

22nd January 2014**Notice of Meeting:****Adults Select Committee****Tuesday, 28th January 2014 at 10.00am
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA****PLEASE NOTE THAT THERE WILL BE A PRE-MEETING FOR
ADULTS SELECT COMMITTEE MEMBERS AT 9.30AM****AGENDA**

Item No	Item
1.	Apologies for absence.
2.	Declarations of Interest.
3.	To confirm and sign the minutes (copies attached): i) Adults Select Committee 10 th December 2013 – Special Meeting ii) Adults Select Committee 10 th December 2013
4.	Public Open Forum.
5.	Reports from the Head of Finance (copies attached): i) Capital Programme 2013/14 Month 8 Forecast Outturn Statement ii) Budget Proposals 2014/15 to 2017/18 iii) Capital Budget Proposals 2014/15 to 2017/18
6.	Select Committee Work Programme for 2013-14 (copy attached).
7.	Summing up and date and time of the next meeting: • Tuesday 18 th March 2013 at 10.00am

Paul Matthews**Chief Executive**

Adults Select Committee

County Councillors:

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

Co-opted Members:

D. Hill

Connecting with people

Our outcomes

The Council has agreed five whole population outcomes. These are *People in Monmouthshire will*:

- Live safely and are protected from harm
- Live healthy and fulfilled lives
- Benefit from education, training and skills development
- Benefit from an economy which is prosperous and supports enterprise and sustainable growth
- Benefit from an environment that is diverse, vibrant and sustainable

Our priorities

- Schools
- Protection of vulnerable people
- Supporting enterprise, job creation and entrepreneurship

Values

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

**Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 10th December 2013 at 10.00 a.m.**

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

County Councillors: R. Chapman, R. Edwards, L. Guppy, R.G. Harris, P. Jones, B. Strong, P. Watts, A. Wintle and Mr D. Hill (co-opted representative).

County Councillor G.C. Burrows, E.J. Hacket Pain and P. Murphy attended the meeting by invitation of the Chairman.

OFFICERS IN ATTENDANCE:

Mr. P. Matthews	-	Chief Executive
Mrs J. Boothroyd	-	Head of Adult Services
Mr T. Stokes	-	Interim Finance Manager Social Care and Health
Mr. I. Bakewell	-	Housing and Regeneration Manager
Mr. C. Richings	-	Team Manager, Older Peoples Services
Mrs. S. Welton	-	Lead Commissioner
Mrs. C. York	-	Group Manager, Service Development
Mrs. A. MacBean	-	Integrated Services Manager
Mrs. D. Stokes	-	Area Manager, Adult Education
Mrs. A. Charles	-	Acting Manager, Adult Education
Mrs. A. Dell	-	Basic Skills Development Officer
Mrs. L. Gribben	-	Employee Services
Mrs. S. Boucher	-	Employee Services
Ms. R. Rawlings	-	Democratic Services Officer

APOLOGIES FOR ABSENCE

1. Apologies for absence were received from County Councillor R.P. Jordan.

DECLARATIONS OF INTEREST

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

BUDGET MANDATES

3. We received a report to enable Members to scrutinise the current detailed mandate proposals and one business case initiation document which identified areas for saving across Adult Services, as follows:

a) Adult Social Care Service Transformation

The proposal had been developed as a means of achieving savings targets over the next three financial years, informed by existing strategic objectives for the

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 10.00 a.m.

development of integrated health and social care services. The proposal would offer a suite of redesign initiatives which would afford opportunities for incremental or full scale delivery options.

The mandate took a longer term view and represented an all-encompassing view of community care, direct care and commissioning. It supplemented the work that had already taken place and that which was due to take place through new initiatives such as local area coordination. The wide ranging service review would look at the existing models of service delivery and the longer term options for integration, streamlining and re-provision. It would also provide a platform upon which to continue the refocusing of integrated resources at Mardy Park to deliver community centric, enabling and integrated responses to support the most vulnerable older people.

The service review would look to assess scope for further whole systems integration, radical efficiency, contract review and renegotiation and alternative service delivery models.

The proposal would also include the delivery of the next phase of the Mardy Park transformational programme, resulting in the further development of it as a Health and Social Care hub, expanding upon the current range of services delivered through the Integrated Services Teams and interfaced with the emerging Local Area Coordination drive.

The wide ranging service review supplements other programmes of work currently in progress and was due to commence imminently. The scope of the project and the targeted areas of focus would first need to be determined through appropriate engagement and review of supporting data and evidence.

The following areas of activities had initially been identified in Mardy Park:

- Analysis of current operational activity and evaluation of strategic alignment of services provided (by February 2014)
- Clarification of service user needs, future and current, and exploration of refocused options to meet need (by March 2014)
- Development of refocused workforce structure and identification of employment issues and saving amount (by June 2014)
- Initiation of communications strategy (by June 2015)
- Implementation of refocused service arrangements (by March 2016)

The key risks were outlined and in terms of Mardy Park the budget within Adult Social Care was approximately worth £1.2 million. The initial appraisal suggested that this sum could potentially be reduced to a maximum of £620,000.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 10.00 a.m.

The following points were discussed:

- Potential of building on work at Mardy Park as a hub had been explored and the business case shared thoughts of identifying the next stage of the process. There was a clear indication of the work that was on-going and an awareness of the good work being undertaken there with integrated teams.
- Key aspects from the vision were future resilience, changes in demography, understanding services within the current financial climate in a manageable way.
- Within the next phase work on how this could now be progressed further and creating a platform to refocus key links and priorities.
- Outcomes were driven by adult social care priorities, and the need to clarify and quantify that in the detailed business case. A small team were working on representing all parts of the business in Mardy Park and key was whether the service could be provided in a different way to provide improved outcomes. Current operations of service around the rehabilitation unit looking at eight rehabilitation beds provided a well thought of valued service, it was hoped that there would be a greater understanding of how this model fitted with community rehabilitation and the needs of people and demands of the service.
- Data identified the change of need from people, with them now going home and being supported to regain skills within their own homes. There was a need now to understand what role the unit of service provided in the future, understanding current customer base, future needs, the adult social care commissioning plan.
- A number of options had been identified as initial areas for exploration and these were being scrutinised in more detail to look to the future, to retain valuable skills and to retrain where needed, to create resilience for the whole entity of the service for people. Once this had been articulated a detailed business case would be presented and a formal report around September 2014.
- This was considered as an opportunity to make Mardy Park a vibrant hub wider reaching for older people, which would be more service based as opposed to offices for staff with lots of activity being enhanced across the business.
- During the engagement events nobody had raised social care as an issue, however, work had been on-going to ensure communication would continue with staff and the community.
- Developments were being considered in context of what else was available in Monmouthshire, considering the mental health services in the whole of the county and what was available. Support for people for dementia was a priority.

Members requested whether it would be possible to visit Mardy Park and it was suggested that a future meeting could be held there with a tour. Whilst this was

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 10.00 a.m.

possible, the timing of the meeting would need to accommodate the business of the facility to ensure that the residents dining was not interrupted. The principle of a future meeting being held at Mardy Park was agreed and the detail and practicalities of that would be agreed and brought back to Members.

The Chairman summed up the debate and there was a general consensus that the proposals were acceptable to be taken forward, whilst this mandate focussed on Mardy Park, it was not being considered in isolation to the services on offer. There had been a need identified for the facility and it was clear that there needed to be a robust and effective communication strategy in moving forward with the detailed proposals. It was requested that Local Members be kept informed of developments.

(b) Practice Change Reduction in Flexible Budget/Contingency

The flexible budgets were used to purchase support for individuals deemed to be eligible for support services to enable people to live in the community. This was a demand led area, practice changes were being made as part of wider review work and it looked at a reduction in each team's flexible budget as from 2014 to contribute to the overall shortfall.

A systems review undertaken in 2011 had identified areas of duplication and waste in the whole health and social care system. The past two years had been spent following the review, putting in place a structure to deliver care management and assessment which cut out the duplication and waste resulting in a more effective service model.

The work needed to continue and be extended to learning disability and mental health services. The Authority had a commitment to support vulnerable people in Monmouthshire and wanted to take this opportunity to ensure that the services which were available were targeted at those most in need. There was a need to look at the important roles families and communities could play in providing more resources. This work fitted in with the initiatives across health and social care with integration being central, it also formed a part of the whole system that was working to engage communities and help them develop strengths and resilience.

People would receive the support and care they needed to remain living independently in their own homes wherever possible and they would have the opportunity to maximise their independence with stronger links to their own communities, reducing their dependence on statutory service models. People would be supported to find solutions within their communities to sustain their own futures and service users and carers would have outcome focussed care plans, leading to greater independence.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 10.00 a.m.

Each team manager was responsible for the budget within their area had a budget recovery plan, the course of which had been charted through practice change, to use from a deficit to an asset model. They were responsible for maximising people networks to remain strong and healthy themselves and the mandate proposed a reduction within each area of £35,000 per team, there had been recognition that through service change this had been managed well by changing the practise of what we do and month 6 figures had reflected this.

The mandate showed a proposed reduction of £277,000 with work being launched in April 2014. In the past year residential care had reduced by around 13 beds and the decision had been made to remove 2 next year which would amount to £52,000 which would be open to review further.

The project would take staff out to have a more proactive review of these people, with some not having had an opportunity of reablement, they would not have had the benefit of community coordination. In Abergavenny and Caldicot they were expanding choices of alternatives to problems of need around loneliness and isolation. If the only service people had received was someone calling to help make a meal there was thinking that their needs could be met in a different way. Staff would be taken from existing services to review a cohort of people who would work with how we are working with new people in the system. Example were given where people were being connected with others to reduce their feeling of isolation which thus reduced the need for home calls by finding out what really mattered to those in need.

Members agreed with the proposals as set out in the mandate.

(c) Redesign Day Provision in Line with My Day/My Life

The proposal sits within the My Day/My Life process of transformation which sought to enable individuals to articulate their aspirations and support them to access opportunities within their communities whilst continuing the Council's priority of protecting vulnerable people.

It was envisaged that the proposal would achieve the following outcomes:

- A streamlined, more generic, less service specific system of support.
- Stronger links between individuals and their communities.
- Reduced need for resources as a result of the greater and better use of community resources.

The identified saving would be £160,000.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 10.00 a.m.

We were informed that My Day/My Life focussed on people with learning disabilities and those who care for them and support them to articulate what matters. There was a suite of six in-house day services and individual support services.

There had been an implementation phase of breaking down boundaries with disability services management team and joint staff team meetings and joined-up working to solve issues. Services were working closely together from a financial point of view to ensure economies could be made, sharing managers, transport and administrative savings. The £160,000 saving from the infrastructure would create closer working arrangements and staff who would be delivering the savings were communicated with and involved in the process.

There were training managers who the service had been able to work closely with to concentrate on the skills of staff in achieving outcomes.

Some work had been undertaken around the integrated assessment part of the business and an evaluation of the service.

Members were content with the mandate and understood and noted the issues concerned.

(d) Commissioning Team Efficiencies and Staff Restructure

The refocus of services, reviewing and reconfiguration of the team structure and redistributing duties across other posts would ensure it was essential and more efficient with increased value added performance. The key outcome sought was a reduction in the number of posts in the team by approximately one post. All posts were currently contractually committed.

The key outcomes sought were:

- A more streamlined team with increased responsibilities and duties.
- Further linkage between resources and work plan priorities.
- Delivery of operational efficiency savings.

The commissioning team would continue to strive to deliver strategic priorities of Adult SCH and ensure quality of service delivery, partnership working and transformational working. The saving proposed amounted to £31,000.

