualification requirements, and support achievements for targeted services staff to be qualified. The qualifications offered include:

- QCF Level 3 Diploma in Health and Social Care CYP pathway
- QCF Level 2 & 3 Diploma in Health and Social Care Adult pathway
- QCF Level 5 Diploma in Health and Social Care
- QCF Level 5 Diploma in Leadership for Health and Social Care both Pathways
- Dementia Award and Certificate at Level 2 and 3
- TAQA qualification (for training assessors and quality assurers)
- Unit 616 accreditation for administration of Medications

1.2 Newport Assessment Centre currently offers qualification to Torfaen.

1.3 The delivery of the qualification is offered through the following models

- Work based learning model where in house staff support direct assessment. Quality Assurance processes and administration are managed through the NAC. Costs are met through NAC and are SCWDP funded.
- External providers (eg Educate/ ACT /Torfaen training) undertake direct assessment, and access alternative funding streams to deliver qualifications.

Currently both Newport and Torfaen use a mixture of **model 1 and 2**, with Model 1 being prioritised.

2 ISSUES

2.1 Common issues with provision of QCF assessment fall into several categories:

- **Funding streams** - Whilst external providers can deliver qualifications, this traditionally has been reliant their ability to draw down funding from Welsh Government. **Local Authority provision is also through WG, in the form of SCWDP funding. External sector access to training is due to change.** Access to qualifications by the by the sector for qualifications delivered through external providers is now limited to those under 25yrs of age (with a 10% exception rule).
- **Capacity** – external providers traditionally allocate high learner numbers to each assessor, thereby attracting high numbers of learners. (some external providers will allocate a minimum of 35 learners per assessor).
Local Authority provision does not tend to reflect external provision re numbers of learners.
- **Quality** – There is the question that high learner levels can impact upon learner development and contribute to “tick box” qualification. **Local Authority provision has tended to provide more robust assessment processes supporting quality qualification achievements.**

2.2 Private sector providers currently offer a range of qualification routes. Competition within these areas is high. Identifying niche markets, and cost effective delivery options is required.

2.3 Identification of models of delivery that fit within the following is required:

- Sustainable and long-term model
- Cost effective method of developing and qualifying staff.
- Development of specialist areas that attract accreditation
- Sector support and implementation

QCF qualification through the use of external trainer providers can be a cost effective method of delivering qualifications where funding streams can be accessed. Even with changes in funding from WG that results in reductions in funding allocations for Training providers, the core delivery of QCF diplomas in Health and Social Care at Level 2 and 3 in Adult services pathways will be difficult to compete with financially if the Torfaen Training Contract is pursued (at cost of £600 per candidate). The cost are especially low as the provider has retained a large customer base from which to draw down custom.

There are alternative models of qualification delivery that focus of smaller accredited award options and allow specialist areas of knowledge and development to support care services.

These include

- Dementia awards
- Administration of Medication accreditation
- TAQA for assessment of QCF qualifications in care

FINANCIAL BREAKDOWN.

3.1 Each qualification requires the following resources and costs:

- Assessment time (varied according to learner needs and programmes,
- Quality assurance
- Registration and certification with Awarding Organisation (basic cost of between £50- £120).

3.2 Current changes to the funding streams for qualification providers in the external sector will impact upon Third sector commissioned agencies accessing funding streams for qualification.

3.3 Some qualifications within the Centre's current remit are more expensive to deliver as a result of intensive tutor/assessor resources required – eg the QCF Diploma in Health and Social Care levels 2, and 3. However other programme can access funding streams, or can be offered out on a commercial basis as they are less resource intensive.- as detailed below:

- TAQA- a minimum resource requirement, and could deliver a reasonable income. Potentially would support sector development of internal assessment staff based on a Model 1 delivery
- Dementia Certificates and Awards are limited resource requirements
- Level 5 – can be offered via externally funded routes.
- Newport pilot, in conjunction with **Wales College of Pharmaceutical Professional Education**, and delivery of accredited Medication unit to attract some funding options.

	Cost per person	Courses per year	No per course	Resource costs total	Total income	Net income
TAQA	£850 pp	X 3	10	£3300	£25500	£22200
Dementia awards and certificates	£350	X 3	10	£7300	£10500	£3200
Administration of Medication Unit 616	£130	X 3	10	£2250	£3900	£1650

APPENDIX 6

DATE: 5TH March 2015

SUBJECT: COLLABORATION OF WORKFORCE DEVELOPMENT TEAMS: EXPLORING FUTURE SUSTAINABILITY OPTIONS

Report Submitted by: *Local authority named person*
Report Written by: *Kate Dibble, Siân Sexton, Claire Broome*

1 PURPOSE OF REPORT

- 1.1. To explore opportunities to develop income generation strategies to support the future sustainability of the proposed joint Workforce Development / Training unit.

2 RECOMMENDATIONS

- 2.1 To develop a sustainable strategy to support the future delivery of QCF qualifications to the social care workforce at a commercially competitive rate.
- 2.2 To develop and deliver a programme of commercial training to meet the mandatory H&S requirements of the social care workforce (and other potential sectors).
- 2.3 To introduce a standard charging policy to cover the administration costs of training.
- 2.4 To develop commercial opportunities to design and host e-learning programmes for other LA directorates and external sectors.
- 2.5 To explore other creative income generation opportunities, for example offering commercial online advertising space on the Social Care Partnership website.
- 2.5 To explore long term opportunities to develop a trading arm, or similar, to operate independently and maximise commercial and funding opportunities.

3 BACKGROUND

- 3.1 Although no formal notification has been received, WG has confirmed the SCWDP grant funding end date as March 2017. As of 1st April 2017 the funding will be redirected into a newly established institute: Social Care Wales (which will replace the Care Council for Wales) to support the delivery of national training programmes.

It is still unclear what impact this will have on the amount of funding, if any,

that the local authority will receive to support workforce development post April 2017.

- 3.2 It is clear, however, that SCWDP will continue until March 2017 and with minimal change suggested to the conditions and limitations on its use, which currently include:
- a maximum of 10% contribution for mandatory health and safety training, including Manual Handling, First Aid and Food Safety
 - Training must be free; however, charges in respect to administration, non attendance and hospitality are permitted.
- 3.3 Anecdotally, the partner providers in Torfaen are reporting difficulty in accessing the mandatory H&S training, particularly Manual Handling Passport Training, in the local area as the majority of training companies operate from the Cardiff region.
- 3.4 In addition, Monmouthshire have developed a corporate, commercial training programme and the most successful courses to date have been Manual Handling and First Aid.
- 3.5 WG has also announced funding cuts for Modern Apprenticeships for staff aged over 25. As of April 2015 training providers will only be able to provide funded programmes under the following terms:
- 90% of funded learners have to be between 16 – 24 years old
 - 10% can be 25+ but must meet the following criteria:
 - be within the first six months of employment
 - enrol on a minimum of a Level 3 qualification
 - Level 5 qualification will continue to be fully funded for 25+

Training providers have received 5 year WG funding contracts under the above terms, so it is likely that this will have a significant impact for social care employers.

- 3.6 The impact of the above has already been reflected in the Torfaen Partnership TNA response for 2015/16, with partners reporting approx. 100 QCF places required if resources were available. This significant demand is also reflected in both Newport and Monmouthshire.

The 'QCF Assessment Centre' Report (Appendix 5) explores this issue in more detail and proposes strategic options to support the future sustainability of QCF's for the sector.

- 3.7 The WDT has e-learning resources and have already started to use these to generate income by developing materials for other departments and directorates.

4 ISSUES

OPPORTUNITIES

4.1 The Newport training unit is also a City and Guilds Assessment Centre, approved to deliver:

- QCF Level 2
- QCF Level 3 (Adults)
- QCF Level 3 (CYP)
- QCF Dementia Award / Certificates
- TAQA

Both Newport and Torfaen currently employ staff who are able to deliver the QCF and TAQA qualifications. These qualifications could be offered commercially. However we would need to ensure that there was sufficient resources retained to meet the demand for internal staff and foster carers.

4.2 WG encourages a focus on accredited or formal training for the sector. As part of the current City & Guilds approval there is the potential to develop stand alone 'accredited' units, including modules around Safeguarding and Infection Control.

4.3 There is also the potential to explore accreditation to deliver commercially viable management training and qualifications, including ILM qualifications such as Leadership and Management and Coaching & Mentoring.

4.4 Monmouthshire Workforce Development team employs Social Care training resources to deliver H&S training such as the Manual Handling Passport and First Aid. This resource already contributes to a corporate commercial training programme within Monmouthshire. However the corporate arrangement will come to an end as of April 2017 to support the Workforce Development collaborative proposal.

4.6 Torfaen WDT currently employs an E-learning and Social Media Officer, and has access to its own E-learning software and Learning Management System (LMS).

4.7 Torfaen and Monmouthshire also have links with Online Marketing College, which is an established organisation providing online training and learning across the UK. Online Marketing College have approached both authorities about potential opportunities to work together to design, develop and deliver online learning on a commercial level.

- 4.8 Each of the authorities has robust links with a potential customer base through the Social Care Partnerships, which includes independent, private and 3rd Sector organisations and agencies.

However, we also recognise that between the three authorities we have the potential knowledge, skills and resources to develop training programmes which could be delivered commercially to other departments, directorates and sectors.

- 4.9 As mentioned in 3.2, SCWDP funded training must be provided free – however, there is an opportunity to charge a minimal administrative fee for all training courses. As the financial breakdown, in 5.3 (below) illustrates, this strategy could make a substantial contribution to funding one admin post per authority.
- 4.10 Each authority has a website dedicated to the Social Care Partnerships. This resource provides opportunity to sell website space to organisations looking to provide services to the sector.
- 4.11 The QCF Assessment Centre and shared resources will also enable the proposed Workforce Development / Training Unit to explore potential opportunities to bid for other training contracts and funding. For example, the Care Council for Wales (CCW) are currently developing a framework for social care managers. As part of this framework, CCW will be looking to commission learning providers to develop and deliver relevant qualifications.
- 4.12 We also recognise the future potential to develop the business unit further and explore opportunities to become a Social Enterprise, independent trading arm or similar.

THREATS

- 4.13 We acknowledge that, as a Local Authority funded team we would need to be careful that we are not seen to be distorting the market, or open to claims under the EU State Aid guidelines, if we do become commercially competitive. We would endeavour to take further advice regarding this issue before committing to any commercial programmes.

However, we are also aware of examples where the LA have competed successfully in a commercial market, for example Torfaen Training which is funded by the Local Authority but generates income as a 'not for profit' organisation.

- 4.14 We will also explore any legal implications and organisation restrictions in relation to selling web space to external and potentially unverified organisations and service providers.

However, we are aware that the Communications and Engagement Team within Strategic Services in Torfaen are currently working with an online organisation to sell space on the Local Authority website. We are currently exploring the opportunity for any arrangements to be extended to include the SCPoT website.

- 4.15 The Workforce Development teams in Torfaen and Monmouthshire are fully SCWDP funded. This means that, potentially, a significant number of staff could be at risk of redundancy when SCWDP funding ends in March 2017.

This could impact on the retention of existing, experienced staff resources who will begin looking to secure their future; which will, in turn, have implications on the ability to deliver a future sustainable service.

5 FINANCIAL IMPLICATIONS

CURRENT COSTS / EXPENDITURE

- 5.1 Example of current cost to purchase places on mandatory H&S training courses for both internal and partnership staff:

COURSE TITLE			CURRENT TRAINING PROVIDER:		
			CORPORATE H&S	MENTER TRAINING	
COURSE TITLE		LENGTH OF COURSE	Per Person <i>(LA staff only)</i>	Per Person	Bespoke / In-house (Per Group)
Manual Handling Passport (MHP)	Modules A-B	½ day	Free	27.00	395.00
	Modules A-F	2 day	Not available (N/A)	55.00	645.00
	Refresher	1 day	N/A	39.00	595.00
MHP – Train the Trainer	Inanimate Loads	3 days	N/A	310.00	Approx. 750.00
	People Handling	5 days	N/A	470.00	Approx. 950.00
	Refresher	3 days	N/A	310.00	Approx. 750.00
Emergency First Aid (EFA)	EFA	1 day	59.00 Coleg Gwent	50.00 Level 2 QCF	595.00
	Paediatric	1 day	60.00 RT Training	50.00 Level 3 QCF	595.00
	EFA Refresher	1 day	59.00 Coleg Gwent	N/A	N/A

COURSE TITLE		LENGTH OF COURSE	CURRENT TRAINING PROVIDER:		
			CORPORATE H&S	MENTER TRAINING	
			Per Person <i>(LA staff only)</i>	Per Person	Bespoke / In-house (Per Group)
Other First Aid	Paediatric First Aid	2 days	N/A	90.00 Level 3 QCF	645.00
	First Aid at Work	3 days	£195.00 Coleg Gwent	125.00 Level 3 QCF	N/A
	Basic First Aid	½ day	25.00	30.00	395.00

5.2 The cost to employ 2 x Social Care Training Officers at Grade 6 is approximately **£66k** (including on-costs).

POTENTIAL INCOME GENERATION

5.3 The following is a breakdown of the potential income generation if delivering a programme of mandatory H&S training courses (based on 2 Social Care Training Officers delivering training full time):

COURSE TITLE		LENGTH OF COURSE	COST PER PLACE	TOTAL PLACES PER COURSE	NUMBER OF COURSES PER YEAR	POTENTIAL ANNUAL INCOME
Manual Handling Passport (MHP)	Modules A-F	2 day	55.00	12	48 <i>(4 per month)</i>	31,680
	Refresher	1 day	30.00	12	24 <i>(2 per month)</i>	8,640
Emergency First Aid (EFA)	EFA	1 day	50.00	16	24 <i>(2 per month)</i>	19,200
	Paediatric	1 day	50.00	16	12 <i>(1 per month)</i>	9,600
	EFAW Refresher	1 day	39.00	16	12 <i>(1 per month)</i>	7,488
Other	First Aid at Work	3 days	125.00	16	4 <i>(1 per quarter)</i>	8,000
					TOTAL	£84,608

5.4 As outlined in 4.9 (above), an administrative fee could be applied to all SCWDP funded training places for the Partnership. The following is an example breakdown of potential annual income (based on total **Torfaen** partnership places 2013/14):

NUMBER OF ANNUAL TRAINING PLACES (TORFAEN ONLY)	APPROX COST PER 1 HOUR ADMIN (GRADE 4)	POTENTIAL ANNUAL INCOME
1080	£13.50	£14,580

5.5 As briefly discussed in 3.5 and 4.1 (above), there is the opportunity to generate income through the provision of qualifications to the partnership.

The following table illustrates potential income based on the strategic proposal outlined in the QCF Assessment Centre Report.