Members had received information regarding the Commissioning Team at the previous meeting. Since that time all staff had had meetings with regard to the

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 10.00 a.m.

efficiency savings. All staff had been happy with their current roles and focus was being given to a post which a member of staff was currently seconded to another organisation. Consideration was being given to the removal of the post from the structure and all staff concerned had been spoken to. The proposal would see a reduction of personnel.

Members raised no issues with regard to the mandate proposals.

(e) Adult Services – Contracts

The proposal would achieve a streamlined set of contractual arrangements more aligned to the current and future need and producing less duplication with activity already undertaken in the voluntary sector and within communities.

A Contracts Project Group had undertaken a robust and rational evaluation of contracts both in terms of performance, value for money and strategic fit, with a view to identifying necessary reductions. The proposals showed a reduction saving of £98,100.

Conversations were currently being held with contract holders. There were a suite of external services in place which had been the subject of many reviews and monitoring, with good relationships with existing providers.

A desktop evaluation of each contract was undertaken against each criteria to identify potential savings, with draft proposals which it was hoped would minimise impact on everyday service delivery and users of adult social care services. Now each provider affected would be approached to ascertain whether the savings could be achieved along with the results.

The details of the contracts were outlined for Members information.

Members were content with the detail provided with regard to the budget mandate proposals.

Members thanked officers for their presentations and for the quality of the information provided.

INTEGRATED APPROACH TO HOUSING OPTIONS

4. We received a report advising Members of the proposal to develop an integrated approach to Housing Options delivery with Torfaen County Borough Council and to seek the views of Members.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 10.00 a.m.

The proposal would

- Combine the Council's Housing Options (homeless) services with Torfaen County Borough Council's homeless service.
- Develop a business plan that set out a structure for a new joint service.
- Deliver a joint approach through a Memorandum of Understanding, whilst developing the business plan and prior to the proposal receiving final approval.

The Housing and Regeneration Manager had attended previous meetings to present a position statement and presented the report which provided the broad proposal to merge housing options team with Torfaen. The following points were discussed:

- The proposal would create a single service, Torfaen's team operated in a very similar way to Monmouthshire and in terms of functions and activities there was a duplication, the proposal would pool resources across the combined area which would give a greater resource to work with.
- The proposal presented advantages in terms of the accommodation available for homeless and it was hoped would provide a more robust service with less use of bed and breakfast facilities.
- The main causes of homelessness were expanded upon for Members information.

Members resolved to agree the proposal of a joint service with Torfaen.

ADULT EDUCATION

5. We received a presentation and the budget mandate proposal for the provision of Adult Education.

The proposal aimed to reduce the core budget to Adult Education whilst seeking to move forward with a quality sustainable model through the following three business strands:

- Continuance of the successful partnership with Coleg Gwent which enabled the delivery of the franchise offering accredited learning and subsidised fees.
- High quality, income generating leisure style courses providing a non-accredited option to learners across Monmouthshire.
- Business driven, income generating courses providing training and employability skills and opportunities for the small and medium enterprises of Monmouthshire.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 10.00 a.m.

We were informed that adult community learning contributed to the delivery of a number of Welsh Government policies and strategies which aim to strengthen and enhance the social resources of local communities. In addition to the economic agenda, it impacted on social inclusion health and wellbeing, community regeneration, the eradication of child poverty and the older people's strategy.

The proposal in the mandate sought to deliver adult education at no additional cost to the authority of £90,000 through reviewing the current delivery model and appraising options for future delivery.

The current activities of service delivery were outlined for Members information along with partnership organisations and teams, community engagement and recent grants obtained.

Proposals for cost savings were identified as:

- Chepstow - Relocation of the adult education provision to Hanbury House which was shared with the Youth Service.
- Usk - Relocation of the provision to the Youth Service building creating a community hub.
- Gilwern - Transfer of Community Education Centre and Library to the Community Council.
- Llanelly Hill - Relinquish financial responsibilities.

Options for moving forward with the service were outlined along with the wider benefits to the communities of adult learning.

Members were asked to support that the Authority continue to facilitate adult education in return for minimal cost with potential for income generation.

Members were supportive of the work undertaken by the Adult Education Service and the support that they offered. Whilst it was unclear whether the savings would be achievable in the future, it was considered a worthwhile service and Members thanked officers for attending the meeting.

The proposal presented was supported by Members in the principle of the service moving forward and the Chairman invited officers to attend a future meeting around July/September to provide further details to Members once proposals were progressed.

The meeting terminated at 1.25 p.m.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 10th December 2013 at 10.00 a.m.**

**Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 10th December 2013 at 2.00pm**

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

County Councillors: R. Edwards, R.G. Harris, M. Hickman, P. Jones, B. Strong, P. Watts, A. Wintle and Mr D. Hill (co-opted representative).

County Councillor Burrows also in attendance, by invitation of the Chairman.

OFFICERS IN ATTENDANCE:

Mrs J. Boothroyd	-	Head of Adult Services
Mr T. Stokes	-	Interim Finance Manager Social Care and Health
Mrs T. Norris	-	Improvement Officer
Mr M. Gatehouse	-	Improvement Officer
Mrs S. King	-	Democratic Services Officer

APOLOGIES FOR ABSENCE

1. Apologies for absence were received from Councillors L. Guppy, M. Hickman, P. Jordan and B. Strong.

DECLARATIONS OF INTEREST

2. There were no declarations of interest made by Members.

CONFIRMATION OF MINUTES

3. We received minutes of meetings as follows:

(i) The minutes of the Special meeting of the Adults Select Committee dated 14th October 2013 were confirmed as a correct record and signed by the Chairman. In doing so, the following amendment was made:

- Page 1 - County Councillor B. Strong was in attendance.

(ii) The minutes of the meeting of the Adults Select Committee dated 29th October 2013 were confirmed as a correct record and signed by the Chairman. In doing so, the following amendment was made:

- Page 2 - 3,500 questionnaires (*delete 3,5000*)

(iii) The minutes of the meeting of the Special Adults Select Committee dated 5th November 2013 were confirmed as a correct record and signed by the Chairman.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 10th December 2013 at 2.00pm

PUBLIC OPEN FORUM

4. There were no issues raised by members of the public.

REPORTS FROM THE HEAD OF FINANCE

5. We welcomed the Interim Finance Manager, Social Care and Health and received reports from the Head of Finance, as follows:

i) Capital Programme 2013/14 Month 5 Forecast Outturn Statement

County Councillor P. Farley declared a personal interest pursuant to the Members Code of Conduct as a Trustee of Chepstow Senior Citizens Centre.

We received the Capital Programme 2013/14 Month 5 Forecast Outturn Statement which presented the forecast outturn capital expenditure position as at month 5 for schemes relating to Adults Select Committee compared to the budget for the year.

We were advised that the revised budget of £45,000 was forecast to be spent in the year.

Two Asset Management schemes were highlighted, as follows:

a) Electrical Services

Mardy Park – Upgrade Lighting to improve energy efficiency, on target for completion within budget of £23,000.

b) External Areas

Chepstow Senior Citizens Centre – Defective slab replacement, on target for completion within budget of £22,000.

ii) Revenue Budget Forecast Statement 2013/14 Month 6

We received the Revenue Budget Forecast Statement 2013/14 Month 6 which provided Select Committee Members with information on the revenue outturn position of the services relevant to the Adults Select Committee at the end of Quarter 2 for the 2013/14 financial year.

The services covered within the report for scrutiny of budget monitoring are services provided by Social Care & Health directorate and comprised areas of Adult Services, Community Care, Commissioning and Resources and Performance Management.

As part of the 2013-14 budget setting process, the service identified savings of £395,000.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 2.00pm

Significant financial issues were noted as:

- Continued £100,000 over spend for GWICES regarding Monmouthshire's share of total partnership cost.
- Community care budget forecasting £150,000 savings.
- Commissioning service identified £16,000 savings.
- Transport savings of £83,000 accrue from continuing to run an historic fleet of vehicles.

Members were invited to ask questions and during discussion the following points were noted:

- A day service review would be undertaken in order to establish transport availability and requirements.
- The committee agreed to await receipt of a report from the working party.
- Further clarification was requested regarding the GWICES position and it was suggested that this could be included as an item on a future agenda. The committee were informed that the £100,000 related to the Monmouthshire County Council share of the total overspend and amounts may vary depending on the local authority contribution and use of service.

The Chairman thanked the officer for presenting the report and it was noted that a request would be submitted to the Chief Officer for further information regarding GWICES.

WHOLE AUTHORITY STRATEGIC RISK ASSESSMENT 2013-16

6. We welcomed the Improvement Officers and were presented with the Whole Authority Strategic Risk Assessment 2013-16 which provided an opportunity for the Adults select committee members to challenge the draft whole authority strategic risk assessment for 2013-16.

Members were asked to consider the strategic risks presented for 2013-16 and challenge whether:

- All relevant risks facing the authority are captured, but particularly those within the Adults Select Committee profile.
- The nature of the risks and the impact is based on sound evidence.
- The actual risk scores for 2013-14 and projected risk scores from 2014-2016 have been assessed accurately.
- The mitigating actions in managing the risks are likely to be effective in either reducing the risk levels or at least preventing them from escalating further.
- Any risks should be added or removed.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 2.00pm

The committee were provided with a short guide on members' responsibilities for risk management, to assist in completing the activity.

Members were also asked to confirm the risks assigned to the Adults Select Committee, as follows:

Risk 1 – A risk that in the continuing climate of economic constraint, more people will become vulnerable and in need, placing ever-increasing demand pressures on services. This will impact on the ability to enable people to live safely and independently.

Risk 3 (*reframed from 2012/13 Risks 2&5*) – Local evidence suggests that welfare reform changes are making it harder for those with the lowest income to make ends meet. Poverty is growing across the county leading to an increased risk of social exclusion.

The council's responsibility to identify and manage its strategic risks stems from the Wales Programme for Improvement Circular 28/2005. In recent years this guidance has been underpinned by the Local Government (Wales) Measure 2009. The risk assessment for 2013-16 has been prepared by:

- Reviewing the progress and impact made in reducing the risks listed in the strategic risk assessment 2012-15.
- Drawing on new evidence available such as the service plans for 2013-16, recent regulators' and inspectors' reports, current and trend performance information and where possible, feedback from service users and outside organisations that the authority works with.
- Gathering information from Department Management Teams and Senior Leadership Team.

There are now 13 strategic risks registered from 2013-16 as opposed to 24 registered last year for 2012-15. Some have been removed as they had been adequately addressed, some were deleted as perceived as too operational and should be managed through the service plans and some have been merged to bring issues closer together into a single focus where they had previously been registered as separate risks.

Members were invited to ask questions and comment. During discussion the following points were noted:

- Members recognised reasons why Risk 1 had been identified as High. Officers reiterated to the committee that there was a requirement for members to look at the risk and consider the consequence if they did, so in this context looking at the levels of likelihood and impact.
- We agreed to recognise work at the early stage and leave as high for this year but it was anticipated that the risk would be significantly managed down for next year and the committee would review annually.
- Officers confirmed that comments from Select would be factored into reports to Cabinet.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 2.00pm

- The committee hoped that relevant and appropriate actions would help to reduce the risk.
- Clarification was requested regarding Risk 2, which mentions foster carers. However, we were advised that this had been considered by the Children and Young People Select Committee as it related to adoption.
- The committee considered Risk 3, which related to housing and the welfare reform. We were advised that the risk had already been considered by the Strong Communities Select committee which had recommended that the risk should remain high due to the unknown issues that related to welfare benefits.
- We resolved to note and agree the comments of the Strong Communities Select committee. It was requested that the risk could be reassessed in 12 months.
- It was suggested that the risk assessment could be considered in conjunction with the Children and Young Peoples Select committee in 2014/15. The Chairman advised that this issue would be noted for future consideration.
- It was requested that the document could be provided with a larger typeface.

The Chairman thanked the Improvement Officer for the comprehensive report.

We resolved to note the contents of the report.

DRAFT OUTCOME AGREEMENT 2013-16

7. We received the Draft Outcome Agreement 2013-16 which the purpose was to consult members on the draft Outcome Agreement 2013-16 between the Council and Welsh Government.

The Outcome Agreement is an agreement between the Council and Welsh Government and successful delivery against what is set in the agreement will result in approximately £800,000 grant funding to the council annually.

The Outcome Agreement Grant 2013-16 would be split into two parts, 70% of funding would be allocated to reward the delivery of better outcomes, and the remaining 30% would be dependent on any statutory recommendations being made to Welsh Ministers regarding the council's corporate governance.

The area relating to the Adults Select Committee was highlighted as:
Theme 2: Ensuring people receive the help they need to live fulfilled lives

Members were invited to ask questions and during discussion the following points were noted:

- The Chairman considered Theme 3: Poverty and Material deprivation, and referred to deliberations that had been held regarding Adult Education. It was felt that further detail was required within the Theme.
- Officers clarified that guidance was provided by Welsh Government and that the Welsh Government had set national themes. Monmouthshire County

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 10th December 2013 at 2.00pm

Council's activities were therefore dependent on alignment with national theme. Confirmation would be provided if Adult Education was a 'theme'.

We thanked officers for providing the report and detail.

SUMMING UP AND DATE OF NEXT MEETING

8. We noted the date and time of the next meeting as follows:

- Tuesday 28th January 2013 at 10am.

The Chairman thanked all for their attendance at the meeting.

The meeting ended at 3:45 p.m.

**SUBJECT: CAPITAL PROGRAMME 2013/14
MONTH 8 FORECAST OUTTURN STATEMENT**

DIRECTORATE: Chief Executive's Unit
MEETING: Adults Select Committee
DATE: 28th January 2014
DIVISION/WARDS AFFECTED: Whole Authority

1. PURPOSE:

- 1.1 The purpose of this report is to present the forecast outturn capital expenditure position as at month 8 for schemes relating to this committee compared to the budget for the year.

2. RECOMMENDATIONS:

- 2.1 That the information on the month 8 forecast outturn position for the 2013/14 capital programme for schemes within this Select Committee portfolio is received.

3. KEY ISSUES:

Capital Expenditure

- 3.1 The main schemes relevant to this select committee are:

- Property Maintenance

- 3.2 The forecast outturn position for the 2013/14 capital programme for schemes relating to this Select committee is as follows:

- A revised budget of £45,000, of which £41,000 is forecast to be spent in year resulting in a forecast under spend of £4,000.

- No Slippage is forecast at month 8

4. AREAS FOR POTENTIAL SCRUTINY

4.1 There are no notable areas for scrutiny within this select committee.

5. BACKGROUND PAPERS:

Appendix 1 – Explanation of over/under spends

Appendix 2 – Movement from original to revised budget

6. AUTHOR:

Joy Robson – Head of Finance

Mark Howcroft – Assistant Head of Finance

7. CONTACT DETAILS:

Tel: (01633) 644740

Email: markhowcroft@monmouthshire.gov.uk

1. EXPLANATION OF OVER & UNDER SPENDS AT MONTH 8

1.1 Table 1 below summarises the forecast outturn variances at month 8.

Table 1: Capital Programme 2013/14 – Summary Forecast month 8 Position

<i>Scheme Type</i>	Original Budget (Including b/f slippage) £000's	Budget Virements £000's	Budget Revisions £000's	Revised Budget £000's	Provisional Slippage c/f £000's	Adjusted Budget (Reduced by Slippage) £000's	Forecast Over/(Under) Spend £000's
Asset Management Schemes (Property Maintenance)	45	0	0	45	0	45	(4)
Total	45	0	0	45	0	45	(4)

1.1.1 Asset Management Schemes

Property Maintenance

(a) Electrical Services

Mardy Park – Upgrade Lighting to improve energy efficiency, on target for completion within budget of £23,000.

(b) External Areas

Chepstow Senior Citizens Centre – Defective slab replacement, on target for completion within budget of £14,000.

(c) Floors and Stairs

Severn View – Replace badly worn floor coverings, on target for completion with an under spend of £4,000 where the accrual estimate was less than final account settlement.

(d) Mechanical Services

Tudor Street – Replace End of Life Boilers, on target for completion within budget of £9,000.

4. MOVEMENT FROM ORIGINAL TO REVISED BUDGET

- 4.1 The revised capital budget at month 8 of £30,972,000 is made up of £15,265,000 of original budget, slippage from 2012/13 totalling £12,216,000 and £3,491,000 of budget revisions.

Table 1: Summary of movement from original to revised 2013/14 capital budget

Scheme Type	Original Budget £000's	Slippage b/f from 2012/13 £000's	Budget Virements £000's	Budget Revisions £000's	Revised Budget £000's
Asset Management Schemes	2,783	1,049	9	1,506	5,347
School Development Schemes:	3,249	2,422	0	275	5,946
Infrastructure and Transport Schemes	4,611	592	0	155	5,358
Regeneration Schemes	3,300	6,746	(9)	718	10,756
Sustainability Schemes	0	0	0	300	300
County Farms Schemes	273	294	0	0	567
Inclusion Schemes	850	287	0	165	1,302
ICT Schemes	0	612	0	372	984
Other Schemes	198	214	0	0	412
Total	15,265	12,216	0	3,491	30,972

- 2.2 Virements made within the programme have, as expected, had no overall net effect. All virements have been processed in accordance with the virement rules outlined with the Authority's Financial Regulations.
- 2.3 The £3,491,000 of budget revisions during 2013/14 comprises the following items:

- i. £1,506,000 Asset Management schemes - £915,000 County Hall demolition and remodelling (Torfaen share), £266,000 Drainage works at Caldicot Comprehensive and Leisure Centre site, £200,000 Car Park Granville and Wyebridge street, £25,000 Car Park Riverside, south of rowing club, £100,000 Thornwell Sewerage Diversion.
- ii. £275,000 School Development Schemes - £280,000 New Raglan Primary 21st Century Schools, (£5,000) Flying Start Minor Improvements, reduction in grant.
- iii. £155,000 Infrastructure and Transport schemes - £65,000 RTCG Road Safety, £80,000 Walking and Cycling scheme, £10,000 Rail Strategy Update
- iv. £718,000 Regeneration schemes - £393,000 Section 106 schemes, £300,000 Caerwent House major repairs, £25,000 Woodstock Way Linkage scheme.
- v. £300,000 Sustainability schemes – PV Schemes various sites
- vi. £165,000 Inclusion schemes – Low Cost Home Ownership
- vii. £372,000 ICT schemes - £220,000 Replace MCC central storage devices, £45,000 purchase of Sharepoint and active directory licences, £20,000 replacement of video conferencing facilities, £87,000 Sims Development Costs.

2.4 All of the revisions and future year changes are supported by Member decisions or awarding documentation where appropriate.

SUBJECT:	BUDGET PROPOSALS 2014/15 to 2017/18
MEETING:	ADULTS SELECT COMMITTEE
DATE:	28TH January 2014
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To provide detailed proposals on the budget savings required to meet the gap between available resources and need to spend in 2014/15, for consultation purposes.
- 1.2 To consider the 2014/15 budget within the context of the 4 year Medium Term Financial Plan

2. RECOMMENDATIONS:

- 2.1 That Select committee scrutinises the budget savings proposals for 2014/15 released for consultation purposes and provide their response by the 31st January 2014.

3. KEY ISSUES:

Background

- 3.1 Cabinet has received a series of reports on the MTFP and budget position for next year. In September Cabinet considered the significant financial challenge facing the Authority over the medium term, with the prospect that restrictions on public spending look set to continue for the foreseeable future. At this stage the gap projected in the MTFP was £22 million over 4 years, with an £8.8 million gap for 2014/15.
- 3.2 At a special Cabinet meeting in October a number of work areas for savings were identified and presented to Members with savings targets totalling £12.8 million over the MTFP. The net savings proposals to meet the gap in 2014/15 were generated through a combination of service changes, efficiency savings, income generation and innovative approaches to service design and delivery where possible. An assumption was also included for a 3% increase in council tax per annum over the four year period. However, this still left a gap of £2.4 million to find next year and £4 million over four years.
- 3.3 At the Cabinet meeting in November, Members received an update on the Medium Term Financial Plan. This report outlined the results of the Provisional Settlement, including the transfer of specific grants into Revenue Support Grant. The effect of the provisional settlement was taken into account in the MTFP model along with known significant pressures and assumptions previously agreed. The effect of the provisional settlement was to increase the gap to be closed to £9.43 million for 2014/15 rising to £20.5 million

in 2017/18. Taking into account the savings targets identified the gap for 2014/15 was now £2.9 million.

- 3.4 At that time the indicative settlement for 2015/16 showed an average reduction across Wales of 1.8% and this was used in the MTFP model. On further reflection it is considered that as Monmouthshire usually fairs worse than the average in settlement terms (1% worse in 2014/15), a reduction of 2.8% has now been modelled. This adds a further £1 million to the gap.

MTFP Strategy

- 3.5 The approach taken to developing the MTFP strategy has been to take a longer term view of the position both in terms of the forecast shortfall but also in identifying areas for achieving savings in the medium term. Many of these areas relate to service transformation pieces of work and require long lead in times to make the changes. This approach has been key to enabling a focus on the Council’s Single Integrated Plan with its vision of sustainable and resilient communities and 3 themes of the County’s Single Integrated Plan of; Nobody is left behind, People are capable, confident and involved, Our County thrives and their associated outcomes. This has also allowed the core priorities, as identified within the Administration’s Partnership Agreement, to be maintained, namely:

- direct spending in schools,
- services to vulnerable children and adults and
- activities that support the creation of jobs and wealth in the local economy,

- 3.6 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued to be pursued as far as possible within a restricting resource base. Chief Officers in considering the proposals and strategy above have been mindful of the whole authority risk assessment which has also recently been reviewed.

- 3.7 The following table demonstrates the links at a summary level that have been made with the 3 priorities, Single Integrated Plan and the strategic risks:

Proposal	Link to Priority Areas / Single Integrated Plan	Link to Whole Authority Risk assessment
Schools budgets have been protected, whilst savings have been sought from non-school budget areas	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	Budget proposals are mindful of the risk around children not achieving their full potential
The revenue impact of capital investment in the future schools	Direct Spending in schools is maintained People are Capable, confident	

programme has been factored into the plan	and Involved Our County Thrives	
Social care budgets will see additional resources going into the budget for Adults social services and Children's social services	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met
The plan allows for the lead in time on the service transformation projects in Adults social care and Children's services for special needs, to ensure that the focus can be on developing services that are sustainable and improve the lives of individuals	Services to protect vulnerable people Nobody is left behind	
Changes to the housing team and investment in Discretionary Housing payments seeks to support the vulnerable but also support claimants into work based learning, training and Jobs	Services to protect vulnerable people Nobody is left behind Our County Thrives	Seeking to mitigate the risks around homelessness and the impact of welfare reform
Work has started on reshaping the leisure and tourism offer to ensure it supports the creation of jobs and wealth in the local economy.	Activities that support the creation of jobs and wealth in the local economy Our County Thrives	
The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services	This transition to new service models contributes to the aims of creating a sustainable and resilient communities.	Addresses risks around the ability to sustain our priorities within the current financial climate
The need to think differently about what services should be delivered, how they should be delivered and	This transition to new service models contributes to the aims of creating a sustainable and resilient communities.	

what income can be generated has been a clear imperative in working up the proposals.		
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3.8 The process adopted of capturing ideas through mandates and then developing more detailed mandates and business cases has sought to improve and formalise the links between individual budget proposals, the key priorities of the authority and the strategic risks from the whole authority risk assessment. This is the first year this approach has been used and inevitably there will be room for improvement in future years.