QUALIFICATION	COST PER LEARNER	NUMBER OF LEARNERS PER INTAKE	INTAKES PER YEAR	POTENTIAL ANNUAL INCOME
TAQA	£850	10	3	£25,500
QCF Dementia (Award or Certificate)	£350	10	3	£10,500
Administration of Medication Unit 616	£130	10	3	£3,900
			TOTAL	£36,000

5.6 As identified in 3.7, Torfaen have already provided e-learning support to another directorate within the Local Authority. The development costs were broken down as follows:

- Storyboard: Consultation, Design & Development 1 day
 - Module: Content & Interaction 6 days
 - Formal Assessment N/A
 - Edit / Review 1 day
- TOTAL **8 days**

8 days@ E-learning Development rate (Grade 6) = **£1035**

5.7 In addition, there is opportunity to use our resources to host e-learning and charge per licence (non-social care):

SCPoT LMS Licence fee + 1 x hr admin (Grade 4) per user: **£18pp**

- 5.8 For the social care sector, a nominal fee could be applied to e-learning. The following is an example breakdown:

COURSE TITLE	COST PER PLACE	AVERAGE NUMBER OF PLACES PER YEAR	POTENTIAL ANNUAL INCOME
POVA Level 2	£5.00	480 <i>(40 places per month)</i>	£2,400

- 5.9 As outlined in 4.10 and 4.13 there is opportunity to sell advertising space on the training websites.

The following breakdown of potential income is based on existing online provision:

TYPE OF ADVERT	POTENTIAL ANNUAL INCOME
Sidebar Ads: (Based on 3 rolling adverts per web section = £30 x 4 per month)	£1,440
Inline Ads: Based on 3 adverts per web section = £45 x 4 per month	£2,160

6 RECOMMENDATIONS

- 6.1 To develop a sustainable strategy to support the future delivery of QCF qualifications to the social care workforce at a commercially competitive rate.
- 6.2 To develop and deliver a programme of commercial training to meet the mandatory H&S requirements of the social care workforce (and other potential sectors).
- 6.3 To introduce a standard charging policy to cover the administration costs of training.
- 6.4 To develop commercial opportunities to design and host e-learning programmes for other LA directorates and external sectors.
- 6.5 To explore other creative income generation opportunities, for example offering commercial online advertising space on the Social Care Partnership website.

- 6.5 To explore long term opportunities to develop a trading arm, or similar, to operate independently and maximise commercial and funding opportunities.

CONSULTATION

- WG SCWDP Circular 2014/15
- Torfaen TNA Outcomes 2015/16
- EUC8
- Torfaen Training
- Communication and Engagement Team, Torfaen.



Llywodraeth Cymru
Welsh Government

Directors of Social Services in Wales **for action**

Chief Executives
Directors of Finance
Chief Executive, Care Council for Wales
Local Authority Training Managers

30 March 2015

Dear Sir or Madam,

Social Care Workforce Development Programme 2015-16: Circular

A. Introduction

1. This circular sets out the arrangements for the Social Care Workforce Development Programme (SCWDP) for 2015-16. It announces local authority based grant allocations and invites regional plan documents based on the established public services footprint, and spreadsheet applications for each local authority area for the grant by 29 May 2015, with an update by 25 September 2015.
2. This circular details the requirements to be met to draw down the SCWDP funding.
3. The total funding available from the Welsh Government through the SCWDP in 2015-16 for the learning and development of the social care workforce in Wales will be £8,411,000. 15% of that total (£1,261,650) will be retained to fund national programmes to support the implementation of the Social Services and Well-being (Wales) Act 2014. It is intended that this approach will continue in 2016-17.
4. Partnerships will be expected to provide local resources to support the effectiveness of the national training programme to enable staff to fully benefit from the national provision that is being made available. Where possible, we expect local authorities to maintain their own commitment to training at least at the level provided within 2014-15.
5. The grant funding will be allocated and paid to each local authority. The planned expenditure by Local Authorities on the Social Care Workforce Development Programme (SCWDP) for 2015-16 will total £10,213,357. The grant element, which provides 70% of the cost of the programme, will be £7,149,350.

6. Since staff members are the principal resource for providers of social care their learning and development needs to be planned, resourced, delivered and evaluated effectively. The primary responsibility for these tasks remains with employers. The SCWDP grant is intended to provide a significant supplement to the resources provided by employers to train and develop their own staff.
7. With the exception of the ring-fenced flat rate allocation for social worker qualifying and post qualifying training, the grant will be distributed solely using the Standard Spending Assessment (SSA) formula.
8. We expect to see grant applications setting out clearly the arrangements for SCWDP Partnerships across each public service footprint area to mirror the Social Services and Well-being (Wales) Act implementation arrangements This will need to include proposed membership of the Partnership, links to the leadership arrangements in place in each region and key milestones in the Partnerships becoming fully operational.
9. Applications must include learning and development plans for the whole social care sector, including wider partnership organisations, in each region. We expect these regional plans to be aligned to the Social Services and Well-being (Wales) Act Regional Implementation Plans and Delivering Transformation Grant proposals and to be based on the same public services footprint.
10. We require that a named regional lead is identified in the application to lead the development of the regional learning and development plan for the Social Services and Well-being (Wales) Act . This lead person will also co-ordinate the relationship between the regional learning and development plan, and the implementation plan and national strategy for the Act. They will be the link into the the Care Council for Wales and work with them as part of a virtual team. The individual will work closely with the named lead director for learning and development identified through the Delivering Transformation Grant arrangements.
11. All documentation will be required to be submitted to the Welsh Government in electronic format with the exception of the Grant Acceptance Forms which must be submitted in hard copy only with 'wet' signatures. A proforma for applications will be issued alongside this circular.
12. The Social Services & Well-Being (Wales) Act 2014 received Royal Assent on 1 May 2014. There will be significant learning and development requirements to implement the new legislative framework.
13. For 2015-16 and beyond we expect this grant to support the implementation of the new legal framework across all providers and organisations. A national learning and development strategy will be put in place to reflect the overall implementation programme. The first stage of that strategy – a general awareness raising programme - is already available and a programme of delivery should be factored in to the partnership plan to reach as broad a target group as possible. A comprehensive programme to reflect each part of the Act will be developed by the Care Council for Wales, in partnership with key organisations, and will be available from Autumn 2015. This national programme will ensure that all those delivering duties under the Act are equipped to deliver. We expect the programme to take full account of specialist services and roles. Partnerships will need to ensure that a plan is in place and resources are available to deliver key elements of the comprehensive programme at a regional level to all relevant staff and organisations although we

expect that a number of elements will be delivered nationally. The balance of national and regional delivery responsibilities will become clear as the planning process progresses and regional leads will need to be engaged in this work at an early stage working with the Care Council to secure the most effective framework for delivery. The programme will ensure that all those impacted upon by the Act will have the necessary skills and qualifications to deliver their functions within the new models of working and that the required cultural and behaviour changes are driven forward and underpinned by consistent messages. Due to the timetable for the development of the national learning and development strategy, partnerships will not be in a position to confidently set out their regional delivery responsibilities in relation to the Act within their grant applications. We will therefore require updated plans by 25 September 2015 that take account of these requirements.

14. Grant applications for 2015-16 will need to be made on a regional basis through the six regional areas. We understand that there is a significant transition between local and regional working moving towards a fully integrated approach.. At this point, we ask that training plans are as integrated and amalgamated as possible, drawing upon contributions from each of the constituent local workforce partnerships.

B. Sources of guidance

15. This circular should be read in conjunction with 'Planning for Training and Staff Development across the Social Care Sector (2003)', which remains a valuable guidance document to help regions draw up effective training and staff development arrangements. The document is available on request from the SCWDP mailbox (SCWDP@Wales.GSI.Gov.UK).

Aims and Objectives

16. The broad **aim** of the SCWDP is to improve the quality and management of social services provision through a planned approach to learning and development and by seeking to increase the take-up of training across the social care sector.
17. The **objectives** of the SCWDP in 2015-16 and 2016-17 are:
- To ensure that staff across all partner organisations (please see list of those organisations that must be included in the plan) engaged in duties delivered under the Social Services and Well-Being (Wales) Act have the knowledge, skills and competencies to operate under the new legal framework and that the necessary cultural changes are driven forward. Local and regional delivery will need to draw upon the learning and development programme being prepared by the Care Council for Wales
 - To ensure that all core learning and development, including induction and qualification training, is reframed to reflect the new legal framework
 - To continue the current support for Social Work training in Wales
 - To support skills for frontline social care workers
 - To support the infrastructure for learning and development across Wales, including local and regional partnership and joint working.

C. Expectations of Directors of Social Services and regions

18. The grant will support compliance with the Welsh Government statutory guidance on the role and accountabilities of the Director of Social Services (June 2009), in particular section 4.8.6 for workforce planning and professional development and

section 4.8.7 for partnership working. Key to this is the development and delivery of a plan for workforce development for the whole sector workforce.

<http://wales.gov.uk/topics/health/publications/socialcare/guidance1/3188997/?jsessionid=WZmhN4JdNB7FmPLBdj5W6LQCSZhnRMRrvZTcQzk76lsTQ2K5hxYp!1471696857?lang=en>

19. Partnerships within each region are expected to draw membership from:

- commissioners
- commissioned services
- statutory, third sector and private sector employers
- service users and carers and training providers.
- regulated and non-regulated settings covering social work and social care for children and family services and adults services

Other local statutory partners including health, the police and probation services should also be involved to take advantage of opportunities to work together to ensure all are equipped to deliver the new legal framework and to align learning and development frameworks and provision. This will also support the work to consider the workforce implications that flow from the development of a more integrated approach to services. Partnerships **must as a minimum** draw members that reflect views of:

- Adult Care Providers;
- Domiciliary Care Providers;
- Children's Care Providers;
- Foster Carers;
- Further and Higher Education;
- Service Users and Carers
- LHBs.

20. The role of the Partnerships will be to:

- Steer and oversee the development and delivery of the regional learning and delivery plan
- Ensure the plan supports the regional implementation plan for the Social Services and Well-being (Wales) Act and interfaces with the National Learning and Development Plan
- SCWDP funded learning and development across the social care workforce using the data collected by the partnership;
- Monitor progress against those plans;
- Evaluate the impact of the regional learning and development plan plans on services and the workforce.

21. Partnerships will want to develop wider aims and objectives to meet local needs and resources, and to plan learning and development activity that is wider than that funded by the grant.

22. The SCWDP grant should be regarded as only one source of funding for workforce learning and development. Partnerships should adopt a leadership role in relation to identifying other sources of funding for different parts of the sector and encourage and

support co-ordinated approaches to learning and development across the whole sector.

23. Partnerships should also ensure training offered through the SCWDP is appropriately split, in line with local needs, across the different service areas (including children, adult, older people, management, carers and service users).
24. The data collection process involved with this grant provides important intelligence on the social care workforce. The Care Council for Wales and the Data Unit have worked with local authorities to strengthen the consistency and quality of the data and it is important that this development work continues. We are expecting the Care Council to provide leadership in this work with co-operation from local authorities.
25. Partnerships should ensure that consideration is given to the workforces' ability to deliver services bilingually, in line with the Social Services' Strategic Framework for Welsh Language Services which confirmed the Government's commitment to strengthen Welsh language services to service users and their families. ["More than just Words", Strategic Framework for Welsh Language Services in Health, Social Services and Social Care].
<http://wales.gov.uk/topics/health/publications/health/guidance/words/?lang=en>
26. Partnerships will be expected to share examples of best practice.

D. SCWDP and Social Work – a regulated profession

27. Local Authorities need to continue to ensure access to, and completion of the qualification in social work. Authorities will need to plan on the basis of the assessed future workforce need, taking into account the data and information in the report "Social Worker Workforce Planning (SWWP)" and any current local data to ensure that there is a sufficient supply of social workers in Wales in their planning.
<http://www.dataunitwales.gov.uk/publications?q=social+work+workforce+planning>
28. The continuous professional development of social workers, including the acquisition of post-qualifying social work awards, needs planning within the overall Partnership strategic plan and business / operational plan and within the context of the Social Services and Well-being (Wales) Act Those plans need to be supplemented by employer's workforce planning and staff appraisal, including individual career planning.
29. Partnership plans will be expected to show how they will continue to work with others to deliver the elements of the CPEL Programme in 2015-16 and how funding will be targeted to deliver this objective.
30. In order to continue to ensure the supply of social workers through support to social work training and to ensure that CPEL is embedded within plans and arrangements we are retaining the specific ring fenced funding element of the grant at the level of £34,000 per local authority aggregated into regional allocations to support the qualifying and post qualifying training of social workers. This can include the development of infrastructures to support the delivery of a framework for continuous professional development. Partnerships need to set out in a distinct plan how the SCWDP grant will be used to support social work traineeships and secondments and how it will be used to support CPEL. We expect this funding to contribute to funding the costs of the Consolidation Programme and 'additional places' for social workers on the other programmes within the CPEL Framework.

31. We encourage partnerships to consider implementing similar schemes for other professional training, particularly occupational therapists.

E. Targets

32. In 2015-16, key priorities should focus on preparing for the implementation of the Social services and Well-being (Wales) Act. Accredited or formal training or training linked to continuing professional education and learning and practice improvement (particularly for staff and managers of residential child care and managers of care homes and domiciliary care agencies) framed within the context of the Act should also be prioritised.
33. In addition we expect Partnerships to be enabling care and support staff in adults and child care services to achieve the Qualification and Credit Framework (QCF) Diplomas using the guidance available in the Qualifications Framework.

F. The 2015-16 SCWDP Grant

34. Indicative grant allocations for 2015-16 are provided in Annexe 2. These allocations are calculated from 2 elements:
- An allocation of £34,000 is made per local authority (also shown as aggregated regional amounts) to directly contribute to the qualifying and post qualifying training of those who are or wish to become social workers.
 - The remaining £ 6,401,350 is apportioned on the basis of each authority's share of the Personal Social Services Standard Spending Assessments (SSAs) (also shown as aggregated regional amounts).

G. Funding

35. Uses of this funding are limited to the categories below:

£34 K Social Work Training

- The costs of secondments for social work qualifying training and occupational therapy qualifying training, including staff replacement costs;
- Social worker training – with an emphasis on pre-qualifying, qualifying and post qualifying training which focus on continuing professional education and learning in line with the new CPEL framework;

Remainder of grant

- The costs of developing and maintaining the Partnership, including administrative support.
- Training to support implementation of the Social Services and Well-being (Wales) Act 2014.
- The costs of other learning and development events and activities, including staff replacement and other costs for social work and social care staff and managers, with a primary focus on accredited training;
- Meeting regulation requirements for qualifications or units of qualifications <http://www.ccwales.org.uk/adult-care-home-manager/>
- Practice Improvement linked to professional regulation.
- Leadership and management skills.

- The non-salary costs, including course fees, of seconding staff for learning and development;
 - The costs of staff employed to provide learning and development and for work-based assessment, including QCF assessment;
 - The costs of the provision of equipment and, where justified, the rent of premises for training and assessment of competencies;
 - The costs of helping users and carers to take part in the SCWDP partnership learning and development events and evaluation;
36. For learning and development supported by the SCWDP grant, **all** the following conditions must be met:
37. We anticipate that training will mostly be provided **free** of charge to all partner social care organisations¹ Charges may be made to support co-investment in training with other agencies, but no charge may be levied for training for the social services and well-being wales Act.
38. Only **10% of Welsh Government SCWDP contribution** can be used to support training that is solely used to comply with health and safety legislation, as these are the responsibility of the employer. This does not include training completed as part of broader training (i.e. as part of a QCF level qualification). This legislation includes the:
- Management of Health and Safety at Work Regulations 1999;
 - Manual Handling Operations Regulations 1992;
 - Control of Substances Hazardous to Health Regulations;
 - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR);
 - Lifting Operations and Lifting Equipment Regulations 1998;
 - Provision and Use of Work Equipment Regulations 1998;
 - Personal Protective Equipment at Work (1992);
 - Health and Safety at Work etc. Act 1974;
 - Food Safety Act 1990.
39. Grant funding should not be used to support shared corporate services either within one local authority or across a group of authorities unless the funding is wholly and exclusively used for the purposes of the SCWDP. Use of funding for collaborative social services priorities is acceptable
40. A significantly larger proportion of the grant must be utilised for learning and development and qualifications (including costs of staff to deliver training) than on programme staffing, management and administration. We do not expect the funding on programme staffing to increase. Partnerships may employ staff jointly where this is an effective approach to the development of the social care sector and costs apportioned appropriately.