Savings Targets

3.9 Since the October report, further work has been completed on the savings areas originally identified and many of the savings mandates have been considered by Select committees. Cabinet have considered the views of select committees and further work has led to targets being refined, some increasing and other decreasing, with a net increase of £52k on the original target set. In some cases the saving target has remained the same but the shape of the proposal to achieve the target has changed. The Appendix 1 includes a summary sheet of all the proposals with shaded columns showing the revised position as it now stands.

3.10 In addition, a series of community events have been held and ideas captured from those events have identified a further 82 ideas to explore. Some of the ideas put forward are already being considered in the proposals attached to this report or have helped to reshape the proposals e.g. One Stop Shops and Libraries proposal and the Tourism proposals. Other ideas will require further investigation to establish if they are feasible for future years. There were in excess of 20 ideas generated by the community that did not feature in the current budget mandates. These included changes to the use of community assets, developing new technology solutions and reviewing terms and conditions to make services more efficient.

3.11 The Leader and Chief Executive have held staff sessions throughout the authority meeting over 1000 staff and this has also generated further ideas, many of which have been implemented immediately. The extent of the engagement so far has certainly been valuable in providing a base from which further engagement can be undertaken, a bank of individuals have expressed their interest in working further with us on the challenges being faced.

3.12 It is recognised that more emphasis has been put on the 2014/15 proposals and figures in order to set the budget and close the gap for next year. This has been the focus of the work taken through Select Committees. The individual proposals are outlined in Appendix 2 and have been through an initial equality challenge, the results of which are linked to each proposal.

3.13 Work is continuing on the need to address the longer term issue of a reducing resource base. It is expected that further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP will continue to be worked up

and submitted for scrutiny through select committees. This will ensure that the work needed to balance the MTFP is undertaken now in order to deliver savings in the later years of the plan.

Additional Pressures

- 3.14 At the 4th December Cabinet meeting members considered the month 6 revenue forecast position, which is currently showing an overspend position. The analysis and issues arising from this are explored in that report, however the potential impact on 2014/15 has also been assessed. Analysis of the overspend in Children's social services has identified that there is an underlying overspend relating to increasing numbers of children placements and whilst this is a volatile budget, it is considered that there is an underlying trend that will continue into 2014/15. In recognition of this the 2013/14 pressure has been retained in the budget figures for 2014/15 in the sum of £400,000. There is a risk that this will still not be enough to cover the pressure in this area whilst work continues to further improve the situation. In these circumstances, it is proposed that for next year only, the Priority Investment reserve provides scope to ensure that costs are covered in the event that the pressures cannot be contained within the overall budget.
- 3.15 Analysis of the 2013/14 budget savings to be achieved has also been undertaken. Further progress has been made in this area, resulting in a reduction in the pressure to be carried forward from £614,000 to £236,000.
- 3.16 The Capital MTFP was also considered by Cabinet at its meeting on 4th December 2013, and the revenue impact of this has now been reflected in the revenue MTFP, including revised treasury forecasts as a result of expected cash flows, and the need to borrow externally rather than internally. The net impact of 21st century schools has also been reviewed and separately identified in the pressures list. Together these adjustments increase the pressure in the first two years of the plan and reduce the impact in the last two years, mainly due to the timing of capital receipts and profile of capital spend.
- 3.17 Grant funding streams have been reviewed and a pressure of £232,000 has now been included for Waste which mainly relates to an 8.6% reduction in the Sustainable Waste Management Grant.
- 3.18 A one off cost relating the LDP for consultants, the Inspector and examination has historically been met from reserves and a further pressure of £350k has been identified over the next 3 years which it is suggested should continue to be met from earmarked reserves.
- 3.19 Overall the total list of pressures has reduced by £67,000 and the revised list is contained in Appendix 3 with the shaded columns showing the changes that have been made. It should be noted that other pressures within services are required to be managed within Directorates.

Council Tax

- 3.20 The Council Tax increase in the budget has been retained at 3% per annum across the MTFP. In addition the demand for Council Tax Reduction Scheme payments has been assessed as reducing by £100,000 next year based on the forecasts being projected forward from the current year activity.

Summary position

3.21 In summary the following position has been established:

	2014/15	Revised 2014/15	2015/16	Revised 2015/16	2016/17	Revised 2016/17	2017/18	Revised 2017/18	TOTAL	Revised
	£000	£000	£000	£000	£000	£000	£000	£000	£000	Total £000
Budget shortfall 10th Oct 2013	8,822	8,822	4,993	4,993	5,413	5,413	2,866	2,866	22,094	22,094
Adjusted base for Provisional Settlement	7,344	7,344	9,975	10,975	11,637	12,637	13,511	14,511	42,467	45,467
Pressures	2,069	2,002	2,261	2,651	6,013	5,780	7,005	6,177	17,348	16,610
Revised shortfall	9,413	9,346	2,823	4,280	5,414	4,791	2,866	2,271	20,516	20,688
Savings targets	(5,211)	(5,263)	(3,457)	(3,102)	(2,805)	(2,805)	(1,310)	(1,310)	(12,783)	(12,480)
Council Tax income	(1,254)	(1,354)	(1,289)	(1,289)	(1,324)	(1,324)	(1,361)	(1,361)	(5,228)	(5,328)
Adjusted budget gap	2,948	2,729	(1,923)	(111)	1,285	662	195	(400)	2,505	2,880

3.22 This leaves a gap of £2,880,000 still to be found over the 4 year period. The following options are being considered for meeting this gap:

- Reduce the non-pay inflation factor in the model by 1%, this saves £650,000 but would put pressure on every budget to find efficiency savings to manage a reduction in the inflation element provided in the budget. Managers are currently considering the implications of this on their services.
- Reduce the amount of funding for increments included in the model. Currently there is £750,000 included, however following a review of the costs this year; it is considered that the budget can be reduced by £400,000 as more staff reach the top of their JE grade.
- Reduce the travel allowances budget by £100,000 encouraging officers to make more use of the video conferencing facilities available in the offices
- Reserve fund the spike in the treasury costs of £297,000 for one year only
- Seek savings from some of the cost centres such as public health, legal and land charges where there has not yet been a contribution made, this could contribute £158,000. The implications of these savings on services are currently being assessed and further mandates will be provided with these details during the consultation period.

3.23 The proposals above would reduce the gap above to £1,049,000, for next year and £1.497 million over the four years of the MTFP see Appendix 4.

3.24 The final settlement is expected on 11th December 2013, however there is not expected to be a major change from the provisional position. There is still a significant lack of information on specific grants. Any changes will be verbally reported at the Cabinet meeting.

Reserves strategy

- 3.25 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £15.5 million at the start of 2013/14 to £6.9 million at the end of 2017/18. (Appendix 5) Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £4 million.
- 3.26 Whilst every effort will be made to avoid redundancy costs the only budget in the MTFP relating to these costs is for school based redundancies, included as a pressure of £325,000. The Policy has also recently been revised, so the cost of redundancies should be reducing. Protection of Employment policy will be used to ensure redundancy is minimised, however, it is expected there may be some that are inevitable and reserve cover may be required for this, possibly in the region of £500,000 per year. Over the MTFP this could require £2 million reserve funding cover, if services are unable to fund the payments from their budgets.
- 3.27 The volatility of the Children's social services budget is going to be supplemented for 2014/15 with further funding, however if it is proposed to earmark the Priority Investment Reserve for next year to cover further pressures if they are not able to be contained.
- 3.28 The cost of producing the LDP has historically been met from reserves and a further pressure of £350k has been identified over the next 3 years which it is suggested should continue to be met from earmarked reserves.
- 3.29 Recent work on the Treasury implications flowing through the MTFP has identified a spike in costs in 2014/15. Previously the Treasury Equalisation reserve has been used to even out the potential need for temporary funding. If this is used in this case this would draw £297,000 of reserve funding.
- 3.30 The resulting impact on earmarked reserves would be to take the usable balance down to below £1 million at the end of the MTFP period.

Next Steps

- 3.31 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. There is therefore a further opportunity for Members, the public and community groups to consider the budget proposals and make comments on them.
- 3.32 Public engagement sessions (to include the formal requirement to consult businesses) will be held on the following dates:

Thursday 9th January – Caldicot School

Tuesday 14th January – Chepstow School

Wednesday 15th January – Abergavenny (leisure centre hall)

Saturday 18th January 10-4pm - Abergavenny Market Hall

Usk Memorial Hall TBC: Dates suggested are Tuesday 7th , Thursday 16th and Wednesday 22nd January.

Monday 20th January - Monmouth School (awaiting confirmation)

The purpose of these events is two fold; to provide feedback from the initial round of community engagement events but also to allow a broader consultation around the actual budget proposals.

Select Committee Scrutiny of Budget proposals

7th January at 10am – Strong Communities (budget scrutiny)

9th January at 9am until 4pm – Economy and Development (budget scrutiny all day)

20th January at 2pm - Children and Young People (budget scrutiny)

28th January at 10am – Adults (budget scrutiny)

29th January at 2pm – Joint Select Committee to scrutinise final budget proposals

Combined Area committees dates

Sevenside Area Committee – 29th January 2014

Bryn y Cwm and Central Monmouthshire Area Committee – 15th January 2014

- 3.33 The consultation period will end on 31st January 2014 and consultation responses will be considered by Cabinet before final budget proposals are presented to Cabinet on 12th February 2014 with a recommendation to full Council to set Council Tax on 27th February 2014.

4. REASONS:

- 4.1 To agree budget proposals for 2014/15 through to 2017/18 for consultation purposes

5. RESOURCE IMPLICATIONS:

As identified in the report and appendices

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The equality impacts of each individual saving proposal have been initially identified in the assessment and are linked to the saving proposal document. No significant negative impact has been identified. Further consultation requirements have been identified and are on going. Further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

The actual equality impacts from the final budget report's recommendations will be reviewed and monitored during and after implementation.

7. CONSULTEES:

SLT

Cabinet
Head of Legal Services
Head of Strategic Personnel

8. BACKGROUND PAPERS:

Appendix 1: Budget proposals summary

Appendix 2: Individual proposals – detailed mandates or business cases with attached equality impact assessments

Appendix 3: Revised Pressures list

Appendix 4: Summary position

Appendix 5: Reserves position

9. AUTHOR:

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Appendix 1: Budget proposals

No.	Dir		Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	TOTAL	Revised TOTAL	
			2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18			
		Identification phase	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)			
		Adjusted Budget Shortfall 2017/18	9,413	9,346	2,823	4,280	5,414	4,791	2,866	2,271	20,516	20,688	
		ADULT SELECT											Comments
2	RC	Collaboration on housing services and development of careline services	(30)	(30)	(35)	(35)	(40)	(40)	0	0	(105)	(105)	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
3	SCH	Community meals increase take-up	(30)	(30)	0	0	0	0	0	0	(30)	(30)	Mainly about increasing customer base
4	SCH	Community meals - service transformation	0	0	0	0	(100)	(100)	(100)	(100)	(200)	(200)	Developing sustainable long term model for meals, target is to aim for a cost neutral service
9	SCH	Practice change - reduction in flexible budget/contingency	(277)	(277)	0	0	0	0	0	0	(277)	(277)	Working with individuals, families and communities to find sustainable solutions
10	SCH	Redesign day provision in line with My Day/My Life	(160)	(160)	0	0	0	0	0	0	(160)	(160)	Reconfiguring day provision for people with Learning disability
19	CYP	Adult Education	(90)	(90)	0	0	0	0	0	0	(90)	(90)	Cost reduction through reducing overheads and premises costs
23	SCH	SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	(170)	(163)	0	0	0	0	0	0	(170)	(163)	Staffing efficiencies
24	SCH	SCH Transition project staff transfer to Bright New Futures	(14)	(14)	(14)	(14)	(12)	(12)	0	0	(40)	(40)	Combining our initiative with Bright new futures to establish a shared service model
33	SCH	Sustaining Independent Lives in the community	(123)	(123)	(260)	(260)	0	0	0	0	(383)	(383)	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
34	SCH	Adult Social Care Service Transformation	0	0	0	0	(728)	(728)	(700)	(700)	(1,428)	(1,428)	Building on the current integrated model as part of the wider redesign of social care
		Sub Total Adult Select	(894)	(887)	(309)	(309)	(880)	(880)	(800)	(800)	(2,883)	(2,876)	
		CHILDREN & YOUNG PEOPLE SELECT											
7	RC	School meals -increase price, market and expand service	(130)	(69)	0	0	0	0	0	0	(130)	(69)	Increase in school meal to £2.00, currently £1.65 infants and £1.80 junior based on an estimated 397,058 meals
14	RC	Home to School Transport - fundamental review of policy	(95)	(95)	(115)	(115)	(210)	(210)	(210)	(210)	(630)	(630)	Fundamental policy change - £420k - based around nearest school policy. Withdrawal of subsidy for post 16 transport.
16	CYP	Schools delegated budgets	(434)	(434)	0	0	0	0	0	0	(434)	(434)	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.
17	CYP	Review ISB - ALN contingency	(150)	(140)	0	0	0	0	0	0	(150)	(140)	Currently a contingency budget is held centrally, proposals to reduce this budget by £75k and reduce staffing in the service by £65,000
18	CYP	School library service - combine with general library service	(30)	(30)	(20)	(20)	0	0	0	0	(50)	(50)	£50k is MCCs contribution to full year running costs of school library service, changes to service needs to be considered with TCBC
20	CYP	School Music service - reduction in subsidy	(50)	(50)	(50)	(50)	(50)	(50)	0	0	(150)	(150)	Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required
21	CYP	Review of other Education collaborative arrangements - visually impaired/hearing	0	0	0	0	(70)	(70)	(100)	(100)	(170)	(170)	Reduction of contribution by half, needs of pupils will still need to be met, but an exercise around VFM will need to be done
22	SCH	SCH children's staff restructuring	(68)	(68)	0	0	0	0	0	0	(68)	(68)	Rationalising service delivery within children's services
35	CYP/SCH	Transformation of children's services for Special needs/additional needs/ Mounton House	0	0	(470)	(470)	(496)	(496)	0	0	(966)	(966)	Proposal will look at more effectively integrating and streamlining the current service offer, with what matters for the child and family being the core focus of the review.
		Sub Total Children & Young People Select	(957)	(886)	(655)	(655)	(826)	(826)	(310)	(310)	(2,748)	(2,677)	

No.	Dir		Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	TOTAL	Revised TOTAL	
			2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18			
		Identification phase	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)			
ECONOMY & DEVELOPMENT SELECT													
1	RC	Development of Leisure Services	(125)	(125)	(315)	(315)	(100)	(100)	0	0	(540)	(540)	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'
6	RC	Museums, Shirehall & Castles and Tourism	(245)	(245)	(190)	(190)	(145)	(145)	(200)	(200)	(780)	(780)	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
25	RC	Transport review and fleet rationalisation	(100)	(105)	(40)	(40)	0	0	0	0	(140)	(145)	Increased income from private hire (Passenger Transport Unit), management and staff reduction
26	RC	Strategic Property Review (phase 2)	(147)	(75)	(100)	(100)	(350)	(350)	0	0	(597)	(525)	Target to be achieved by the Accommodation working group and reduction in office accommodation, consolidate in Usk
27	RC	Property services and procurement	(145)	(115)	0	0	0	0	0	0	(145)	(115)	Staff efficiencies, systems review and procurement savings
28	RC	R & C Staffing restructures	(140)	(140)	(240)	(240)	(200)	(200)	0	0	(580)	(580)	Senior management restructure to include new service groupings and alignments and green space concept
31	CEO	ICT	(100)	(300)	(100)	(100)	0	0	0	0	(200)	(400)	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget
											0	0	
		Sub Total Economy & Development Select	(1,002)	(1,105)	(985)	(985)	(795)	(795)	(200)	(200)	(2,982)	(3,085)	
STRONG COMMUNITIES SELECT													
5	RC	Sustainable energy initiatives	(133)	(133)	(33)	(33)	(34)	(34)	0	0	(200)	(200)	Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget
8	All	Grants to micro finance and rationalise numerous grants to single organisations	(200)	(200)	(300)	0	0	0	0	0	(500)	(200)	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
11	RC	Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors	(355)	(405)	(55)	0	0	0	0	0	(410)	(405)	Reduction in management team and operate from 2 depots, reducing stand by payments and gritting frequencies. Reduce sub contractors and biodiversity policy on verges
12	RC	Street Light savings	(180)	(180)	0	0	0	0	0	0	(180)	(180)	Review of turning off street lights at designated times
13	RC	Street scene and pest control	(175)	(195)	0	0	0	0	0	0	(175)	(195)	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.
15	RC	Facilities - transfer functions to other providers	(100)	(100)	(100)	(100)	0	0	0	0	(200)	(200)	Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences
29	CEO	CEO - efficiencies, including on line services, staffing structures	(595)	(595)	0	0	0	0	0	0	(595)	(595)	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
30	CEO	CEO - OSS and libraries - 10% reduction in staff budget	(180)	(180)	0	0	0	0	0	0	(180)	(180)	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure
36	RC	Cost neutral waste service	(60)	(60)	(270)	(270)	(20)	(20)	0	0	(350)	(350)	Route optimisation, green waste charges up from £8 to £10 and reduce spend on bags
37	RC	Waste Management - Project Gwyrd	0	0	(750)	(750)	(250)	(250)	0	0	(1,000)	(1,000)	Mandate not needed, work already done, needs watching brief on implementation
		Sub Total Strong Communities Select	(1,978)	(2,048)	(1,508)	(1,153)	(304)	(304)	0	0	(3,790)	(3,505)	
32	ALL	Review of additional payments	(380)	(337)	0	0	0	0	0	0	(380)	(337)	Target a 10% reduction in additional payments made eg overtime, standby etc

No.	Dir	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	TOTAL	Revised TOTAL	
		2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18			
		(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)			
	Identification phase											
	Total savings	(5,211)	(5,263)	(3,457)	(3,102)	(2,805)	(2,805)	(1,310)	(1,310)	(12,783)	(12,480)	
										0	0	
	Council tax funding	(1,327)	(1,327)	(1,367)	(1,367)	(1,408)	(1,408)	(1,450)	(1,450)	(5,552)	(5,552)	Based on recurrent 3% increases in Council Tax from 14/15 to 17/18
	CTRS payable on increased Ctax bills	183	183	188	188	194	194	199	199	764	764	Cost of council tax rises in terms of the increase in council tax benefit to be paid out
	Forecast reduction in demand for CTRS		(100)							0	(100)	Reduction in demand being modelled based on 2013/14 forecasts
	Council Tax Base	(110)	(110)	(110)	(110)	(110)	(110)	(110)	(110)	(440)	(440)	Increase in council tax generated through assuming continuing growth in number of properties
	Net Council Tax	(1,254)	(1,354)	(1,289)	(1,289)	(1,324)	(1,324)	(1,361)	(1,361)	(5,228)	(5,328)	
	Total	(6,465)	(6,617)	(4,746)	(4,391)	(4,129)	(4,129)	(2,671)	(2,671)	(18,011)	(17,808)	
	Gap to be managed	2,948	2,729	(1,923)	(111)	1,285	662	195	(400)	2,505	2,880	

Appendix 2: List of Documents included in support of Budget proposals

No.	Dir	Original Mandates	Documents for Budget Proposals	Comments
		ADULT SELECT		
2	RC	Collaboration on housing services and development of careline services	2. Business case RC Housing	
			2.EQIA RC Housing	
3	SCH	Community meals increase take-up	3. Updated Mandate SCH community meals	
			3. EQIA SCH Community meals	
4	SCH	Community meals - service transformation	4. Cabinet approved mandate SCH Community Meals - Service transformation	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
8	All	Grants to micro finance and rationalise numerous grants to single organisations	8. Updated Mandate SCH All grants contract review, including EQIA	Covers £100k from SCH
9	SCH	Practice change - reduction in flexible budget/contingency	9. Detailed mandate SCH Practice Change, including EQIA	
10	SCH	Redesign day provision in line with My Day/My Life	10. Detailed mandate SCH My Day My Life Refocus, including EQIA	
19	CYP	Adult Education	19. Business case CYP Adults Education, including EQIA	
23	SCH	SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	23. Updated Mandate SCH staffing efficiencies in Direct care	Restructure report to go to Cabinet including EQIA
			23. Updated mandate SCH Commissioning reduction	Restructure report to go to Cabinet including EQIA
24	SCH	SCH Transition project staff transfer to Bright New Futures	24. Updated Mandate SCH Transition	Restructure report to go to Cabinet including EQIA
33	SCH	Sustaining Independent Lives in the community	No further documents needed	Cabinet already approved business case on this on 2nd October 2013, including EQIA
34	SCH	Adult Social Care Service Transformation	34 Updated mandate SCH Adult Social Care Transformation	Further work on later savings to be achieved will be reported in due course
			34. Business case Initiation document SCH Mardy Park, including EQIA	

CHILDREN & YOUNG PEOPLE SELECT				
7	RC	School meals -increase price, market and expand service	7. Business case RC Primary school Meals service	
			7. EQIA RC Primary School Meals Service	
14	RC	Home to School Transport - fundamental review of policy	14. Part Business case Home to School transport, including EQIA	Part business case deals with savings for 2014/15, later savings will require a further business case
16	CYP	Schools delegated budgets	16. Detailed Mandate CYP School budget	
			16. EQIA CYP School budget	
17	CYP	Review ISB - ALN contingency	17. Business case CYP ALN contingency in ISB	
			17. EQIA CYP ALN contingency in ISB	
18	CYP	School library service - combine with general library service	18. Business case CYP Schools library service	
			18. EQIA CYP Schools library service	
20	CYP	School Music service - reduction in subsidy	20. Cabinet approved mandate CYP Gwent Music	Work is continuing with Gwent Music service to identify the savings and any possible impact on the service
			20. EQIA CYP Gwent Music	
21	CYP	Review of other Education collaborative arrangements - visually impaired/hearing	21. Cabinet approved Mandate CYP Other Collaborative Arrangements	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
22	SCH	SCH children's staff restructuring	22. Cabinet approved Mandate SCH Childrens restructure	Restructure report to go to Cabinet including EQIA
35	CYP/ SCH	Transformation of children's services for Special needs/additional needs/ Mounton House	35. Business case CYP and SCH Childrens Servces review of ALN Strategy	Further work on later savings to be achieved will be reported in due course

ECONOMY & DEVELOPMENT SELECT				
1	RC	Development of Leisure Services	1. Business case RC Leisure services, with attached EQIA	
6	RC	Museums, Shirehall & Castles and Tourism	6. Business case RC Museums castles TICs Tourism	