H. Governance

41. **SCWDP may, in some circumstances, be subject to European Commission State Aid rules. The Welsh Government has issued guidance on how the rules apply to SCWDP.**

¹ This applies only to the aspect of training delivery. Charges in respect of administration, non-attendance or hospitality are still applicable.

42. Applications should be **submitted by 29 May 2015. Please ensure all documentation is signed by the relevant Directors of Social Services.**
43. Applications will be assessed for their compliance with this circular and the relevance of the plans to it. Applications should be made using the application template provided.
44. We will expect regional partnerships to formally monitor this grant mid year and at year end. Proformas will be provided for these reports, which should document progress against planned achievements, reasons for deviations from plans, corrective actions that have been established and confirmation of spending plans for the remaining period of the financial year.
45. We will supply audit forms from the Wales Audit Office, for verification of local authority accounts of SCWDP expenditure.
46. Regional partnerships are required to evaluate the use and effectiveness of the grant and the Partnership. The Welsh Government is required to ensure the correct use of the funding and the impact of the grant programmes across Wales.
47. Directors of Social Services must ensure that:
- The SCWDP funding is utilised for the whole social care sector workforce and appropriate training places, funding and qualification opportunities are made available to all areas of the sector;
 - Applications are compliant with this guidance;
 - Evidence of compliance with the Qualifications and Credit Framework is provided;
 - Applications include a communications plan detailing accessibility of the plan and training to the workforce across the whole sector;
 - All training plans are published on the respective Social Care in Partnership websites, including details of how to apply for SCWDP training courses;
 - All requested documentation is signed and submitted by respective deadlines.

Part or all of the funding will be withheld if a Partnership:

- Fails to comply with this circular;
 - Fails to send in their application or monitoring forms by the due deadline;
 - Fails to comply with the need for due vigilance through the audit of spending, including that by Wales Audit Office; or
 - Fails to return evaluation documentation on the impact of its plans and use of funding (in other words, outcomes and outputs) in line with the expectations laid out in this circular.
48. Payment of the grants will be made under the powers at Section 31 (2) and Section 31 (4) of the Local Government Act 2003. The grant claim forms will be issued alongside the grant offer letter. A single allocation of the grant will be made in two instalments. This will be paid in arrears.
49. Claims for the first six months of the grant should be returned no later than 25 September 2015 and claims for the balance should be returned no later than 15 February 2016. Grant allocations are for the specified financial year **only** and **cannot** be carried over to the following year. Annex 1 sets out the 2015-16 SCWDP grant key dates.

I. Enquiries

For all enquiries and communications please contact the SCWDP grant management team via:

E-mail: SCWDP@wales.gsi.gov.uk

Social Services and Integration Directorate
Department for Health and Social Services

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J. List of Annexes

1. Summary Timetable
2. Indicative Grant Allocation

Annex 1: Summary Timetable**Social Care Workforce Development Programme 2015-16**

Action Required	Deadline
SCWDP applications and plans to DHSS	(8 weeks) 29 May 2015
Approval letters to SSDs, and claim forms to Directors of Finance	19 June 2015 (3 weeks)
Acceptance letters to DHSS	3 July 2015 (2 weeks)
First six month claims and updated plans	25 September 2015
Mid-year monitoring reporting to DHSS	9 October 2015
Final grant claims to DHSS	15 February 2016
End of year reporting to DHSS	26 August 2016
Audit Certificates to Auditor, and copied to DHSS	30 September 2016
Audited Certificates to DHSS	27 January 2017

Total SCWDP Grant £7,149,350

Region & Local Authority	Social Worker Qualifying Training Allocation	Remaining Grant distributed using PSS formula	Welsh Government Contribution	Local Authority Contribution	Total Local Authority SCWDP Expenditure
	£	£	£	£	£
North Wales					
Isle of Anglesey	£34,000	142,974	£176,974	£75,846	£252,820
Gwynedd	£34,000	241,459	£275,459	£118,054	£393,513
Conwy	£34,000	£249,572	£283,572	£121,531	£405,103
Denbighshire	£34,000	£211,767	£245,767	£105,329	£351,096
Flintshire	£34,000	£277,758	£311,758	£133,611	£445,369
Wrexham	£34,000	£275,631	£309,631	£132,699	£442,330
<i>Sub total</i>					£2,290,230
Mid and West					
Powys	£34,000	£255,884	£289,884	£124,236	£414,120
Ceredigion	£34,000	£143,518	£177,518	£76,079	£253,597
Pembrokeshire	£34,000	£246,720	£280,720	£120,309	£401,029
Carmarthenshire	£34,000	£382,965	£416,965	£178,699	£595,664
<i>Sub total</i>					£1,664,410
Western Bay					
Swansea	£34,000	£505,011	£539,011	£231,005	£770,016
Neath Port Talbot	£34,000	£320,926	£354,926	£152,111	£507,037
Bridgend	£34,000	£286,598	£320,598	£137,399	£457,997
<i>Sub total</i>					£1,735,050
Cardiff	£34,000	£719,389	£753,389	£322,881	£1,076,270
Vale of Glamorgan	£34,000	£238,845	£272,845	£116,934	£389,779
<i>Sub total</i>					£1,466,049
Rhondda Cynon Taf	£34,000	£521,871	£555,871	£238,230	£794,101
Merthyr Tydfil	£34,000	£139,473	£173,473	£74,346	£247,819
<i>Sub total</i>					£1,041,920
Caerphilly	£34,000	£387,588	£421,588	£180,681	£602,269
Blaenau Gwent	£34,000	£167,245	£201,245	£86,248	£287,493
Torfaen	£34,000	£203,468	£237,468	£101,772	£339,240
Monmouthshire	£34,000	£158,816	£192,816	£82,635	£275,451
Newport	£34,000	£323,872	£357,872	£153,374	£511,246
<i>Sub total</i>					£2,015,699
Wales TOTAL	£748,000	£6,401,350	£7,149,350	£3,064,009	£10,213,359

REPORT

SUBJECT	DRAFT REVENUE & CAPITAL OUTTURN 2014/15
DIRECTORATE	Chief Executive's Unit
MEETING	Special Adults Select Committee
DATE	16th June 2015
DIVISIONS/WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the outturn position of the Authority for the 2014/15 financial year. The position is regarded as draft prior to external audit of Statement of Accounts.
- 1.2 It also seeks to provide summary information about the Council's reserve position as a consequence of year end movements and given recent reports in last quarter that have significant future implications.
- 1.3 This report will also be considered by Select Committees as part of their responsibility to,
- assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider the information contained within this report noting that the figures may be subject to adjustment through the external audit process.
- 2.2 That Members consider the position concerning revenue monitoring outturn resulting in the favourable replenishment of Council Fund reserves by £31,000 compared to the budgeted draw of £296,000.
- 2.3 That Members agree to the review of earmarked reserves resulting in the following adjustments:
- 2.3.1 Single status and Equal pay reserve - £1.052 million, redistributed to the following reserves:
- Fixed Assets disposal reserve - £257k
 - Pension and Redundancy reserve - £600k
 - Schools library reserve - £195k to extinguish a deficit balance
- 2.4 That Members approve the redundancy payments identified in paragraph 3.1.6 included within the outturn figures
- 2.5 That Members consider the position concerning school balances and the implications on 2015-16 school budgets.
- 2.6 Members note the progress concerning the delivery of the saving mandates in 2014/15 and seek further reports to identify alternate savings and virements proposed by Directors to replace original proposals to ensure further pressure on the 2015/16 budget is reduced.

- 2.7 That Members consider the position concerning outturn capital monitoring resulting in an overall underspend
- 2.8 That Members approve the slippage schedule as identified in Appendix 2, building upon the recommendation at month 9 to review these at outturn.
- 2.9 That Members approve the planned capital financing position as reported in para 3.7.
- 2.10 That Members approve the use of the capital outturn underspend to fund the capital priorities identified in 3.5.6 and therefore obviate the need for 2015/16 capital budgets to be top sliced.

3. MONITORING ANALYSIS

3.1 Revenue Position

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

3.1.2 Responsible Financial Officer's Summary of Overall Position

Table 1: Draft Council Fund Outturn 2014/15 – Summary Total Net Expenditure Position at Outturn	Appendix	Actual Outturn	Annual Budget @ Month 9	Revisions since month 9	Annual Budget @ Outturn	Forecast Over/(Under) Spend at Outturn	Forecast Over/(Under) Spend at Month 9	Comparative Forecast Over/(Under) Spend at Month 6	Comparative Forecast Over/(Under) Spend at Month 3
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Social Care & Health	6&7	38,092	36,604	(37)	36,567	1,525	1,261	797	613
Children & Young People	7	52,163	52,150	28	52,178	(15)	93	45	26
Enterprise	5	10,169	10,080	107	10,187	(18)	132	55	232
Operations	4	17,851	17,861	172	18,033	(182)	103	182	385
Chief Executives Unit	4	6,954	7,376	(13)	7,363	(409)	(385)	(208)	(133)
Corporate Costs & Levies	4	17,367	17,941		17,941	(574)	(183)	(116)	(94)
Net Cost of Services		142,596	142,012	257	142,269	327	1,021	755	1,029
Attributable Costs – Fixed Asset Disposal	4	145	224		224	(79)	(92)	(47)	1
Interest & Investment Income	4	(89)	(29)		(29)	(60)	(59)	(58)	(48)
Interest Payable & Similar Charges	4	3,538	3,773		3,773	(235)	(241)	(235)	(231)
Charges Required Under Regulation	4	5,576	5,610		5,610	(34)	(35)	(35)	(35)
Capital Expenditure Financed from Revenue		138	16	122	138	0	0	0	0
Contributions to/(from) Reserves	4	(2,037)	(2,073)	(379)	(2,452)	415	1	2	5
Amounts to be met from Government Grants and Local Taxation		149,867	149,533	0	149,533	334	779	764	721
General Government Grants	4	(69,540)	(69,544)	0	(69,544)	4	0	0	0
Non-Domestic Rates	4	(28,984)	(28,984)		(28,984)	0	0	0	0
Council Tax	4	(57,158)	(56,780)		(56,780)	(378)	(389)	(415)	(348)
Council Tax Benefits Support	4	5,784	6,071		6,071	(287)	(246)	(233)	(154)
Council Fund (Surplus)/Deficit		(31)	296	0	296	(327)	144	116	219
Budgeted contribution from Council Fund		0	(296)		(296)	296	0	0	0
		(31)	0	0	0	(31)	144	116	219

3.1.3 The bottom line situation is a favourable £31,000 variance. The expectation in setting the 2014/15 budget required a contribution of £296,000 from the Council Fund. So the outturn position evidences an improvement to the anticipated outturn Council fund balance of £327,000. Other notable changes during the last quarter included net cost of services pressure reduced to £327,000 at outturn, an improvement of £694,000 during the last 3 months. Social Care, and predominantly Children's services continued to evidence financial pressures, and that adverse situation rose by a further £264,000 on the levels predicted at month 9.

3.1.4 However that additional volatility in costs was mitigated in full by improvements in the Operations Directorate, Chief Executives office and corporate costs during the last quarter.

3.1.5 Redundancy payments have been made during the year and are included in the outturn figures. Such costs appear as an overspend in comparison to the annual budget. Redundancy payments require Member approval and whilst this has been sought for some, there are some payments that still require approval and they are identified below in the table. The traditional approach is, unless specific reserve funding is sought, that services bear such costs initially to be mitigated where possible through the year, and for any net balance to be considered and borne through a use of reserves during the outturn process.

This is a little different for schools where instead a resource of £300,000 is provided for by CYP, with schools only bearing any costs above that level. School redundancy costs amount to £391,000, of which schools have borne £91,000.

3.1.6 The redundancy costs for 2014-15 incurred in respect of non school activity amounted to,

Directorate	Amount £'000	Approved Reserve Funding	Approval required see Recommendation 2.4
Children & Young People	83	7	76
Social Care & Health	0	0	0
Chief Executives Office	107	42	65
Enterprise	165	59	106
Operations	407	81	326
Total	762	189	573

Of this £189,000 related to a caveated request for reserve funding at outturn and the funding adjustment has been made. This left £573,000 which is currently included within outturn figures and for which no budget provision existed.

3.1.7 In addition to the unbudgeted redundancy payments above, mandated savings that have not been made in respect of 2014-15 total £571,000. In order to achieve an outturn of £31,000 surplus there have been compensatory savings over budget of £1.2 million within services, treasury and council tax recovery.

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

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

Service area	Indicative Forecast Position exclusive of savings not yet achieved Red=Adverse Green = Favourable £'000	2014-15 savings not yet made £'000	Forecast Position net of savings not achieved Red=Adverse Green = Favourable £'000	Headline Cause
Social Care & Health (SCH)				
Children's Services	1,375	32	1,407 (worsening of 187)	Looked after children activity and additional team and conveyance of client costs
Adult Services	1	117	118 (worsening of 77)	Most notably historic Monnow Vale partnership cost apportionments and residential care costs exceeding recovery due to means testing considerations. The worsening position is mainly attributable to additional transport and staffing costs incurred in Day Centre provision
Sub Total SCH	1,376	149	1,525	
Children and Young People (CYP)				
Standards	-23	107	-84 (improvement of 67)	Increased costs apparent in breakfast club administration (£102k), compensated by net underspends in ALN, improvement, inclusions and education achievement service expenditure
Individual schools budget	-32	0	-32 (improvement of 86)	Reserve funding anticipated and budgeted for not utilised by end of financial year.
Resources and Performance	82	53	135 (worsening of 52)	Effect of Recovery Board and tribunal costs, unbudgeted IT migration costs. Previous Directorate predictions assumed a breakeven position for its SLA arrangement with schools, the outturn indices a deficit of £23k
Youth Services	-33	0	-33 (improvement of 5)	Additional income and reduced transport costs
Sub Total CYP	-175	160	-15	

Enterprise (ENT)				
Community Led Delivery	-113	0	-113 (improvement of 160)	Additional net income, predominantly cemeteries, a reduction in the pressure experienced in Community Education (this still remains a volatility to the Council going forward given a volatility in Coleg Gwent funding), and the positive effect (£50k) caused by the ongoing reorganisation of 1 stop shops and libraries
Commercial & People Development	48	0	48 (worsening of 82)	The net effect of business enterprise costs and building costs of Innovation section that were presumed to be funded from Property maintenance budget.
Tourism, Life & Culture	81	37	118 (improvement of 34)	Continued pressure in tourism services, and in particular Caldicot Castle, together with net costs of cycling initiatives. There are £39k net costs evident on sports development that weren't forecast at month 9.
Enterprise management	14	0	14 (worsening of 14)	
Development Plans	-85	0	-85 (improvement of 52)	
Sub Total ENT	-55	37	-18	
Operations (OPS)				
Highways	-554	116	-438 (improvement of 65)	Extra agency income
Property	-117	69	-48 (improvement of 81)	Schools meals service transfer from CYP with significant pressure, main improvement in schools cleaning area caused by removing unbudgetted contract consultancy costs
Passenger transport	294	40	334 (improvement of 25)	Past budget saving reviews of home to school and SEN haven't taken place. Overspends are in Council provided transport, mainly employee and transport maintenance costs. External transport provider costs tenders are anticipated to provide net savings to compensate for Council's SEN transport overspend.

				A bad debt assumption has been made in respect of historic debts of £50,000
Transport	33	0	33 (improvement of 61)	Predominantly car parking income deficit
Waste & Streetscene	-62	0	-62 (improvement of 72)	Waste exhibits predominantly breakeven position, improvement the net effect of subsuming grounds and training unit with division.
Registrars	-1	0	-1	
Sub Total OPS	-407	225	-182	

Regulation & Central Support Services				
Chief Executives Office (CEO)	-409	0	-409 (improvement of 25)	Staff savings and increased income predictions in democratic services. Savings in audit and revenues team costs and housing benefit administration below budget levels
Corporate (CORP)	-574	0	-574 (improvement of 391)	Corporate includes a variety of costs that only crystallise in the last quarter. The underspend reported is caused by national park levy underspend £11,000, additional dividend from Joint Crematoria Committee £105,000, reduced audit fee (£135,000), NNDR refunds in respect of Council property appeals £116,000, Income received in respect of previously written off debts £110,000, additional Pension strain costs of £97,000 compensated in part by saving in single status budget £76,000), Underspends in the Council's insurance account from reduced level of claims £67,000, contract extension renegotiation £26,000, and staffing savings of £17,000.
Sub Total Regulatory Services	-983	0	-983	
Total – Net Cost of Services	-244	571	327	

3.1.10 More detailed monitoring information together with a narrative of more significant variances over £25,000 is provided in the Select Appendices 4 to 7.

3.2 Schools

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

Draft Council Fund Outturn 2014/15 – Summary Forecast Year-end School Balances Position at Outturn	Opening Reserves (Surplus)/Deficit 14-15	In year forecast at Month 9 (Surplus)/Deficit	Difference reported from Outturn to Month 9 (Surplus)/Deficit	Outturn position (Surplus)/Deficit	Reserves to be carried forward to 2015-16 (Surplus)/Deficit
	£'000	£'000	£'000	£'000	£'000
Clusters					
Abergavenny	(-285)	173	(-300)	(-128)	(-412)
Caldicot	(-242)	67	(-251)	(-184)	(-426)
Chepstow	(-14)	255	(-143)	112	98
Monmouth	(-394)	57	(-87)	(-30)	(-424)
Special	(-54)	65	14	78	24
	(-988)	616	(-768)	(-152)	(-1,140)

3.2.2 School balances at the beginning of the financial year amounted to £988,000 credit. The replenishment of balances has been identified as being £152,000 resulting in closing school balances budgeted to be £1,140,000. This is a very significant change to that reported in the previous quarters, where schools predicted a draw upon balance of the order of £600,000 to £700,000 rather than a replenishment.

3.2.3 Part of this prudence can be attributed to the volatility in improvement grant awards during the year, in that Welsh Government announced cuts in funding during the year, which schools predicted would have an adverse effect on their general activities in not being able to divorce themselves of costs in the same timeframe as cuts. However the EAS and Gwent Councils have worked hard to mitigate the effect on individual schools, largely with savings falling to EAS, and the use of reserved core contributions from partnering local authorities. Similarly £105,000 additional grant resources was passported to Monmouthshire schools during March 2015, which has provided additional headroom to schools general activities budgets. However grant administration in a wider sense remains part of the problem in accurate forecasting, as schools will tend to incur costs on their general codes, and not transfer such costs to the grant codes in a timely fashion, but effectively presuming their grants would be fully spent when it comes to monitoring, thereby effectively double counting expenditure. It is the intention to look at how the Authority can better aggregate grant considerations alongside general school accounts so that the combined position is reported.

3.2.4 Within these summary figures, of particular note, is the deficit reserve position experienced in the Chepstow cluster, caused by the significant deficit balance at Chepstow secondary school of £389,000. The school has provided a recovery plan which has been endorsed by Governors, which clears the deficit within 3 years, which the LEA is prepared to accept. Parties appreciate that the level of deficit balance remains a risk going forward that will necessitate close monitoring and regular review of assumptions.

3.2.5 6 schools exhibited a deficit position at the start of 2014/15, and alongside Chepstow Comprehensive, Llandogo is predicted to exhibit a worsening position. Conversely Llanvihangel Crocorney and Castle Park continue to repay their deficit and at a faster rate than anticipated at month 9. It is also pleasing to note that Ysgol Gymraeg Y Ffin and Deri View have come out of deficit at outturn.

3.2.6. Conversely Mounton House has moved into a deficit position as anticipated at month 9 but to a greater extent. The Directorate report that the main cause for this is the appointment of a youth worker anticipated to be funded by a neighbouring LA, which proved to be only part funded.

- 3.2.7 All year a concern has been reported about the reducing trend in school balances, given the annual extent of draw made upon them by schools, with the suggestion that this was unlikely to be a sustainable position.

Year	Net level of school balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)

- 3.2.8 The significant shift experienced in the latter quarter allays those fears somewhat for 2015-16 with most schools having now reported their formal budget for 2015-16 in advance of statutory deadline of end May. Other than Chepstow, the secondary schools are still to report, but early examination suggests that school reserves will sustain the call upon them anticipated by schools in 2015-16. This situation will be updated and reported as part of quarter 1 monitoring 2015-16.

- 3.2.9 Further information on Schools is provided in Children & Young People Select appendix 7.

3.3 2014/15 Savings Progress

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

In summary they are as follows,

2014/15 Budgeted Service Savings Mandates Progress at Outturn								
DIRECTORATE	Saving included in 2014/15 Budget £'000	Savings reported achieved month 3 £'000	Savings reported achieved month 6 £'000	Savings reported achieved month 9 £'000	Savings achieved @ outturn £'000	% progress in achieving savings	Delayed savings £'000	Savings not achievable £'000
Children & Young People	722	639	669	669	652	90%	0	70
Social Care & Health	1,030	877	877	887	881	86%	0	149
Enterprise	1,366	1,126	1,025	1,306	1,329	97%	0	37
Operations	1,412	990	1,007	1,167	1,187	84%	156	69
Chief Executive's	923	923	923	923	923	100%	0	0
Total Budgeted Service Savings 2014-15	5,453	4,555	4,501	4,952	4,972	91%	156	325

- 3.3.2 Of £5.5 million savings agreed as part of 2014-15 budget process £5 million have been delivered by the end of the year, leaving £156,000 delayed, and £325,000 regarded as non deliverable by the services.

- 3.3.3 The amount of savings achieved overall is marginally more than reported at month 9. The changes are shown in detail for each mandate in appendix 1, but the main contributing factors are,

Operations (OPS)

- Improvement of £20,000, caused by delayed saving against transfer of facilities to other providers now being achieved.

Enterprise (ENT)

- Improvement of £23,000, caused by unachievable ICT saving in respect of building rationalisation being found through savings in staff vacancies.

Children and Young People (CYP)

- Worsening of £17,000, caused by a pressure to the ALN contingency mandate experienced during the last quarter following a backpayment to staff. However overall the savings performance has been fully met in ALN, which exhibits £193,000 underspend at outturn, but the favourable situation is caused predominantly by a reduction in out of county significant costs.

Social Care & Health (SCH)

- Worsening of £6,000, caused by outturn community meal volumes being short of that forecast at month 9.

3.4 **Capital Position**

3.4.1 The summary Capital position at outturn is as follows

Select Portfolio	Provisions B/F	Expenditure Incurred	Provisions	Annual Outturn	Budget Slippage b/fwd from 2013-14	Original Budget 2014-15 reported @ qtr 3	Budget Virements & Revisions since last quarter	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	Revised Budget 2014-15	Variance Over/ (Under) Outturn	Variance Over/ (Under) Month 9
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children and Young people	(509)	5,429	810	5,730	3,067	10,022	(69)	13,020	7,268	5,752	(22)	(2)
Adult	(3)	317	10	324		273	82	355	35	320	5	1
Economy & Development	(232)	245	96	108	732	82		814	531	283	(175)	(18)
Stronger Communities	(890)	7,660	839	7,609	7,192	3,821	82	11,095	2,940	8,156	(547)	(168)
Grand Total	(1,634)	13,651	1,755	13,772	10,991	14,198	94	25,284	10,773	14,511	(739)	(187)

3.4.2 Revisions to the capital programme during the last quarter reflect combined property maintenance virements between Select areas, the addition of Intermediate Care scheme (£82,000), an additional budget of £26,000 to progress a foster carers property adaptation, £74,000 additional resources to progress sc106 schemes, £58,000 reduction in Infrastructure maintenance budgets and £122,000 to finance Fixed assets purchased originally from revenue which better meets capital definitions.

3.4.3 The extent of progress and level of spend incurred has been questioned in each of the quarterly monitoring reports. Managers collectively reported that they would 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). The reality was a spend of £3.8 million in the last 3 months and creation of provisions worth £1.7 million which combined equates to £5.5 million, thereby increasing slippage requests proportionately at outturn.

3.5 **Proposed Slippage to 2015-16**

3.5.1 Slippage requests from managers totalled £11.1 million. Given the principles agreed with Cabinet at month 9 to more zealously review progress of schemes when considering the merits of approving slippage requests the same convention has been applied as established at month 9, namely 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 b/fwd., to consider any opportunity to realign the budget to more realistic levels or reprofile budget more accurately over multiple years,
- or where there are identified problems/barriers to progress e.g. no agreement over scheme, archaeological considerations, planning considerations not yet satisfied or where the manager hasn't really evidenced why this should be slippage in the narrative etc.

3.5.2 Appendix 2 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 it could be easily recycled into alternate schemes or is of a more restrictive nature.

3.5.3 The analysis at month 9 indicated £9.1 million slippage proposed by managers. By outturn this has risen to £11.1 million.

3.5.4 Of this £10.77million reflects schemes of an active nature, and where a use of slippage is recommended.

3.5.5 Conversely £339,000 worth of schemes exhibit limited progress. This is less than recommended for decommitment at month 9 predominantly due to the tender for Access for All works to be carried out 2015-16 despite knowing that combined access for all resources totalling £397,000 was scheduled for review at outturn. It would have been sensible to get Cabinet affirmation as a capital priority before doing this, but

the essence of recommending a more zealous stance towards the slippage review was designed to encourage managers to progress projects in a timely fashion, so the end result is consistent with that motivation.

- 3.5.6 It was reported that any additional headroom resulting from this activity could be held as a source of headroom to facilitate any capital investment required to deliver further revenue savings in the MTFP or used to fund the additional priorities for the 2015-16 capital programme i.e.

To afford the following capital priorities totalling £395,000 in 2015-16

- *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*

That latter would obviate the need to reduce 2015-16 capital allocations in the following areas,

£136k from Property maintenance

£159k from Infrastructure maintenance

£100k from County farms maintenance

- 3.5.7 The capital programme evidences a significant underspend £739,000 at the end of 2014-15 due to genuine underspends where schemes have finished and managers haven't requested slippage (£184,000), where slippage hasn't been approved totalling £339,000 and a grant based highways scheme totalling £216,000, which provides no additional spending capacity as it was grant funded and the grant needs to be returned.

3.6 Outturn

- 3.6.1 As mentioned the capital programme for 2014-15 evidences an underspend of £739,000, largely the consequence of,

Children and Young People – **underspend** in SIMS development costs (£5,000) and an underspend in Property Maintenance costs (£13,000)

Adult – net **overspend** in Property Maintenance cost of £5,000

Economy & Development – net **underspend** (£90,000) in development schemes and a credit of £84,000 against the Abergavenny regeneration project following successful legal defence and reimbursement of the Council's fees. Court action totalling £84,000 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 £547,000, predominantly the effect of an underspend of £216,000 against an abortive highways scheme which ultimately isn't a net underspend as its financing will need to be returned to Welsh government, underspends on IT projects totalling £59,000, infrastructure £151,000 and development schemes £27,000, net savings of £124,000 in property maintenance costs, £13,000 underspend on maintenance to County Farm portfolio, which mitigate £15,000 additional drainage costs at Caldicot school and leisure centre site, £7,000 temporary Sc106 overspend, and an overspend of £21,000 in respect of "new" County Hall. A large proportion of these underspends are caused by the rejection of particular slippage requests.

Given the return of transport grant and sharing of “old” County Hall saving with TCBC, Stronger Communities capital schemes more transparently indicate a £329,000 underspend for the reasons described above.

3.7 Capital Financing and Receipts

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

Financing Stream	Annual Forecast Financing	Approved Slippage B/F	Original Budget	Budget Virements	Budget Revisions	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	2014-15 Adjusted Budget	Increased / (Reduced) Financing
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
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	1,579	53	1,247		4,452	5,751	3,952	1,799	-220
S106 Contributions	452	556			580	1,136	690	445	7
Unsupported borrowing	5,607	6,710	3,492		-3,317	6,886	1,274	5,611	-4
Earmarked reserve & Revenue Funding	370	656			144	800	409	392	-22
Capital Receipts	1,844	2,957	1,707		2,096	6,759	4,414	2,345	-500
Low cost home ownership receipts	27	60				60	33	27	0
Grand Total	13,772	10,991	10,338	0	3,954	25,285	10,773	14,512	-739

3.7.2 The effect of slippage and underspends identified above are anticipated to predominantly delay the need to utilise capital receipts.

3.8 Useable Capital Receipts Available

3.8.1 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	17,487	12,778	22,202
Receipts forecast to be received in year as 2014/18 MTFP	21,165	13,556	4,000	2,000
Increase / (decrease) in actual receipts / forecast receipts forecast at outturn	(9,693)	(2,766)	21,200	0
Deferred Capital Receipts	5	4	4	4
Less: Set aside Capital Receipts	0	0	(10,452)	0
Less: Receipts to be applied	(1,844)	(2,891)	(76)	(538)
Less :21C Schools programme excluding Raglan	(0)	(12,612)	(5,252)	(11,207)
TOTAL Actual / Estimated balance c/f 31st March	17,487	12,778	22,202	12,471
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	3,425	(14,145)	(8,649)	(19,846)

3.8.2 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.

3.8.3 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, after factoring in £28.8 million receipts usage in relation to 21c schools projects, the balance of capital receipts available to fund capital expenditure at the end of this next MTFP window has been revised by circa £8.5 million, as a consequence of additional receipts predominantly LDP related.

3.9 Reserves Position

3.9.1 In a change from previous outturn reports, the updated position concerning Council reserve balances is being reported, so that members can better understand the holistic position concerning the sustainability of Council finances, and the implications to reserve balances from the net use of reserves reported in the revenue monitoring above of £2.04 million and capital financing of £232,000, the replenishment of £152,000 to school balances and the transfer of bottom line surplus to Council Fund of £31,000.