			6, Equality Assessment RC Museums Castles TICs Tourism	
25	RC	Transport review and fleet rationalisation	25. Business case RC Fleet and Transport Management	
26	RC	Strategic Property Review (phase 2)	26. Business case RC Reduce Property Demand	
27	RC	Property services and procurement	27. Business case RC Property Services FM MGT Procurement, including EQIA	
28	RC	R & C Staffing restructures	28. Cabinet Approved Mandate RC Management and Administration staff structures	Restructure report to go to Cabinet including EQIA
31	CEO	ICT	31. Updated mandate CEO ICT proposal	

		STRONG COMMUNITIES SELECT		
5	RC	Sustainable energy initiatives	5. Cabinet approved mandate RC sustainable Energy	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
8	All	Grants to micro finance and rationalise numerous grants to single organisations	8. Business case ALL Grant Review, including EQIA	Covers £100k from RC, CYP and CEOs
11	RC	Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors	11. Detailed Mandate RC Highways Ops and Traffic management	
12	RC	Street Light savings	12. Business case RC Street Lighting	
			12. EQIA RC Street lighting	
13	RC	Street scene and pest control	13. Business case RC Street scene services incl pest control, including EQIA	
15	RC	Facilities - transfer functions to other providers	15. Business case RC collaboration or Transfer services to TCs and CCs, including EQIA	
29	CEO	CEO - efficiencies, including on line services, staffing structures	29. Detailed mandate CEO efficiencies and restructure	Restructure report to go to Cabinet including EQIA
30	CEO	CEO - OSS and libraries - staff efficiencies	30. Business case RC One Stop Shops and Libraries	
			30. EQIA RC One Stop Shops and Libraries	

36	RC	Cost neutral waste service	36. Business case RC Waste and Recycling, including EQIA	
37	RC	Waste Management - Project Gwyrdd	No further documents needed	Cabinet already approved business case and project underway

2. BUSINESS CASE – RC HOUSING



SUBJECT:	Housing & Regeneration Medium Term Financial Plan Project Mandates
DIRECTORATE:	Regeneration & Culture
MEETING:	Adults Select Committee
DATE:	5th November 2013

1. PURPOSE

- 1.1 To advise about Housing & Regeneration Services Medium Term Financial Plan Project Mandate proposals, as agendaed at Cabinet on 10th October 2013, in relation to proposals to optimise the business potential of the Careline Service, proposals to review the Careline policy and the development of an integrated approach to Housing Options delivery with Torfaen County Borough Council

2. RECOMMENDATION

- 2.1 To note and comment on the content of the report.
- 2.2 To provisionally comment on proposed changes to the Careline policy.

3. KEY ISSUES

- 3.1 Housing & Regeneration Services are currently developing the following:

3.2 Careline

The Committee will be aware of the aims of this project through the Careline report received on 17th September 2013. The focus of this project is to expand the established, but static, customer-base to widen the number of clients who can access and benefit from the service. The Committee is aware that Cardiff University School of Business Studies has undertaken an analysis of the service and provided the Council with recommendations to apply a more commercial approach to marketing. A Marketing Action Plan is now in place and policy changes proposed. See **Appendix 1 & 2**.

- 3.4 In addition, the Council is seeking to reduce costs and ensure financial sustainability, whilst continuing to support Social Services. Policy changes are, therefore, proposed which centre on streamlining the telecare element of the service, by only providing equipment that is reliable, easy to install and maintain, thereby, reducing visits and using external contractors. It is also proposed to amend the current charging structure. The Council is currently consulting on proposals. Please see **Appendix 2 & 3** for summary and Equality Impact Assessment screening. Un-stocked complex telecare equipment is currently not being provided. Support, however, to existing clients will continue.

3.5 Establishing an Integrated Approach to Housing Options

As part of a homeless prevention report, this project was discussed by the Committee on 14th October 2013. The project seeks to continue exploiting the advantages of Housing & Regeneration being co-located with Torfaen County

Borough Council's Housing Services. The co-location has facilitated a number of collaborative opportunities and this proposal will further extend collaboration.

- 3.6 Both Councils have responsibilities under Housing Act 1996 as amended by Homelessness Act 2002 and have respective teams (the Council's being the Housing Options team) providing associated services such as homeless prevention; homeless assessments; interim and temporary accommodation including accessing the private rented sector. Both Councils also have a legal responsibility under Housing Act 1996 to have an allocation scheme, which is delivered through each Council's respective Housing Register.
- 3.7 The project is very much in its infancy and the scope of the proposal is still to be finalised. The broad proposal, however, is to change the focus of how 'housing options' services are currently delivered. This will certainly include establishing a combined Housing Options team, but within the context of delivering the service in a way that moves away from homelessness being the main focus to a service that offers help and advice for all in housing need – not just for the minority of people who may be homeless or at risk of homelessness.
- 3.8 To strengthen homeless prevention and funded by the Welsh Local Government Association, both Authorities are currently working with Andy Gale, Housing Consultant, to strengthen homeless prevention, who has been requested to support the Council and is currently developing a joint proposal and business case. **Appendix 4 & 5** provides a summary of the principles and business case upon which it is proposed to base the project, together with the Equality Impact Assessment screening.

4 REASONS:

- 4.1 The projects and respective business cases detailed in this report support and contribute towards the Council's Medium Term Financial Plan.

5. RESOURCE IMPLICATIONS:

- 5.1 The monetary targets relating to the Careline and the Housing Options integration project are £50,000 additional income and £55,000 savings respectively over the next 3 years.
- 5.2 It is relevant that the Committee is aware that in relation to expanding the Careline customer base, there are up-front costs that the Council needs to incur when providing a lifeline. Lifelines currently cost £126. It, therefore, takes a number of months to recover this cost, installation and monitoring costs before a surplus is generated.

6. **CONSULTEES:** Cabinet Member for Chief Officer for Regeneration & Culture; Housing Management Team; Torfaen County Borough Council

7. BACKGROUND PAPERS:

"Marketing the Careline Service" – Cardiff Business School, September 2013

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

9. CONTACT DETAILS:

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

2. BUSINESS CASE – RC HOUSING

Appendix 1

Careline Marketing Action Plan

2013/14

Activity			
Action	Lead	Date	Progress/Comments
Update website with on-line referral form	Jane Chiplin	Dec 13	Completed
Provide articles/adverts for internal (eg Team Spirit) and external (eg Community Spirit) communications	John Parfitt	On-going	Advert/article being considered for February 14 Community Spirit
Undertake periodic press releases	John Parfitt	On-going	
Establish agreement with local pharmacies to clip Careline flyers to bags of dispensed medicines	John Parfitt	Jan 14	Enquiry letter sent to local pharmacies in October 13.
Produce new promotional poster	Sarah Turvey-Barber	Dec 13	
Promote Careline through notice boards and leaflet frames in GP surgeries and establish new promotional poster	Sarah Turvey-Barber	Mar 14	List of visits to individual surgeries to be programmed in
Explore the provision of displays in key locations eg One Stop Shops	Sarah Turvey-Barber	Jan 14	Initial interest expressed by library. Meeting to be arranged
Offer finders-fees for successful referrals			£25 finders-fee being considered, payable for a referred client who retains the service for at least 3 months
Establish strategic alliances with key partners to identify opportunities for mutual support	Sarah Turvey-Barber		Meeting arranged with Bridges for 20.11.13. Contact made with Alzheimers
Explore traditional advertising opportunities eg bus;			Rates requested from 3 bus companies and 1 radio station

radio etc			
Attend meetings of local community groups			
Establish Careline newsletter	Jane Chiplin	On-going	First edition completed. Circulated as part of policy consultation in October 13. Next edition
Offer all Disabled Facilities Grants applicants Careline as part of grant and explore scope for linking with Safety at Home grant delivery	John Parfitt	On-going	Procedure commenced in October 13. Promotional material to be given to DFG clients
Use disabled adaptation referrals and client data-base to promote Careline	John Parfitt		
Periodically distribute Careline leaflets with delivery of Community Meals	John Parfitt	Dec 13	Request to Community Meals Co-ordinator made
Identify and utilise client testimonies as part of marketing approach	Jane Chiplin	On-going	
Periodically co-ordinate special offers	John Parfitt	Jan 14	To be reflected within policy review, which is currently being implemented.
Establish pricing options	John Parfitt	Jan 14	To be included as part of policy review
Promote Careline at local community events	Sarah Turvey Barber		

2. BUSINESS CASE – RC HOUSING

Appendix 2

Outline of Possible Changes to the Careline Service

Background:

The Council has operated a community alarm service for over ten years and during that time it has increased its range of equipment so it now provides services that start with the basic lifeline (pendant alert and auto dialler) through to complex systems involving personal and environmental monitors such as falls detectors and flood detectors. Almost 90% of our clients just have the basic lifeline system with the remainder having the more complex “Telecare”.

It’s a priority for the Council for the service to continue to:-

- Help residents continue to live at home safely and independently.
- Provide reassurance for clients and their families and/or carers.
- Provide a good quality and responsive service that’s valued by clients.
- Be financially sustainable.

In order to achieve the above, the Council is currently reviewing the service and is considering a number of changes which are set out below and in respect of which we would welcome your views and those of your carer/responders.

In respect of basic lifeline systems:

While it is hoped that the charge for the basic Careline service will remain unchanged, any future increase in charges to be limited to inflation or service cost increases whichever is the greater.

Installation fee to increase from £35 to £40

If client or carer does not return equipment via a One Stop Shop a collection fee of £35 will be levied

Full cost recovery for all damaged or lost equipment

In respect of Telecare systems:

All fees to be paid by client or commissioner

In addition to the fee for the basic lifeline service, each additional non complex alerts that a client may choose to have, will be charged at £1 per week per sensor/monitor

Remove the cap on complex Telecare, charges and fees will be charged at cost plus service charge.

Applicable to all clients and systems:

In the event of a maintenance call out which discovers no fault with the MCC system a £40 call out fee will be charged

All clients to be required to pay by direct debit with an additional annual charge of £12 pa for any client who wishes to pay by cash or cheque upon receipt of a paper invoice

A "finders" fee of £25 will be paid to any existing client who refers a new client (payable after new client has had service for three months).

General:

In order to increase client numbers and to ensure financial viability:-

- Marketing strategies will be developed on an annual basis and reported to the Council for prior approval.
- Newsletters will be published periodically to ensure Careline clients and carers are kept up to date with developments affecting the service provided.
- The Council will seek to recruit and train volunteers to support Careline clients in using any aspect of the service.

Appendix 4

Integrated Approach to Housing Options with Torfaen County Borough Council

Provisional Principles Being Considered for Development of Proposal

Introduction

Over the last year, the Council has been receiving practical advice and support funded by the Welsh Local Government Association from Andy Gale, Housing Consultant, with regards to improving homeless prevention. Torfaen County Borough Council has also received similar assistance. Andy Gale has recommended to both Council's the co-location of the respective Housing

As part of Andy Gales support, both Councils have requested Andy Gale to provide advice and options available for establishing a joint model for the delivery of homeless functions for both local authority areas, within the new financial reality emerging for local government in Wales, but still seeking to deliver an excellent service to residents

Preliminary discussions are underway and the Council is awaiting a written proposal to guide and inform the decision making process.

It is anticipated that this will be complete towards the end of November 2013. This appendix seeks to provide an indication of provisional discussions.

Background

During 2013, the Council has received feedback and comment from independent sources relating to the homelessness in Monmouthshire, which is designated as a high risk within the Council's Whole Authority Risk Assessment. These are:

- The Welsh Audit Office Service Based Review 2012/13, June 13, highlighted, '.....limited capacity within the service and the increasing demand it faces suggests there are growing housing risks.....'
- As part of the national Homeless Prevention Improvement Project, Andy Gale, Housing Consultant undertook a health check of the Council's approach to homeless prevention in February 2013. This highlighted capacity and resource issues.