3.9.2 The effect on individual balances is shown in Appendix 3. The following table indicates the summary position together with an indication of reserve usage already approved in respect of 2015-16,

	2013-14 year end b//fwd.	Activity during Year	2014-15 year end	Anticipated activity during year	2015/16 year end
	£'000	£'000	£'000	£'000	£'000
Council Fund	(7,080)	(31)	(7,111)		(7,111)
Schools Reserves	(988)	(152)	(1,140)		(1,140)
Sub Total General Reserves	(8,068)	(183)	(8,251)		(8,251)
Specific Reserves	(11,342)	1,324	(10,018)	2,980	(7,038)
Minor & Restricted use reserves	(1,907)	945	(962)	(4)	(966)
Sub Total Earmarked Reserves	(13,249)	2,269	(10,980)	2,976	(8,004)
Total	(21,317)	2,086	(19,231)	2,976	(16,255)

3.9.3 To give an indication of relative sustainability, the Council uses Council Fund balance as a proportion of net budgeted revenue expenditure. This provides a value of circa 4.75% at the end of 2014-15, which complies with tolerance the Council has set for such an indicator of between 4% and 6%, although it is towards the lower end appreciating the wider financial environment affecting the public sector.

3.9.4 The draw on earmarked reserves over the two years shown is considerable and shows that three reserve balances go into deficit. The full list of reserves is shown in Appendix 3. Following review, it is anticipated that the Single Status and Equal Pay (£1.052 million) reserve is no longer needed as it is now 6 years since job evaluation was implemented in 2009. It is therefore proposed to redistribute this reserve to the three reserves:

- Fixed asset disposal reserve - £257k
- Pension and Redundancy reserve - £600k
- Schools library service £195k to extinguish a deficit balance

3.9.5 Members may note the significant insurance fund balance (£2.3 million) in Appendix 3. The purpose of such a reserve is to reflect and fund likely liability for claims. The level of reserve is established independently through actuarial assessment. The last such assessment was undertaken in 2010. It is proposed to undertake a new assessment during 2015-16, following re tender of the Council's insurance and broker contracts.

3.9.6 Draw upon reserves can come in one of two forms, either,

- a budgeted request for a draw upon reserves, where the amount concerned is certain and the debit budget is adjusted in service account with a corresponding credit shown in appropriations.
- a caveated request for a draw upon reserves, where the amount is less certain or where the initial presumption is for service department to incur costs during the year, with the intention of mitigating them and for the actual call on reserves to be actioned on the net cost during the closure of accounts process.

3.9.7 In respect of 2014-15 the following requests were made

Budgeted Requests	Amount Revenue £'000	Amount Capital £'000
Service Transformation Adult Social Care	212	
Movement of expenditure from capital to revenue	175	
Centre of Innovation	130	6
Up Front Investment for savings - Highways Street Scene Systems Review	43	
Vehicles - invest to save advances	60	
Monmouthshire Cycling Strategy - Cabinet 5th November 2013	40	
Up Front Investment for savings - Fuel Saving Technology HGV's	40	
Council tax additional recovery	11	
Up Front Investment for savings - Museums Income Generation	27	
HR Restructure - 28.01.13 Cabinet	23	
Informing the Future of Cultural Services	6	
Sub total – Invest to Redesign reserve	767	6
Oracle Licensing - Non compliance	104	
Capital Scheme Funding		203
Sub total – Information technology reserve	104	203
Fixed Asset Disposal, Capital Receipt Generation reserve	133	8
Treasury Equalisation Reserve	338	
Pension Strain Costs, Redundancy & pension reserve	455	
Capital scheme funding, Capital Investment reserve		15
Raising Education Standards	94	94
CYP Development Fund/Key Priorities 14/15	27	27
SCH Development Fund 14/15	100	100
Raising Education Standards Slippage from 13/14	130	130
Innovation Centre - People Strategy	44	44
Movement of expenditure from capital to revenue	35	35
Head of School improvement	34	34
ICT Technicians in Schools slippage from 13/14	28	28
Sub total – Priority investment reserve	492	492
Grass Routes Bus Service reserve	26	26
School Library Service reserve	104	104
Education Achievement Service reserve	69	69
Total Budgeted Call on Reserves 2014-15	2,488	232

Caveated Requests	Amount	Amount
	Revenue	Capital
	£'000	£'000
To finance funding gap in implementing savings initiatives (DNA Definitive), Invest to Redesign reserve	37	
Redundancy Costs, Redundancy & pension reserve	189	
Eisteddfod, Priority investment reserve	5	
Total Caveated Call on Reserves 2014-15	231	

4 REASONS

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

5 RESOURCE IMPLICATIONS

- 5.1 As contained in the report.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

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

7 SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

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

8 CONSULTEES

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

9 BACKGROUND PAPERS

- 9.1 Outturn monitoring reports, as per the hyperlinks provided in the Select Appendices

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Appendices

Appendix 1 Savings Summary
 Appendix 2 Capital Slippage Analysis
 Appendix 3 Summary Reserves Position at Outturn 2014-15
 Appendix 4 Strong Communities Select Committee portfolio position statement
 Appendix 5 Economy and Development Select Committee portfolio position statement
 Appendix 6 Adult Select Committee portfolio position statement

Appendix 7 Children and Young People Select Committee portfolio position statement

2014/15 Budgeted Service Savings Mandates Progress at Outturn								
DIRECTORATE	Saving included in 2014/15 Budget £'000	Savings reported achieved month 3 £'000	Savings reported achieved month 6 £'000	Savings reported achieved month 9 £'000	Savings achieved @ outturn £'000	% progress in achieving savings	Delayed savings £'000	Savings not achievable £'000
Children & Young People	722	639	669	669	652	90%	0	70
Social Care & Health	1,030	877	877	887	881	86%	0	149
Enterprise	1,366	1,126	1,025	1,306	1,329	97%	0	37
Operations	1,412	990	1,007	1,167	1,187	84%	156	69
Chief Executive's	923	923	923	923	923	100%	0	0
Total Budgeted Service Savings 2014-15	5,453	4,555	4,501	4,952	4,972	91%	156	325

2014/15 Budgeted Service Savings Mandates Progress at Outturn							Agenda Item 6
CHILDREN & YOUNG PEOPLE							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 12 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 12	Risk of current forecast saving NOT being achieved (High / Medium / Low)
Schools delegated budgets	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	434	434	0	0	Fully Achieved	Low
Review ISB - ALN contingency	Currently a contingency budget is held centrally, proposals to reduce this budget by £75k and reduce staffing in the service by £65,000	140	123	0	17	£17k relates to back pay for a member of staff.	Medium
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	37	0	0	37	These savings cannot be found from the grant areas as our grants cover a statutory provision.	High
School library service - combine with general library service	£50k is MCCs contribution to full year running costs of school library service, changes to service needs to be considered with TCBC	30	30	0	0	MCC savings have been achieved. Torfaen alongside MCC schools have now decided to withdraw from service, which will introduce additional severance costs (unquantified at present). These together with assets and deficit reserve balance of £100k, will need to be apportioned between MCC and TCBC	High

2014/15 Budgeted Service Savings Mandates Progress at Outturn							Agenda Item 6
CHILDREN & YOUNG PEOPLE							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 12 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 12	Risk of current forecast saving NOT being achieved (High / Medium / Low)
School Music service - reduction in subsidy	Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50	50		0	Saving achieved, working with the service to achieve future savings identified within the budget mandate.	Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	31	15	0	16	Given current pressures we are not able to achieve anymore of this saving.	High
		722	652	0	70		

2014/15 Budgeted Savings progress at outturn							Agenda Item 6
SOCIAL CARE & HEALTH							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at outturn £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress at outturn	Risk of current forecast saving NOT being achieved (High / Medium / Low)
Community meals increase take-up	Mainly about increasing customer base	30	8	0	22	Weekly sales are 1,271, 179 below target.	High
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	100	100	0	0		Low
Practice change - reduction in flexible budget/contingency	Working with individuals, families and communities to find sustainable solutions	277	277	0	0		Low
Redesign day provision in line with My Day/My Life	Reconfiguring day provision for people with Learning disability	160	160	0	0	Whilst mandate has been made in full, additional staffing and transport costs have compromised the botom line for the service	Low
SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	Staffing efficiencies	163	163	0	0		Low

SCH Transition project staff transfer to Bright New Futures	Combining our initiative with Bright new futures to establish a shared service model	14	14	0	0		Agenda Item 6 Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	95	0	0	95	Work not undertaken corporately on issues such as reviewing bank holidays.	High
Sustaining Independent Lives in the community	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	123	123	0	0		Low
TOTAL ADULTS SELECT		962	845	0	117		
CHILDREN & YOUNG PEOPLE SELECT							
SCH children's staff restructuring	Rationalising service delivery within children's services	68	36	0	32	Due to Dr Paul Thomas one of the two posts was reinstated, but mandate and/or additional funding not adjusted for.	High
		1,030	881	0	149		

2014/15 Budgeted Service Savings Mandates Progress at Outturn							Agenda Item 6
ENTERPRISE							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £000	Value of Saving at Outturn £000	Delayed savings £000	Savings not achievable £000	Assessment of progress at Outturn	Risk of current forecast saving NOT being achieved (High / Medium / Low)
DEVELOPMENT OF LEISURE SERVICES	Income maximisation and staff review, developing the cycling offer, broaden leisure offer and explore new service provision options and models in the context of 'whole place'	125	125	0	0	Savings achieved in full	Low
Collaboration on housing services and development of careline services	Commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness	30	30	0	0	Savings achieved in full	Low
Sustainable energy initiatives	Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget	133	133	0	0	Savings achieved through reduction in Asset Management Expenditure	Low
Museums, Shirehall & Castles and Tourism	Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models. Member consultation has indicated that the aspect of merging of museums and TIC (£150,000 in 2014/15) was not a preferable model, and will necessitate driving even further savings on other aspects of this mandate	245	208	0	37	TIC's 13k not achieved due to ambitious income targets & reduced opening hours Caldicot Castle savings of 24k will not be met.	TIC's medium Castle high

Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	50	50	0	0	Achieved	Low Agenda Item 6
Strategic Property Review (phase 2)	Target to be achieved by the Accommodation working group and reduction in office accommodation, consolidate in Usk	75	75	0	0	Savings achieved through reduction in Asset Management Expenditure	Low
R & C Staffing restructures	Senior management restructure to include new service groupings and alignments and green space concept	70	70	0	0	Achieved	Low
R&C - OSS and libraries - 10% reduction in staff budget	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure	116	116	0	0	Savings achieved	Low
Additional Libraries and communications saving	Libraries driver redundancy and media position deleted	80	80	0	0	Savings achieved	Low
Review of additional payments	Target a 10% reduction in additional payments made e.g. overtime, standby etc.	48	48	0	0	Savings achieved	Low
ICT	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget	300	300	0	0	Savings achieved through negotiation of Enterprise agreement and maintaining staff vacancies	Low
Adult Education	Cost reduction through reducing overheads and premises costs	90	90	0	0	Achieved	Low
Planning, place and enterprise	Increase in income from development plans (part of combined £32k savings)	4	4	0	0	Achieved	Low
							97
		1,366	1,329	0	0		37

2014/15 Budgeted Service Savings Mandates Progress at Outturn

Agenda Item 6

CHIEF EXECUTIVE'S UNIT & OPERATIONS								
Budget proposals 2014/15	Savings Proposal Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 6 £'000	Value of Saving at Outturn £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as Outturn	Risk of current forecast saving NOT being achieved (High / Medium / Low)
OPERATIONS								
School meals -increase price, market and expand service	Increase in school meal to £2.00, currently £1.65 infants and £1.80 junior based on an estimated 397,058 meals	69	0	0	0	69	Savings plan was based on increase meal take up, for the first 9 month of the financial year the section saw a reduction in meal take up due to the increased meal price and implementation of a compliant A4L menu. Since appointing an A4L co-Ordination meal numbers have started to increase in the final 3 month of the financial year allowing a partial saving to be achieved.	High
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	13	13	13	0	0	Achieved	Low
Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors	Reduction in management team and operate from 2 depots, reducing stand by payments and gritting frequencies. Reduce sub contractors and biodiversity policy on verges	405	274	289	116	0	Full mandate saving not achieved but the shortfall from the delayed element has been funded by savings found elsewhere within Highways.	High
Street Light savings	Review of turning off street lights at designated times	180	180	180			Achieved	Low

Street scene and pest control	Reduction in sweepers and number of cleaning rounds, opportunity for Town & Community Councils to contribute to service and full withdrawal of subsidy for pest control.	195	170	195			Achieved	Low Agenda Item 6
Home to School Transport - fundamental review of policy	Fundamental policy change - £420k - based around nearest school policy. Withdrawal of subsidy for post 16 transport.	47	47	47	0	0	Even though cost centre overall is overspent the saving has been achieved.	Low
Facilities - transfer functions to other providers	Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100	0	100	0	0	Achieved	Medium
Transport review and fleet rationalisation	Increased income from private hire (Passenger Transport Unit), management and staff reduction	105	25	65	40	0	Cost centre over all is over spent partly due to unachievable income targets therefore the saving has not been achieved	Medium
Property services and procurement	Staff efficiencies, systems review and procurement savings	115	115	115	0	0	Achieved	Low
Cost neutral waste service	Route optimisation, green waste charges up from £8 to £10 and reduce spend on bags	60	60	60	0	0	Achieved	Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	123	123	123	0	0	Achieved	Medium
TOTAL		1,412	1,007	1,187	156	69		

2014/15 Budgeted Service Savings Mandates Progress at Outturn

Agenda Item 6

CHIEF EXECUTIVE'S UNIT							
Budget proposals 2014/15	Savings Proposal Narrative	Saving included in 2014/15 Budget £000	Value of Saving at Outturn £000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress at Outturn	Risk of current forecast saving NOT being achieved (High / Medium / Low)
CEO Staffing restructures	Senior management restructure to include new service groupings and alignments and green space concept	70	70	0	0	Achieved	Low
CEO - efficiencies, including on line services, staffing structures	Staffing efficiencies and improving on line services, reduction in democratic services will mean that only decision making committees can be serviced, merging of roles supporting area work	595	595	0	0	Achieved	Low
CEO - Restructure (Customer Access) - 10% reduction in staff budget	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure	64	64	0	0	Achieved	Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	40	40	0	0	Achieved. In general managers have seen this saving as just a straight cut in budget and have reorganised	Low
Public protection	Service Reductions in Public Protection Division	89	89	0	0	Achieved	Low

Legal	Reduction in Legal Services employee hours and Commons and Village Green Inquiries – Inspectors’ fees	37	37	0	0	Split £30k Legal & Land Charges to Item 6 Emergency Planning	Low
Planning, place and enterprise	Increase in income from building control & development control (part of combined £32k savings)	28	28	0	0	Achieved	Low
TOTAL		923	923	0	0		