The above feedback is relevant in terms of the development of this project, which will help to mitigate against the existing capacity and resource issues.

Emerging Vision

The broad proposal is to combine the homeless services for Monmouthshire and Torfaen to create a new service, possibly alternatively branded to either Council. The service would retain a clear social purpose but operate in a commercial environment with no new funding available to set up and operate the new service and seek to achieve a level of self-funding.

This is an opportunity to change the focus of existing Housing Options service from that of a homelessness service to a service with a new identify which will offer help and advice for any

resident in housing need. Critically, the aim of a new approach to service delivery would be to increase the focus on providing help and advice for all in housing need and reduce the emphasis on being perceived as a service for the minority who are or are at risk of being homeless.

Many residents, certainly in Monmouthshire, have a housing need or need independent advice on a housing problem or planning their housing future. The majority have nowhere to turn to for advice and most would see the Housing Options Service as somewhere you go only if you are homeless or in extreme risk of losing your home. There are many residents that need housing help and advice and this figure will only grow as welfare reform impacts and the economic climate remains difficult. The new combined service presents an opportunity to move away from a traditional 'homeless only' type service and to deliver a service that is seen to be essential and relevant to many more residents.

The short-term focus is to combine the housing options services for Monmouthshire and Torfaen, which in the short-term would focus on the current homeless services, but in the medium will focus on exploring combining housing registers. In addition, there is the intention to consider whether there is further scope for the new service to include wider housing options services. There is the potential for the new service to help join up key agenda's such as tackling debt and financial exclusion and linking into employment and training.

How would the new Housing Futures Service be delivered?

The aim would be to deliver the new approach through:

- more streamlined processes (which is being used to currently remodel the Monmouthshire Housing Options service around 4 distinct work-streams and was discussed by the Adults Select Committee on 14th October 2013 and is being established and implemented under the current structure);
- a service that fully embraces new technology and new ways of working. The focus would be to deliver advice as quickly and efficiently as possible through 'face to face' contact or by telephone help and advice.

Much of the work would be delivered through structured telephone help which is faster backed by streamlined processes. This would include using DIY self-help internet technology; standard forms, checklists, scripts, letters and help packs. New ways of working embracing new technology should mean that the service can be delivered at a lower cost.

What Could it Look like?

In developing a joint approach the following are some of the guiding principles being considered:

- The service would be able to respond to the new Welsh Government 'Preventing Homeless' duty without any increase in costs
- The service could have its own distinct branding
- The service could be stand-alone/arms-length
- Accountability would remain with each local authority given that homelessness is a statutory function

- Innovation and cultural change would be critical to its success. Accountability would remain to the local authority but the service should reach out to the voluntary sector and business to guide its development. This could be channelled through an advisory group/board providing direction.
- It could provide a one stop shop to access all housing options services, not just homeless related services

Financing the Proposal

Funding and the Council's financial savings targets are critical issues which would underpin the development of the new service. The project would look to identify revenue savings as a result of combining staff teams, temporary accommodation and associated functions and work towards a level of self-financing as new income is generated.

The Council would also seek to access any emerging funding opportunities that could possibly arise.

The new service would seek to develop income generating opportunities to help support the funding of the project. There are a number of potential opportunities to generate income, including income generated through external sources. A number of existing services already attract fee income which could potentially support the proposal

Monmouthshire County Council

Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Collaboration on Housing Services		Responsible Officer: Ian Bakewell	
Proposal number: 2			
Division: R & C		Date 24th October 2013	
Service area: Housing Services			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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			

Please give details of the negative Impact/s

➤
➤
➤
➤

The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement /consultation.

--

Signed

Dated 24/10/2013

Additional Information

The proposal will merge Torfaen and Monmouthshire Housing option teams and should not directly impact on the service to residents. This will involve reducing building costs and digitisation of services. Face to Face services will still be available for those who choose, but particularly for those with literacy and sense impairments.

In the medium term, there is a proposal to merge both housing registers that will require a change to the policy. This policy change may affect protected characteristics as applicants will be competing against more people. Ian – can you expand further?

M.C.C. Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Community Meals Maximisation		Responsible Officer:	
Proposal number:3 + 4		Julie Boothroyd	
Division: SC+H		Date 22nd October 2013	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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 of the negative Impact/s

- *In the initial stages there is an expectation to lose some custom, particularly affecting age and disability protected characteristics with low income, however increasing the price gradually (with advanced notice) should mitigate some impact.*
- By introducing a differentiated service, service users can choose whether they wish to have a meal with or without pudding. This option may benefit low income households.
-

The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement /consultation.

The mandate explores the idea of implementing a staged price increase. In the initial stages there is an expectation to lose some custom, particularly affecting age and disability characteristics with low income, however increasing the price gradually (with advanced notice) will mitigate some impact. By introducing a differentiated service, service users can choose whether they wish to have a meal with or without pudding. *SC+H to monitor in case any vulnerable service users cancel the service*

Signed Julie Boothroyd

Dated: 22nd October 2013

Additional Information

No detail on proposal yet. Consultation is required to understand the different level of demand per geographical area. This will be a bespoke piece of work involving one to one conversations with service users. There needs to be more consistency across referrals to service.

Community meals transformation – longer term plans. The perception around the quality of the meals is misunderstood. Investing in marketing should increase uptake of service.

Can we cope for extra demand? Currently providing 68,000 with a maximum capacity of 90,000.

Consultation with Monmouth VI Group on 5th December 2013 revealed that all 10 present preferred to use Wiltshire Farm foods. Idea may be to ask them why the preference.

3. UPDATED MANDATE – SCH COMMUNITY MEALS

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	17.09.13	Early draft	Shelley Welton	Community meals maximisation

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Ceri York	MCC	Group Manager
Julie Boothroyd	MCC	Head of Adult Services
Colin Richings	MCC	Team Manager

Business need

This proposal has been developed as a means of achieving financial efficiency targets over the next and future financial years.

The proposal is part of a wider exploration of the potential of the community meals service. It focuses purely on the work of students from Cardiff University who identified that with better marketing, we would be in a position to increase uptake of community meals, thereby maximising the available capacity and reducing subsidy.

Outcomes

More people with an eligible social care need taking using the Community Meals Service.

Proposal Vision

Our wider work around community meals has an ambitious vision which explores its synergies with other services and its potential as a community development tool.

However, this proposal aims solely to reduce the amount of subsidy the Council pays to provide a Community Meals Service and seeks to make that service more sustainable.

Benefits

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable Value	Benefit owner
<i>Marketing and rebranding of the Community Meals Service. Review of access points</i>	<i>Net cost to the Council £230,000</i>	<i>£30,000</i>	<i>End March 2015</i>	<i>None</i>	<i>Monmouthshire County Council</i>

Non-Financial Benefits

This proposal is the starting point for wider, exciting developments using the Community Meals Service.

Dis-benefits

Given the short timescales in which the proposals were required, an equalities impact assessment has yet to be undertaken. The key potential dis-benefit that we must be mindful of in pursuing this proposal is that an increased capacity might leave drivers less time to interact with individuals using the meals service. We are aware this is a valued part of the service offering for some.

Proposal Activity

A Project Group is meeting regularly to pursue the development of the Community Meals Service. As part of this remit the group will need to overview this short term project whilst also driving forward its wider development objectives. Key activities are:

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Identify marketing resource. Develop clear strategy from Cardiff University student's work.</i>	<i>To implement the proposals from the Cardiff University work</i>	<i>By Dec 2013</i>	<i>£5,000</i>	<i>Shelley Welton</i>
<i>Implement marketing components:</i> <ul style="list-style-type: none"> • <i>Brochure</i> • <i>Website</i> • <i>Voucher</i> 	<i>Brand for Monmouthshire meals</i>	<i>By April 2014</i>	<i>Nil</i>	<i>C Richings</i>
<i>Review of Access Points</i>	<i>Ensure the interface with potential customers is maximised</i>	<i>By April 2014</i>	<i>Nil</i>	<i>Shelley Welton</i>
<i>Create greater awareness amongst Social Work Teams</i>	<i>Maximise uptake of the service at point of referral</i>	<i>From October 2013</i>	<i>Nil</i>	<i>Shelley Welton</i>

Quick Wins

No changes can be made until the end of the contract terms in end March 2014.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Project resource focused totally on wider change process	Medium	Medium	Dec 2013	Shelley Welton	Small task group within project group to take this particular initiative forward	Shelley Welton/Pauline Batty
Uptake in meals does not materialise	Medium	Medium	Mid 2014	Shelley Welton	By this juncture we are likely to be embarking upon a wider programme for the service	Shelley Welton

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity to undertake the project	High	Ceri York	Consider availability of resources within Direct Care and wider	Ceri York/Shelley Welton

Absence of marketing expertise to implement the student's recommendations	High	Shelley Welton	Discover whether the Council has expertise it can call upon. If this not available commission some remarketing at a cost.	Shelley Welton
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Financial Information

The budget forecast for 2013/14 shows that the service will cost £452,949 of which £223,454 will be offset by income. In 2014/15 it is our aim to increase income through marketing by £30,000.

There will be a likely cost of approximately £5,000 for rebranding, printing and marketing expertise.

Constraints

Much of the marketing proposals have been made in the Cardiff University study. The biggest constraint will be the need for some 'expert' resource to implement the suggestions.

Assumptions

We have assumed that the recommendations from research by Cardiff University will create the necessary uptake in demand for community meals. There is a possibility , that this increase will not materialise in practice.

Proposal Capability

There is an absence of marketing expertise to implement the suggestions made by the students. This will need to be sourced and there is likely to be a cost associated to this.

4. Proposal Mandate – Community Meals – Service transformation

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	25.09.13	Draft	Peter Davies	Community Meals Future Service Transformation

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Simon Burch	Monmouthshire County Council	Chief Officer, Social Care & Health
Julie Boothroyd	Monmouthshire County Council	Head of Adult Social Services
Shelley Welton	Monmouthshire County Council	Lead Commissioner, Transformation and Commissioning

Richie Turner	Monmouthshire County Council	Innovation Associate
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Business need

Use this section to set out the business drivers that have created the need for this proposal. This will include how the proposal contributes to the organisations strategic objectives and fits with other initiatives.

The Community Meals project team produced an initial project mandate in April 2013. At that time the project team set a clear priority to assess the potential for an expanded commercial model for the service. Market research was commissioned via graduates at Cardiff University during the summer in order to gain a clearer understanding of the market position and market potential. The findings identified that there was no growth market opportunities.

It is recognised that the current service is heavily subsidized with the cost per meal significant outweighing the price charged to people. The contact that people get through the service is seen as being as important as the provision of the meal itself.

It is now proposed that the review continues on a revised brief which sources different models of service delivery which provide improved contact for people using the service but in an affordable way for the individuals concerned and the Authority. There are many assets and resources at the disposal of the Authority and its communities that could feasibly assist in meeting these requirements.

The second stage of the service review is very much in its infancy but there are opportunities that will be explored that are likely to impact on all the strategic priorities, examples of which include:

- Education – there are options that could be explored that allow the use of school kitchens to be used to provide freshly cooked meals for people currently in receipt of the service. This also allow community hubs to be explored where knowledge exchange could take place between elderly people and pupils (e.g. to provide assistance with digital exclusion issues).
- Protecting the Vulnerable – Successful volunteer provision could support Luncheon Clubs/Casserole Clubs which provide a more inclusive community-focused support framework that is provided by the current service. These concepts link well with other initiatives such as Local Area Co-ordination.
- Enterprise – Opportunities exist with the investment the Authority is proposing to make in micro enterprises where some aspects of the service could be supported through different delivery models provided by small local enterprises being set up within communities.