SLIPPAGE ANALYSIS 2014-15

APPENDIX 2

Project Code	Project Description	Slippage Requested	Recommended Approved	Recommended Rejected
98219	Upgrade School Kitchens	18,899	18,899	
96619	New Raglan Primary, 21st Century Schools Programme	488,317	488,317	
96625	New Monmouth Comp – 21c Schools	2,740,000	2,740,000	
96626	New Caldicot Comp – 21c Schools	3,211,000	3,211,000	
98621	ESR: Access For All	136,491	136,491	
98628	Rogiet Primary	12,681	12,681	
98638	Caldicot Castle Park (St Mary's Remodelling)	4,000	4,000	
98645	New School Caldicot Green Lane Site	38,285	38,285	
98650	New Thornwell Primary	27,091	27,091	
98674	Monmouth Comp – 21C Feasibility	143,004	143,004	
98675	Caldicot Comp – 21C feasibility	116,538	116,538	
98676	Raglan VC Primary feasibility			
	Sub Total Children and Young People Select	6,936,306	6,936,306	0
96624	SWIFT Replacement System (and Sub Total Adult Select)	35,000	35,000	
90038	Replacement Cattle Market	226,796	226,796	
90320	Caerwent House, Major Repairs	300,000	300,000	
97285	Woodstock Way Linkage Scheme	3,939	3,939	
	Sub Total Economy and Development Select	530,735	530,735	0
90307	Shire Hall - Furniture and Equipment Costs	11,439	11,439	
98058	County Farms Fixed Asset Disposal Costs	6,577	6,577	0
98060	Non County Farms Fixed Asset Disposal Costs	356,034	356,034	
98222	Improve Income Gen – Museums Rec/Retail Facilities	10,000	10,000	
95803	Ifton Common Sewerage Treatment Plant	10,070	0	10,070
91100	Access For All	260,935	260,935	
97236	Area Management (Combined)	24,496	24,496	
98822	PV Scheme - Usk Primary	29,334	29,334	
98826	Car Park Granville St & Wyebridge St	200,000	200,000	
98834	PV Scheme - Thornwell Primary	45,900	45,900	
98835	PV Scheme - Rockfield Community Centre	5,304	5,304	
97215	Reconstruction of Bridges & Retaining Walls	516,725	516,725	
97302	Signing Upgrades And Disabled Facilities	78,447	0	78,447
97304	Implementation & Review Of TRO's	3,337	0	3,337
97305	Parking Studies	31,779	0	31,779
97306	Structural Repairs - PROW	74,087	74,087	
97351	Accessibility Enhancements	72,643	40,000	32,643
97352	Road Safety & Trafficman Programme	39,736	39,736	
96055	Agile Working	39,634	0	39,634
96605	Highways Asset Management & Road	37,913	37,913	
96612	Land Charges - M3 System	31,750	13,500	18,250
96617	Purchase of Sharepoint and Active Directory Licences	30,000	30,000	0
96620	Upgrade to the Agresso system	23,788	23,788	0
96621	Provision of online facilities Revenue's section	13,000	13,000	0
98223	Imp. Physical & Virtual Access-Museums Collections	28,365	28,365	0
96020	Internet / Intranet Functionality	35,104	35,104	0
83700	Low Cost Home Ownership	33,000	33,000	0
98059	County Farms Maintenance & Reinvestment	145,000	145,000	0
99202	Disabled Facilities Grants (Private)	54,069	54,069	0
90723	Magor & Undy Community Hall	32,346	32,346	0
90752	Multi Use Games Area Bayfield Open Space	70,470	70,470	0
90757	Castle Oak, Usk	25,871	25,871	0
90759	S106 – Recreation Croesonen	40,000	40,000	0
90760	S106 - Llanfoist and Llanwenarth Ultra	117,982	117,982	0
90761	Section 106 – Caldicot new 3G ATP	17,654	17,654	0
90762	S106 – Church Road Caldicot – Offsite Rec	4,494	4,494	0
90795	S106 - Pedestrian Improvement RE Land off Sudbrook Road	28,334	28,334	0
90797	S106 - Adult and Youth Recreation Portskewett	1,162	1,162	0
90799	S106 - Croesonen Infants Site, Abergavenny	23,374	23,374	0
90807	S106 – Combined 3 Monmouth Developments	343,516	343,516	0
	Sub Total Stronger Communities Select	2,953,669	2,739,509	214,160

Project Code	Project Description	Slippage Requested	Recommended Approved	Recommended Rejected
<u>Maintenance Schemes - Property</u>				
98725	Castle Park - Repl end of life fitting with energy efficient	32,915	32,915	
98735	Ysgol Y Finn - Replace end of life fittings	19,215	19,215	
98763	Undy Primary - Improve site fencing	12,362	12,362	
98693	Hilston Park - Repairs to Windows, door at fire escape and remedy water penetration in	11,350	11,350	
95912	Thornwell Primary - Re-render panels	19,812	19,812	
98717	Cross Ash - install biomass boiler	9,077	9,077	
98718	Trellech Primary - install biomass boiler	73,470	73,470	
98721	Various School Kitchens - Provisions of gas interlocks	42,315	42,315	
98830	Park Street School - H&S Works *1	42,499	0	42,499
98831	Thornwell Sewerage Division	110,825	110,825	
95895	Penyrhiw - improvements to treatment plant	62,335	0	62,335
98699	Slaughterhouse Arches - Continue Stonework repairs & repointing	26,277	26,277	0
98703	Various Properties - Removal of Asbestos Materials from various buildings 14-15	19,512	0	19,512
98708	Abergavenny LC - Replace CHP Plant	77,450	77,450	0
98711	Chepstow LC - Replace CHP plant, Flues. Heat curtain to entrance	93,685	93,685	0
98768	Jubilee Way Toilets	2,838	2,838	0
	Sub Total Property Services	655,937	531,591	124,346
	TOTAL	11,111,647	10,773,141	338,506

*1 Park Street School costs recorded against another project, slippage request to repay other budget

SUMMARY RESERVE POSITION. Year ending 2014-15 (prior to Statement of Accounts Audit)

			2013/14	2014/15				2015/16			
Account	Cat2	Cat2(T)	C/F	Contributions From Revenue To Reserves	Contributions From Reserves to Revenue	Contributions From Reserves to Capital	C/F	Contributions From Revenue To Reserves	Contributions From Reserves to Revenue	Contributions From Reserves to Capital	C/F
Council Fund											
Council Fund (Authority)			-7,080,000	-31,000			-7,111,000				-7,111,000
School Balances			-988,044	-152,000			-1,140,044				-1,140,044
			-8,068,044	-183,000	0	0	-8,251,044	0	0	0	-8,251,044
Earmarked Reserves:											
Sub-Total Invest to Redesign			-2,208,161	-84,772	803,591	5,820	-1,483,521	-60,228	397,362	402,095	-744,292
Sub-Total IT Transformation			-946,845	0	104,357	202,648	-639,840	0	0	103,091	-536,749
Sub-Total Insurance and Risk Management			-1,968,388	-282,000	0	0	-2,250,388	0	0	0	-2,250,388
Sub-Total Capital Receipt Generation Reserve			-244,246	-357,048	133,390	7,562	-460,342	0	153,845	79,512	-226,985
Sub Total Treasury Equalisation Reserve			-1,124,693	-203,506	338,175	0	-990,024	0	0	0	-990,024
Sub-Total Redundancy and Pensions Reserve			-744,243	-500,000	644,307	0	-599,936	0	325,434	0	-274,502
Sub-Total Capital Investment Reserve			-1,636,445	0	0	15,500	-1,620,945	-15,500	518,541	10,070	-1,107,834
Sub-Total Priority Investment Reserve			-2,468,935	0	495,451	190	-1,973,294	0	417,000	648,877	-907,417
YG33	38886	Single Status & Equal Pay Reserve	-1,051,834		1,051,834		0				0
YG33	38910	Museums Acquisitions Reserve	-59,798				-59,798				-59,798
YG33	38924	Elections Reserve	-58,183	-25,000			-83,183	-25,000	0		-108,183
YG33	38949	Grass Routes Buses Reserve	-186,528		25,913		-160,615	-5,000	25,913		-139,702
Restricted Use Reserves											
YG33	38901	Chairman's Reserve	-36,754				-36,754				-36,754
YG33	38916	Youth Offending Team	-382,226				-382,226				-382,226
YG33	38919	Building Control trading reserve	4,416	-4,906			-490				-490
YG33	38926	Outdoor Education Centres Trading Reserve	-157,017	-33,263			-190,280				-190,280
YG33	38927	School Library Service Trading Reserve	90,573	-194,786	104,213		0				0
YG33	38890	Education Achievement Service	-69,469		69,469		0				0
YG33	38891	I Learn Wales	0	-48,674			-48,674				-48,674
			-550,477	-281,629	173,682	0	-658,423	0	0	0	-658,423
Total Earmarked Reserves			-13,248,776	-1,733,955	3,770,701	231,720	-10,980,311	-105,728	1,838,095	1,243,645	-8,004,299
TOTAL USEABLE REVENUE RESERVES			-21,316,820	-1,916,955	3,770,701	231,720	-19,231,355	-105,728	1,838,095	1,243,645	-16,255,343

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

Appendix 4

1. Revenue Outturn Forecast

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

Service Area	Budget Mth 9	Virements	Outturn Budget	Outturn Actual	Variance Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive's office	7,376	(13)	7,363	6,954	(409)	(384)	(207)	(133)
Operations	17,861	172	18,033	17,851	(182)	103	232	385
Corporate	17,941		17,941	17,367	(574)	(183)	(116)	(94)
Appropriations	7,521	(257)	7,264	7,271	7	(243)	8	(307)
Financing	(149,237)		(149,237)	(149,898)	(661)	(635)	(648)	(502)
Total	(98,538)	(98)	(98,636)	(100,455)	(1,819)	(1,342)	(731)	(651)

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Chief Executives Office		409 (25 improvement)	Policy Division breakeven, reduced costs in Democracy Division (£133,000) and £276,000 savings in Finance division
Operations – Highways		438 (64 improvement)	Predominantly extra highway agency income, supplemented by additional fee income earned in traffic management and traffic & development and reduced costs in highways operations
Operations – Property		48 (81 improvement)	Pressures from schools meals continues but has improved and is now £57,000, cost of maintaining public conveniences exhibits a £38,000 overspend. These pressures are mitigated by £30,000 savings in maintenance, £103,000 savings in public accommodation, and staff savings in procurement team of £57,000, compensating for extra net costs in main property budget of £38,000 and office services (£11,000)
Operations – Home to school transport	334 (25 improvement)		Predominantly the pressures experienced in home to school transport of £472,000, compensated by net savings from external contract e.g. taxis tenders (£69,000) and net income from public transport subsidy grant (£69,000). The breakdown of Home to school transport overspend equates to £235,000 employees, £170,000 vehicle costs, £17,000 supplies and services and reduced income £50,000.
Operations – Transport	33 (61 improvement)		Predominantly car parking income deficit

Operations – Waste & Streetscene		63 (52 improvement)	Streetscene, training unit and waste financial reporting has been amalgamated into one Division, such that the favourable position is effectively due to the additional income from Grounds maintenance experienced this year compensating for cost pressure in the other 2 areas. There has been widespread re-engineering of services within this Division which has involved £264,000 redundancy costs that they've managed to absorb within year.
Corporate		574 (391 improvement)	Corporate includes a variety of costs that only crystallise in the last quarter. The underspend reported is caused by national park levy underspend £11,000, additional dividend from Joint Crematoria Committee £105,000, reduced audit fee (£135,000), NNDR refunds in respect of Council property appeals £116,000, Income received in respect of previously written off debts £110,000, additional Pension strain costs of £97,000 compensated in part by saving in single status budget £76,000), Underspends in the Council's insurance account from reduced level of claims £67,000, contract extension renegotiation £26,000, and staffing savings of £17,000.
Appropriations	7 (42 worsening)		Predominantly net reduction in interest payable (£235,000). Asset sale slippage results in £79,000 savings in disposal costs deferred. £60,000 interest receivable due to higher rolling investment balance than anticipated, and £34,000 reduction in anticipated borrowing repayment costs caused by slippage of previous years capital programme which covers for a further reduced net call from reserves of £415,000.
Financing		661 (26 improvement)	Extra Council tax receipts and reduced CT benefits
Total		1,819	

2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in appendix 1, are not fully secured.
- 2.2 Operations savings totalling £1,412,000, £1,187,000 (an increase of £20,000 against that reported at month 9) are anticipated to be made, £156,000 deferred to 2015-16 and £69,000 reported as still not achievable.
- 2.3 At outturn, Operations Directorate exhibit a favourable outturn of £182,000, so even though it hasn't made savings totalling £225,000, it has effectively made ad hoc savings of £407,000 to compensate, but it really needs to convert these ad-hoc savings more formally into replacing savings unlikely to be made.
- 2.4 Of Chief Executives savings totalling £923,000, the full extent continues to be reported as delivered.

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

The out turn figure of £182,000 underspend on budget demonstrates a commitment by officers to bring the Operations services below budget in support of the known corporate budget pressures, apparent during the financial year. However whilst the overall performance is creditable there are aspects of the budget that have caused ongoing concern in year. In particular budget decisions surrounding passenger transport have proven unrealistic such as a reduction in SEN transport costs, unrealistic income improvements and reductions in overtime payments. Furthermore the school meals budget has shown improvement in the last quarter of the year but this will need further efforts to retain this performance going forward. The car parking budget has also improved with the charge increase agreed during the year but more work is required to produce the new order and implement the modernisation of the service.

On a positive note the highway budget has out performed the budget largely due to increased fee income and reduced operational costs, coupled with extra income from our trunk road agency agreement. This is welcome but we are aware that Welsh Government is reviewing the trunk road management arrangements and this will affect the funding we associate with providing services to SWTRA. It should also be noted that the waste and street scene underspend of £63,000 has absorbed one off redundancy costs of £264,000 demonstrating a major improved performance against budget but once again looking forward there are potential budget pressures, especially surrounding the processing of recyclates that will need careful budget management and forecasting in the coming years.

The out turn underspend should be viewed as positive performance particularly in the knowledge of significant budget reductions within Operations services and the reduced staffing available to implement the changes. It will be an even greater challenge to achieve such a performance in the coming financial years.

4. **Capital Outturn Forecast**

- 4.1 The capital budget has been revised to £8,156,000 from £8,487,000. This was made up of £6,235,000 2014-15 allocation, £7,192,000 slippage from 2013-14 (although £3,433,000 related to the new library provision and was decommitted from budget at month 9 in favour of revised projects being brought forward through 2015-16) less slippage accepted to move budget into 2015-16 of £2,940,000. The 2014-15 working budget has decreased net since December by £331,000, the effect of net £82,000 additions to the programme and £413,000 in the form of additional slippage requests to 2015-16. The latest additions comprise

	£'000
Increase to Sc 106 budgets	74
Budget creation Fixed asset costs purchased from revenue that better meet capital definitions	122
Reduction in property maintenance (comprising net effect of virements to other Select areas and also moving expenditure to revenue)	(56)
Reduction in infrastructure budgets	(58)
Total	82

- 4.2 Slippage at month 9 equated to £2,527,000 at month 9, approved manager requests at outturn equate to £2,940,000

	Outturn £000	Month 9 £'000
Fixed asset disposal	364	342
Access for all scheme	261	270
Infrastructure repairs	671	287
IT systems	181	297
Section 106 schemes	705	661
Development Schemes	126	75
Granville St & Weybridge St Car Parks	200	200
County Farms maintenance	145	100
Low cost home ownership	33	8
Property maintenance	200	287
Renovation Grants	54	
Total	2,940	2,527

- 4.3 The outturn exhibits a net underspend of £547,000, however £216,000 of this relates to a transport grant scheme not progressing which was highlighted as early as month 6 that it wouldn't be spent 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, and of the £5,000 saving evident against the "old" County Hall demolition, half of any additional costs and half of any underspend are shared equally between MCC and Torfaen CBC.

So the more transparent position concerning Stronger Communities portfolio at outturn was a net underspend of £328,500 (i.e. £547,000-£216,000-£2,500).

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

Important: Please do not Check Out Files

[Revenue Monitoring Chief Executives Office Outturn](#)

[Revenue Monitoring Operations Outturn](#)

[Revenue Monitoring Corporate Outturn](#)

[Capital Monitoring Outturn](#)

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

Appendix 5

1. Revenue Outturn Forecast

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

Service Area	Budget Mth 9	Virements	Outturn Budget	Outturn Actual	Variance Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community led delivery	2,458		2,458	2,344	(113)	47	70	107
Commercial & people development	4,040	104	4,144	4,192	48	(34)	(16)	79
Enterprise management	103		103	117	14	0	0	0
Development Planning	408		408	323	(85)	(33)	(100)	0
Tourism, life & culture	3,071	3	3,074	3,193	118	152	101	46
Total	10,080	107	10,187	10,169	(18)	132	55	232

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Community led delivery		113 (160 improvement)	Net underspends in Asset Management (£58,000), Housing (£100,000) and Community Hubs (£9,000), compensating for pressures in whole place costs (£37,000) and Community Education (£17,000).
Commercial & people development	48 (82 worsening)		Savings in People Services (£55,000), and net IT cost savings (£18,000) compensating for additional rates and maintenance costs on Innovation building (£36,000), an increased net cost on business growth and enterprise (£84,000)
Tourism, Leisure & culture	118 (34 improvement)		Net saving/income within cultural services of £26,000. Leisure and sports development exhibits an adverse £53,000 situation, predominantly the net effect of cycling events. But the main cost pressure remains in Tourism (£92,000) and most significantly Caldicot Castle and Country park, the overspend has reduced by £27,000 since month 9 largely through Countryside team and Rights of way savings.
Development Plans		85 (52 improvement)	Reduced draw upon reserve funded expenditure in 2014-15 to be undertaken in 2015-16
Enterprise management	14 (14 worsening)		Additional staffing costs incurred by Directorate over and above that reported in Divisions

Total		18	

2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not all fully secured.
- 2.2 Of Enterprise savings totalling £1,366,000, £1,329,000 are manifest at outturn (an increase of £23,000 since month 9 following improvement in ICT savings).
- 2.3 £37,000 of savings remain reported as unachievable and reflects a shortfall in Shire Hall, Museums, Castles and Tourism mandate.

3 Director's Commentary (Kellie Beirne)

I am pleased to report a positive outturn position with a year-end surplus of £18k. The effort to generate over £1.3m worth of sustainable efficiencies and new income has been a remarkable one and achieving over 97% of the total contribution required of Enterprise – much of which has been income generation is a positive and encouraging result. Services such as Leisure, Estates, Housing and IT etc are focussing increasingly on new opportunities for income generation and demonstrate the potential that lies ahead for further development in new ways of working. Not only does this work impact our bottom line, it creates enormous social and economic value for our communities and shows that our efforts to develop an enterprise culture are paying dividend.

4 Capital Outturn Forecast

- 4.1 The working capital budget for the year is £283,000, a reduction on £14,000 budget reported at month 9, caused by an increase in the level of slippage approved at outturn over that reported at month 9. 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. The Council has successfully defended the claim and the Abergavenny regeneration project exhibits a net £85,000 underspend against budget as a significant element of the costs incurred have been transferred to the plaintiff.
- 4.2 The capital programme in respect of Economy and Development portfolio exhibited an £175,000 favourable variance, split between the credit on Abergavenny regeneration of £85,000 and the underspend of £90,000 in respect of regional development plan work.
- 4.3 The £531,000 slippage relates to

	Outturn £'000	Month 9 £'000
Cattle market	227	198
Brewery Yard retentions		3
Caerwent House	300	300
Rural development plan work		16
Sc106 scheme	4	
Total	531	517

5 Supporting Financial Monitoring Workbooks (ctrl click to access)

Important: Please do not Check Out Files

[Revenue Monitoring Enterprise Outturn](#)

[Capital Monitoring Outturn](#)

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

Appendix 6

1. Revenue Outturn Forecast

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

Service Area	Budget Mth 9	Virements	Outturn Budget	Outturn Actual	Variance Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Services	6,830		6,830	7,125	294	131	163	128
Community Care	19,840		19,840	19,767	(73)	(47)	(38)	(8)
Commissioning	1,950		1,950	1,944	(5)	12	10	(6)
Partnerships		347	347	347				
Resources & Performance	1,028	(37)	991	892	(98)	(55)	(83)	(83)
Total	29,648	310	29,958	30,075	118	41	52	31

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Social Care – Adults			
Disability Equipment (Gwices)	4 (3 worsening)		
Day Centres	71 (83 worsening)		Effect of staffing and additional transport costs, the latter the service presumed would be picked up from elsewhere in the Directorate
Residential care	182 (49 worsening)		Employee efficiencies and savings not deliverable, Mardy Park partnership pressure
Community Meals	22 (6 worsening)		Shortfall in income
Domiciliary care		8 (4 improvement)	Predominantly the effect of one off intermediate care funding
Transition cooperative partnership		46 (static)	Secondment cost borne by partner
Management team	11 (10 worsening)		
Monnow Vale partnership	59 (static)		Net staffing cost increase due to primarily to increased customer volume subject to an historic agreement that precludes passing equitable cost proportion to partner
Community Care		73 (26 improvement)	Net effect of regional Frailty programme not spending to plan, results in loan repayment to WG being less than budgeted
Commissioning		5 (17 improvement)	
Resource and performance		99 (44 improvement)	Reduced premises, IT and net salary saving

Total	118		
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2. **2014-15 Savings Progress**

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured. Of Social Care savings affecting Adults totalling £962,000, £845,000 are anticipated to be made, none deferred to 2015-16 but £117,000 not achievable. This exhibits a £6,000 adverse effect since month 9, consequential to community meal volume expectations not meeting mandate savings levels.

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

The final outturn position for 2014/15 delivered an overspend of £1.524m, an increase of £230K on month 9 predictions.

The main division contributing to the overspend is Children's Services of £1.407m, as a result of 34 external placements and 5 fostering placements over and above the budget. In addition, legal costs and the continued use of agency staff still represent a pressure plus £36K DNA costs to be met from reserves. On a more positive note £900K has been provided to the 2015/16 Children's Services budget and on 6th May Cabinet agreed a further £421K to the budget. Additional reserve funding of £153K is in place to address the agency pressures and strengthen our in house fostering and how we respond to Special Guardianships. These proposals are designed to impact on demand from 2016 onwards.

In terms of Adult Services, we had a year-end overspend of £117K representing 0.4% of the budget, as a result of not being able to meet the £95K additional payments mandate and falling short by £22K of the £30K Community Meals mandate. Community Meals has embarked on a new active marketing and rebranding campaign in order to increase sales.

On a positive note the Community Care budgets continue to exhibit good news and despite demographic pressures, it is pleasing to note at outturn delivering a £72K underspend.

4. **Capital Outturn Forecast**

- 4.1 The working capital budget for the year is £320,000, a net increase since December of £47,000. 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.
- 4.2 The net increase is caused by the introductions of Intermediate Care funded scheme (£82,000) previously administered through the SCH revenue budget, and reduction to the 2014-15 budget from the slippage requested in respect of Swift IT project totalling £35,000.
- 4.3 The outturn exhibited a £5,000 overspend in property maintenance costs consequential to Mardy Park replacement boiler costs.

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

Important: Please do not Check Out Files

[Revenue Monitoring Social Care & Health Outturn](#)
[Capital Monitoring Outturn](#)

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

Appendix 7

1. Revenue Outturn Forecast

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

Service Area	Budget Mth 9	Virements	Outturn Budget	Outturn Actual	Variance Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services (Social Care)	6,957	(347)	6,610	8,017	1,407	1,220	745	583
Youth Offending Team Partnership		347	347	347	0			
Sub Total Social Care	6,957	0	6,957	8,364	1,407			
Individual schools budget (CYP)	44,165	28	44,193	44,161	(32)	54	(225)	0
Resources (CYP)	1,506		1,506	1,640	134	83	45	(12)
Standards (CYP)	5,682		5,682	5,598	(84)	(17)	250	38
Youth services (CYP)	797		797	764	(33)	(28)	(25)	0
Sub Total CYP	52,150	28	52,178	52,163	(15)	92	45	26
Total	59,107	28	59,135	60,527	1,392	1,312	790	609

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Social Care – Children			
Looked after children	932 (120 worsening)		Proportion of more significant unit cost cases
Joint adoption	6 (1 improvement)		Reflective of anticipated activity
Fostering & allowances	67 (static)		Predominantly foster carers travel allowances – no budget
Disability equipment (Gwices)		26 (2 improvement)	Reduced activity against budget
Therapeutic services		9 (static)	
Counsel costs	56 (14 improvement)		Anticipated in line with 2013-14 activity
Young person's accommodation		46 (12 worsening)	Reduced activity
Respite home		60 (5 improvement)	Premise closed whilst new carers identified and assessed
Team Costs	519 (85 worsening)		Staffing costs, predominantly use of agency staff and conveyance of client pressure
Unaccompanied asylum seeking children, local		32 (8 improvement)	

safeguarding board and misc. underspends			
Sub Total SCH	1,407		

	Overspend predicted £'000	Underspend predicted £'000	Cause
Children and Young People			
Resources delegated to schools		32 (86 improvement)	Outturn reflects further unutilised reserve funding offsetting additional delegation to schools of £42,000
Standards		84 (67 improvement)	The favourable variance belies the extent of contra over and underspends evident in the Division. Breakfast club overspends for the year were £102,000, and significantly affected by expenditure in last quarter caused by extra staffing incurred in meeting demand for places. There was also a £6,000 pressure in early year's service. These overspend is mitigated by savings within ALN service of £193,000.
Resources	134 (51 worsening)		The outturn is reflective of a variety of cost pressures e.g. Recovery Board and tribunal costs, unbudgeted IT migration costs, and reduction in SEG grant in year impacting adversely upon the level of grant administration costs that are recoverable. SLA contracts with schools overspent by net £23,000 and management experienced an excess of post 16 SEN costs than anticipated.
Youth services		33 (5 improvement)	General underspend in service, improvement since month 9 caused by staff vacancy
Subtotal CYP		15	
Total Children and Young People	1,392		

2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured.
- 2.2 Of Social Care - Children savings totalling £68,000 £36,000 are anticipated to be made, none deferred to 2015-16 but £32,000 are regarded as not achievable. This exhibits no change since month 9.
- 2.3 Of Children & Young people Directorate savings totalling £722,000, £562,000 are reported to be made none deferred but £160,000 regarded as not achievable. This exhibits an adverse change to the ALN contingency mandate of £107,000 since month 9.

3. Schools reserves

- 3.1 Schools balances, as indicated in the main report from para 3.2 onwards exhibits a significantly different position than forecast through the year. Whilst this would generally be positive, this volatile effect is caused by improvement grant administration and efforts will need to be made to consider how best to report combined position to avoid the potential for “double counting”. The following table indicates anticipated reserve levels for each school. Bracketed amounts indicate a surplus position and non-bracketed amounts a deficit.
- 3.2 One notable change is the creation of the first cluster based reserve for the Chepstow area as a practical example of how schools are intent to share ideas and resources.

	Opening Reserves (Surplus)/ Deficit 14-15	In year forecast at Month 9 (Surplus)/ Deficit	Difference reported from Outturn to Month 9 (Surplus)/ Deficit	Outturn position (Surplus)/ Deficit	Reserves to be carried forward to 2015-16 (Surplus)/ Deficit	Notes
Abergavenny cluster						
E003 King Henry VIII Comprehensive	(114,518)	219,285	(147,732)	71,553	(42,965)	Significant positive variance to Month 9 wholly attributable to expenditure that was transferred to the school's grant cost centre at year end. More information to follow from the school's Business Manager.
E073 Cantref Primary	(68,138)	18,260	(4,525)	13,735	(54,403)	£7k planned building and materials expenditure not undertaken by year end, £4k income received from EAS at year end in respect of teaching and learning support and excellence in numeracy programme, £3k additional savings realised against utility budgets set, all offset by an overspend against the school's grant cost centre that was written back to school budget.
E072 Deri View Primary	79,952	(65,358)	(36,357)	(101,715)	(21,763)	Approval sought for £12k ICT costs to be transferred to PDG. Utility savings of £13k and additional lettings income of £5k as a result of increased community usage. £3k additional ALN funding received to support a pupil where costs were already forecasted.
E035 Gilwern Jnr & Inf	(41,057)	18,097	(15,953)	2,144	(38,913)	£8k less expenditure incurred on supplies and services, £2k savings against utilities, £2k additional ALN funding received, plus £1k teaching and learning support funding received at year end.
E037 Goytre Fawr Jnr & Inf	(4,709)	(5,270)	(18,854)	(24,124)	(28,833)	£4k received at year end from EAS for the excellence in leadership programme, £3k utilities savings, £8k staffing costs transferred to grant cost centre.
E041 Llanfair Kilgeddin CV Jnr & Inf	(22,611)	20,712	(10,022)	10,690	(11,921)	Premises savings of £4k compared to M9 as a result of lower utility costs and the non-requirement of the R&M contingency, £3k teaching and learning support funding received at year end from the EAS
E093 Llanfoist Fawr	(32,933)	(21,572)	(19,761)	(41,333)	(74,266)	Positive variance to Month 9 wholly attributable to the deferral of ICT investment into 15-16.
E044 Llantillio Pertholey Jnr & Inf	(65,340)	28,173	(10,058)	18,115	(47,225)	£7k savings on buildings R&M budget not fully required, plus £3k savings on utilities.
E045 Llanvihangel Crocorney Jnr & Inf	40,656	(19,768)	(5,849)	(25,617)	15,039	£3k staffing savings due to the lesser requirement for agency cover. £1k teaching and learning support funding received at year end from the EAS. £1k additional savings on utilities.
E090 Our Lady and St Michael's RC Primary School	(23,663)	(29,314)	12,163	(17,151)	(40,814)	Forecasting variance wholly attributable to increased costs of supply cover at the school.
E067 Ysgol Gymraeg Y Fenni	(32,161)	9,415	(43,457)	(34,042)	(66,203)	£9k savings on buildings R&M budget not fully required, plus £10k savings on utilities. £8k received at year end in respect of a healthy schools grant, Welsh interventions and teaching and learning support. £5k lower than anticipated music provision costs that will now impact on 15-16. £4k savings on staffing as a result of a lesser than anticipated cost of supply cover, plus supplies and services spend £4k less than forecasted at Month 9.
Caldicot cluster						
E001 Caldicot Comprehensive	(60,620)	46,338	(67,086)	(20,748)	(81,368)	Majority of variance to Month 9 relates to additional income being received late in the financial year: £21k additional ALN funding received; £17k maternity and sickness compensation; £8k PF income, £7k mentoring grant. In addition £15k utilities savings were achieved.
E068 Archbishop Rowan Williams Primary	(21,991)	(7,837)	(8,019)	(15,856)	(37,847)	£3k teaching and learning support funding received at year end from the EAS. £3k more music tuition monies received than anticipated at M9. £2k donation received from PTU at year end to offset specific expenditure.
E094 Castle Park	97,998	(49,122)	(9,148)	(58,270)	39,728	£6k funding towards Read Write Inc. project received, plus £2k teaching and learning support funding received at year end from the EAS.
E075 Dewstow Primary School	(106,113)	56,284	(76,766)	(20,482)	(126,595)	Significant positive variance to Month 9 due mainly to the transfer of £29k staff costs & professional fees to the school's grant cost centre. In addition, £17k of premises and supplies and services spend has been deferred to 15-16 and the costs of supply cover were £9k less than anticipated. The school also received £11k ALN funding in Q4 to support a statemented pupil where costs were previously factored in and other smaller income streams included teaching and learning support, nursery top up and numeracy and literacy support.
E034 Durand Jnr & Inf	(44,725)	19,075	(28,111)	(9,036)	(53,761)	Considerable savings due to a maternity absence being covered at a lower rate. £9k salaries transferred to PDG at year end. £3k teaching and learning support funding received at year end from the EAS.
E048 Magor Vol Aided Jnr & Inf	(31,137)	12,984	(18,309)	(5,325)	(36,462)	Positive variance to Month 9 due to income being received late in the financial year - this included £7k for the Read Write Inc. project, £7k CRAMP grant and £5k ALN funding to support a statemented pupil.
E056 Rogiet Jnr & Inf	(83,152)	33,548	(20,274)	13,274	(69,878)	£13k salaries transferred to SEG at year end. Other small savings due to outdoor play investment being deferred to 15-16 and utility costs being lower than anticipated.
E063 Undy Jnr & Inf	(10,117)	(12,511)	(19,052)	(31,563)	(41,680)	£9k savings against premises as a result of lower building and utilities costs. Supplies and services planned spend was revised in Q4 in light of draft 15-16 budgeted deficit. The school also received £4k additional ALN funding in Month 12.
E069 Ysgol Gymraeg Y Ffin	17,914	(32,173)	(3,893)	(36,066)	(18,152)	£5k income received at year end from the EAS re teaching and learning support and Welsh interventions, offset partially by additional staffing costs.

	Opening Reserves (Surplus)/ Deficit 14-15	In year forecast at Month 9 (Surplus)/ Deficit	Difference reported from Outturn to Month 9 (Surplus)/ Deficit	Outturn position (Surplus)/ Deficit	Reserves to be carried forward to 2015-16 (Surplus)/ Deficit	Notes
Chepstow cluster						
E002 Chepstow Comprehensive	214,589	170,411	3,687	174,098	388,687	As per month 9.
E091 New Pembroke Primary School	(79,671)	66,215	(20,093)	46,122	(33,549)	Additional savings to Month 9 as a result of sickness and maternity absences compensated and covered at lower costs.
E057 Shirenewton Jnr & Inf	(81,568)	27,026	(23,737)	3,289	(78,279)	Balance of projects transferred to new cost centre E096.
E058 St Mary's Chepstow RC Jnr & Inf	(813)	(13,131)	(4,564)	(17,695)	(18,508)	£2k teaching and learning support funding received at year end from the EAS. Additional small saving due to slightly lower utility costs.
E060 The Dell Jnr & Inf	(50,107)	7,593	(40,696)	(33,103)	(83,210)	Staff costs were £8k less than forecasted at Month 9 mainly due to supply and PPA cover being lower than anticipated. £12k worth of premises improvements have been deferred to 15-16 and utilities were £3k lower than expected. ICT costs were reviewed and savings of £4k materialised, plus the school also utilised £4k less of their consumables budget than was previously reported. The school also received funding at year end for teaching and learning and numeracy support.
E061 Thornwell Jnr & Inf	(16,136)	(3,099)	(29,763)	(32,862)	(48,998)	£9k additional ALN funding received, £14k of staff costs were transferred to the school's grant cost centre after approval sought from the EAS Challenge Advisor, £3k funding allocated to support the Read Write Inc. initiative, £2k grant funding received to support a traveller, plus £2k teaching and learning support funding received at year end from the EAS.
E096 Chepstow Alliance	0	0	(28,092)	(28,092)	(28,092)	Balance of projects transferred from E057.
Monmouth cluster						
E004 Monmouth Comprehensive	(130,975)	0	21,124	21,124	(109,851)	Overspend in-year mainly as a result of departmental capitation spend that had been deferred from previous financial year.
E032 Cross Ash Jnr & Inf	(47,987)	13,415	(31,316)	(17,901)	(65,888)	£13k saving compared with Month 9 against staffing as a result of lower than anticipated levels of supply and maternity absence covered at a lower grade, utilities expenditure £9k less than anticipated, £4k PTFAs monies donated to offset expenditure, and cost of music provision £2k less than forecasted.
E092 Kymin View Primary School	(34,355)	12,151	(22,430)	(10,279)	(44,634)	£9k savings achieved against utilities, £5k of staffing costs moved to PDG, £5k income received at year end to support teaching and learning and the Read Write Inc. project. Cost of music provision also lower than previously forecasted.
E039 Llandogo Jnr & Inf	5,780	16,937	(10,370)	6,567	12,347	Improved position compared to Month 9 as a result of £7k staffing costs moved to the school's grant cost centre and £3k income received at year end to support teaching and learning.
E074 Osbaston Church In Wales Primary	(48,712)	7,955	(15,239)	(7,284)	(55,996)	In Q4 the school were given approval to transfer £5k ICT costs to their grant cost centre. In addition, £4k staffing costs were also transferred. £3k of utilities savings were realised and the school also received £3k for the spring term in respect of the Read Write Inc. project.
E051 Overmonnow Jnr & Inf	(33,729)	25,893	7,510	33,403	(326)	Negative variance to Month 9 is due to the requirement of additional supply staff as a result of course attendance and higher levels of sickness.
E055 Raglan Jnr & Inf	(41,259)	(9,311)	(12,176)	(21,487)	(62,746)	£12k saving compared to Month 9 forecast as a result of the school deferring spend on supplies and services into 15-16 in conjunction with the move to their new site.
E062 Trellech Jnr & Inf	(33,605)	(15,063)	(24,220)	(39,283)	(72,888)	£10k savings on utilities. £5k income received at year end from the EAS re teaching and learning support and excellence in leadership. £4k ICT costs attributable to PDG and transferred at year end.
E064 Usk CV Jnr & Inf	(28,687)	5,036	(165)	4,871	(23,816)	As per Month 9.
	(933,700)	551,274	(781,603)	(230,329)	(1,164,029)	
Special Schools						
E020 Mounton House	(18,464)	33,952	10,466	44,418	25,954	Negative variance to Month 9 is due to funding only being received for a Youth Worker from a neighbouring LA that was, in the end, only funded to August 31 st (where we were led to believe the full 12 months would be covered).
E095 PRU	(35,992)	30,627	3,406	34,033	(1,959)	As per Month 9.
	(54,456)	64,579	13,872	78,451	23,995	
	(988,156)	615,853	(767,731)	(151,878)	(1,140,034)	

4. Directors' Commentaries

4.1 Social Care & Health (Simon Burch)

The final outturn position for 2014/15 delivered an overspend of £1.524m, an increase of £230K on month 9 predictions.

The main division contributing to the overspend is Children's Services of £1.407m, as a result of 34 external placements and 5 fostering placements over and above the budget. In addition, legal costs and the continued use of agency staff still represent a pressure plus

£36K DNA costs to be met from reserves. On a more positive note £900K has been provided to the 2015/16 Children's Services budget and on 6th May Cabinet agreed a further £421K to the budget. Additional reserve funding of £153K is in place to address the agency pressures and strengthen our in house fostering and how we respond to Special Guardianships. These proposals are designed to impact on demand from 2016 onwards.

In terms of Adult Services, we had a year-end overspend of £117K representing 0.4% of the budget, as a result of not being able to meet the £95K additional payments mandate and falling short by £22K of the £30K Community Meals mandate. Community Meals has embarked on a new active marketing and rebranding campaign in order to increase sales.

On a positive note the Community Care budgets continue to exhibit good news and despite demographic pressures, it is pleasing to note at outturn delivering a £72K underspend.

4.2 Children & Young People (Sarah McGuinness)

Schools' commentary:

Given another difficult budget settlement for schools, I am encouraged that the level of school balances at outturn is £152,000 higher than at the beginning of the financial year. The impact of budget recovery plans and opportunities for schools to make in year savings and utilise grant funding have made a significant contribution to the end of year position for many of the schools.

I am delighted that the number of schools in a deficit position has decreased from six to five, and I am pleased that the majority of those schools remaining in a deficit have made considerable progress during 14/15 to reduce their deficits and have robust recovery plans in place, that are being monitored closely by the CYP Finance team.

School based redundancy costs were high for the authority in 2014/15 and are likely to remain high in 2015/16 as schools lose staff due to challenging financial settlements.

CYP Directorate commentary:

The Directorate's outturn position is an under spend of £15,000, which, given the challenging settlement awarded, represents a significant improvement on the prior few financial years' performance.

Additional Learning Needs (ALN) remains a volatile area for the Directorate where movement in pupil placements has a considerable impact on budget. A decrease in the need for pupil placements outside of the Authority has resulted in a reduced spend for 14-15 as we have been successful in finding local provision at a lower cost.

Cost centre managers have increased efforts to improve value for money and have utilised their budgets with greater efficiency, where each service area has been able to contribute in some way. This continual and collective review will be brought to the fore in 15-16 as the Directorate's settlement becomes even tighter.

5 **Capital Outturn Forecast**

- 5.1 The capital budget for the year is £5,752,000, a reduction on £1,256,000 reported at month 9. This was made up of £4,044,000 2014/15 allocation, £3,067,000 slippage from 2013/14, revisions of £5,909,000 (a net reduction of £69,000 on month 9 levels), less slippage proposed to transfer budget into 2015-16 of £7,268,000.

The net reduction in budget is the consequence of,

	£'000
Budget creation Attic Conversion for foster carer	26
Reduction in property maintenance (comprising net effect of virements to other Select areas)	(96)
Total	69

- 5.2 Slippage requests approved at outturn increased to £7,268,000 from £6,081,000 reported by managers at month 9.

	Outturn £'000	Month 9 £'000
21 c schools feasibility	260	813
21 c schools build	6,439	4,962
Access for all scheme	136	150
Thornwell school works	27	33
Green Lane school works	38	25
Rogiet school works	13	
Castle Park school works	4	
Upgrade school kitchens	19	
Property maintenance	331	98
Total	7,268	6,081

- 5.3 The capital outturn for Children and Young People portfolio exhibits a £22,000 underspend.

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

Important: Please do not Check Out Files

[Revenue Monitoring Social Care & Health Outturn](#)
[Revenue Monitoring Children & Young People Outturn](#)
[School Balances Outturn](#)
[Capital Monitoring Outturn](#)

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Special Meeting 16th June	Homelessness Policy Change	Change to Homelessness Policy due to new legislation	Ian Bakewell	Pre-decision Scrutiny
	Improvement Plan 2014-2017 (Stage 2) and Outcome Agreements	Scrutiny of performance during the year relating to Improvement Objectives and Outcome Agreements.	Matthew Gatehouse	Performance Monitoring
	Collaboration on Training for Social Care and Health	Pre-decision scrutiny of a report to collaborate with Newport and Torfaen on training Social Care and Health teams (WG grant funded).	Sian Sexton	Pre-decision Scrutiny
	Revenue and Capital Budget Monitoring - Outturn Reports	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
	Work Programming	Discussion on future items for scrutiny - key issues on the horizon and agreement of indicative timescales for scrutiny work.	Committee Chair and Julie Boothroyd	Scrutiny Planning
30th June 2015	Community Area Coordination	<u>Partnership Scrutiny:</u> Single Integrated Plan Theme 1 - Vulnerable People and Access to Services. Scrutiny of Action Plan.	Nikki Needle Will Mclean	Performance Monitoring
	"In One Place"	<u>Partnership Scrutiny:</u> Single Integrated Plan Theme 1 - Vulnerable People and Access to Services. Scrutiny of Action Plan. ABUHB to lead.	ABUHB, Chris Edmondson Will Mclean	Performance Monitoring

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Special Meeting with Strong Communities Housing Special (6th or 8th July TBC)	Joint Housing Solution Service	Ongoing scrutiny of the performance of the Joint Housing Solution Service (jointly with Torfaen).	Ian Bakewell	Performance Monitoring
	Homelessness update	Homelessness remains a risk which both Adults Select and Strong Communities Select are jointly responsible for scrutinising.	Ian Bakewell	Performance Update
	Housing Register: (6 monthly update) - Policy change - Progress Report	→ Scrutiny of a policy change to the housing register. Progress monitoring report including MHA performance monitoring.	Ian Bakewell Karen Durrant	Policy Change Performance Update
	Anti-poverty Welfare Reform	Discussion on the following: → What are each doing to prepare tenants and residents ahead of Universal Credit? → What are they doing (community development) in terms of employment and skills to support tenants to be 'work ready'?	Monmouthshire Housing Association Melin Housing Charter Housing	Policy Discussion
Special Meeting mid-July date TBC	Mardy Park Review	Pre-decision scrutiny of the Review of Mardy Park Resource centre, Abergavenny	Colin Richings	Pre-decision Scrutiny
	POVA	Committee to challenge performance in relation to the Protection of Vulnerable Adults framework and monitor progress annually.	Hilary Smart	Performance Monitoring
1st Sep 2015	Social Services Annual Complaints Report	Scrutiny of social service related complaints.	Annette Evans	Performance monitoring
	Disabled Adaptions	× Adaptations make a significant difference to	Ian Bakewell	Performance

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
	Performance Report	<p>individuals in terms of safety, quality of life, independence, impact on family.</p> <ul style="list-style-type: none"> × The Council funds adaptations, however, is normally fully committed in the Autumn/Winter due to increased demand × The speed of delivery is a statutory indicator- which gets heavily scrutinised × Adaptations help mitigate against social care and health budgets - e.g. help to reduce risk of falling and associated costs; may help reduce care packages e.g. assisted bathing; facilitate hospital discharge; reduce risk of hospital admission. 	John Parfitt	monitoring
13th Oct 2015	TBC			
	TBC			
Joint Special Meeting with CYP Select Committee November 2015 TBC	Anti-poverty Families First Programme Various Family Support Programmes Joint Assessment Family Framework (JAFF)	<u>Partnership Scrutiny:</u> Single Integrated Plan Theme 3 - Anti-poverty (Children's Services and partnership team)	Tracey Jelfs Nicola Bowen Will Mclean	Performance Monitoring
8th Dec 2015	TBC			

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
19 th Jan 2016	TBC			
8 th March 2016	TBC			
26 th April 2016	TBC			

Meeting Dates to be confirmed for:

- × Stroke Redesign - ongoing scrutiny of implementation - ABHB to be invited
- × 'End of Life Care' - meeting on public health aspects of the AUBHB's report - held jointly with CYP.
- × Gwices - to return approx. April 2016
- × Supporting People Grant - to return approx. December 2015
- × Continuing Health Care - Topic Suggested by Member of Public - meeting to be held with Chair and Public