Outcomes

Briefly articulate the outcomes that the proposal is expected to achieve. Specify if there are any time constraints.

The core outcomes to be achieved are to reduce the average cost of the meals produced, to improve the quality of the meals provided, to make better use of the assets and resources held across the Authority and its communities, and to identify options for delivering the service in a way that significantly improves the contact that service users are currently getting.

Proposal Vision

Describe a compelling picture of the future that this proposal will enable. This should include the new/improved or reduced services, how they will look and feel and be experienced in the future.

That the service review sources alternative models of service delivery which provide improved contact for people using the service but in an affordable way for both the individuals concerned and the Authority.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable Value	Benefit owner
Budget saving	£202,000	£100,000	2016/17		Simon Burch
Budget saving	£102,000	£100,000	2017/18		Simon Burch

Non - Financial Benefits

Describe other benefits that will arise from this proposal e.g positive impact on PIs

Increased customer satisfaction

Increased wellbeing of individuals accessing service
 Improved nutritional content

Dis-benefits

Describe the negative results of undertaking this proposal e.g. existing universal benefit is reduced and focused on those most in need
 Describe the results of the high level equality Impact assessment (use forms for Cabinet report to do assessment)

No adverse equality impact anticipated – all targeted impacts to be positive. An equality impact assessment will be completed as part of the first phase of the service review and reported in an updated project mandate.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

The second stage of the service review has only recently started. The scope of the project and the targeted areas of focus will first need to be determined through appropriate engagement and review of supporting data and evidence. Ideas will need to be captured and proposed solutions will need to be tested before being taken forward for further rollout and implementation. An updated project mandate will need to be submitted once the first phase of the service review is completed, with the outline and detailed business case being produced as the project develops.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
To progress to the next stage of the service review	Provision of a comprehensive project mandate that clearly defines the scope of the project, core areas of focus and ideas/solutions to be progressed	3 months	Met from existing staff resources	Shelley Welton / Peter Davies

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

Where opportunities are identified early on in the service review these will be put forward for implementation. Further benefits can be achieved from initial testing and piloting of proposed solutions.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Aside from risks identified to date a comprehensive assessment of risks will be determined and provided via an updated project mandate once the first phase of the service review is concluded.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
The core customer group predominantly comprises very frail elderly people (aged 85+) and there is a risk that quality assurance and 'check in' features are not maintained.	Medium	High	15/16 through to 17/18 during testing and implementation	Simon Burch	That an alternative model of service delivery retains the same quality assurance and 'check in' features that currently exist in the current centralised model.	Simon Burch
That transition to a new model of service delivery has direct impact on the quality and delivery of service.	Medium	High	15/16 through to 17/18 during testing and implementation	Simon Burch	To consider parallel running of the existing and new service models during testing and implementation as needed to ensure smooth	Simon Burch

					and well supported transition.	
Issues with hygiene, consistency and health and safety.	Medium	High	15/16 through to 17/18 during testing and implementation	Simon Burch	That appropriate governance and monitoring arrangements are in place to ensure that all such risks are assessed and managed as part of the service design and subsequent running of any alternative service model.	Simon Burch

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner

Financial Information

If known at this stage provide the following information for delivering the proposed saving:

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.
To be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Constraints

Describes any known constraints that apply to the proposal.

There is a crucial dependency relating to the schools meals transformation agenda which could impact on the sites/assets available to support an alternative service delivery model.

Other constraints to be further determined and provided in an updated project mandate once the first phase of the service review is concluded.

Assumptions

Describes any assumptions made that underpin the justification for the proposal.

To be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Proposal Capability

Describe how the organisation will provide the necessary resources and capability required to carry out the proposed activity successfully.

Resources and expertise will be identified at the respective stages of the project. In the event that internal capacity or available budget does not exist to allow the project to be progressed along the required timescales a further report will be submitted to Cabinet to request one-off funding from reserves.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

8. UPDATED MANDATE - SCH ADULT ALL GRANTS/CONTRACTS REVIEW

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
2	27.11.13	Detailed draft	Shelley Welton	Reduction in Contract Values

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Ceri York	MCC	Group Manager
Julie Boothroyd	MCC	Head of Adult Services

Business need

This proposal has been developed as a means of achieving financial efficiency targets over the next and future financial years.

The proposal will be a composite of many smaller redesign initiatives which will have at their roots a variety of strategic intents. Most of the services to be reduced are provided by voluntary organisations as a vehicle for enabling an interface with the community and all fulfil the Council's priority of protecting vulnerable people. We must bear this in mind when considering impact.

The key strategic linkages can be found in the Adult Social Care Commissioning Plan which is currently in an early draft form and it is essential that our suite of service contracts chime closely with our commissioning priorities.

Outcomes

The proposal will achieve a streamlined set of contractual arrangements more aligned to current and future need and producing less duplication with activity already undertaken in the voluntary sector and within communities

Proposal Vision

Adult Social Care has commissioning arrangements in place which are high performing, represent value for money and will meet future needs and aspirations.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Evaluation and realignment of contracts</i>	<i>Approx. £1.2million</i>	<i>£1.1million</i>	<i>End March 2014</i>	<i>None</i>	<i>Monmouthshire County Council</i>

Non-Financial Benefits

The opportunity to critically appraise the contractual arrangements within adult social care against the emerging commissioning priorities and ensure that they are better aligned to better meet the needs of the people of Monmouthshire.

Dis-benefits

Part of the process of evaluating the potential for reduction in contract values has been to assess the impact on those people with protected characteristics. Whilst we have focused upon areas where concerns about performance or value of a contract had previously been expressed, inevitably some of the contract reductions will have an impact upon the support provided for people from vulnerable groups. Whilst we are not at the stage of specifying these in detail the likely impacts have been set out in the Equalities Screening Form attached as Appendix 1.

Proposal Activity

For purposes of fairness and equity a Contracts Project Group has undertaken a robust and rational evaluation of our contracts both in terms of performance, value for money and strategic fit, with a view to identifying necessary reductions.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Full details of the process undertaken to date and steps still to be taken are set out in the paper attached as Appendix 2</i>	<i>Rationalised suite of service contracts to deliver strategic intent</i>	<i>By March 2014</i>	<i>Nil</i>	<i>Ceri York supported by Contracts Project Group</i>

Quick Wins

No changes can be made until the end of the contract terms at end March 2014.

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
There is not the anticipated quantum for reduction when a full evaluation is undertaken.	Medium	Medium	March 2014	Ceri York	Earlier evaluation of performance and against emerging commissioning intentions	Shelley Welton
Challenges against the fairness and equity of areas selected for reduction	Medium	High	Now to implementation and beyond	Monmouthshire County Council	Equalities Impact Assessment/dialogue with providers and others	Shelley Welton
Potential loss of goodwill from providers that contributes a great deal to current service delivery	Medium	High	As above	Ceri York	Open dialogue/genuine involvement	Ceri York/Shelley Welton

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity to undertake the contract review	High	Ceri York	Consider availability of resources of the Commissioning Management Team to share the review process	Ceri York/Shelley Welton

Financial Information

Service contracts within Adult Social Care are collectively worth £1.2million. Our evaluation suggests that we could reduce this sum by approximately £98,100.

Constraints

This work is time critical as contract terms are negotiated on an annual basis. With contract end dates of 31st March 2014, there is little time to undertake evaluations, determine new contract values and put in place alternative support options for individuals affected by any loss of service.

There is also a limited resource available to undertake a complex evaluation and subsequent consultation exercise.

Assumptions

We have assumed that there is an element of under-performance and duplication in the exercise of our contracts based on a very swift examination. When we fully evaluate the suite of contracts this may prove not be the case.

Proposal Capability

There are issues to be considered around capacity to undertake the review exercise. This will need to be reconciled prior to the evaluations being undertaken.

Appendix A

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Shelley Welton		Please give a brief description of the aims proposed policy or service reconfiguration To achieve operational efficiencies by: <ul style="list-style-type: none"> • A streamlined, more generic, less service specific system of support; • Stronger links between individuals and their communities • Reduced need for a resources as a result of the greater and better use of community resources. 	
Name of the Division or service area Direct Care		Date “Challenge” form completed 27 th November 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Loss of potential support services for older people. These will only be selected where they are found to be not delivering the required outcomes or into meeting need. No one disability grouping will be subject to a loss of resources in excess of £25,000		

Disability	Loss of services supporting people with a disability. These will only be selected where they are found to be not delivering the required outcomes or into meeting need. No one disability grouping will be subject to a loss of resources in excess of £25,000		
Marriage + Civil Partnership		n/a	
Pregnancy and maternity		n/a	
Race		n/a	
Religion or Belief		n/a	
Sex (was Gender)		n/a	
Sexual Orientation		n/a	
Transgender		n/a	
Welsh Language		n/a	

What are the potential negative Impacts.	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected
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	parties).
➤ <i>A perceived disinvestment in services for people with a disability</i>	<ul style="list-style-type: none"> ➤ Discussions with providers about how services can be provided differently ➤ Most services experiencing a reduction will be able to deliver a similar service and take the costs from with infrastructure. ➤ Where services are being removed look to identify alternative resources to deliver a similar or even better service.

The next steps

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

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

To mitigate the actual or perceived loss of resources we will:

- Look wherever possible to reduce infrastructure costs rather than direct service delivery.
- Consult with providers to ensure that the impact is minimised
- Look to identify alternative resources, eg. external grants, community support to re-provide similar services.

Signed

Shelley Welton **Designation** Lead Commissioner Transformation **Dated** 27.11.13

BUDGET 2014/15

REVIEW OF CONTRACTS: EVALUATION PROCESS

1. Purpose of the Process

To review the current suite of contracts within adult social care to identify any potential cost efficiencies and ensure that we have a suite of contracts that best enable us to achieve our strategic priorities.

2. Key Steps in the Process:

In pursuing the identification of cost efficiencies the following process has been undertaken:

Step 1 - Register of Contracts: We have ensured that we have a detailed and confirmed register of each of the current contracts which includes spend, contract term, client group, basic contract purpose and any other distinct information.

Step 2 - Agree Evaluation Criteria: The following criteria were selected to enable us to draw fair and rational decisions about the efficiency and effectiveness of the current provision:

a) What is the level of performance?

- Have they delivered agreed service - outputs etc.
- Quality of service – stakeholders, performance information
- Evidence of impact/outcomes

b) Does the contract fit with our strategic priorities?

- Do stated aims support strategic priorities?
- Do actual outcomes support strategic priorities?
- Does service meet evidenced need?

c) Does the service represent value for money?

- What is the cost of the service including unit costs eg cost per head?
- Comparison with similar services
- To what extent are costs contributing to direct services and what are additional costs?

d) Other factors

- Is this service needed?
- Could this service be delivered differently/more effectively/more cheaply?
- What are the implications of changing or ending this contract?
 - Equalities – on those with protected characteristics
 - For other services, e.g. will it need to be purchased through other budgets thus nullifying any effect?

To enable comparison a score has been applied to each of the criteria using the simple format below:

Not Met	0
Partially Not Met	1
Partially Met	2
Met	3

Step Three – Desk Top Evaluation: To enable the Project Team to make evidence based evaluations, an information gathering exercise took place. This involved compiling:

- An electronic copy of each contract including service specifications.
- Any contract/performance monitoring information relating to that contract
- Any history relating to each contract, e.g. previous reductions, analyses of costs, reviews and their outcomes.

The Project Team then met and examined the information provided and using an Evaluation Matrix for each contract, awarded a score against each criterion. Having carried out such an analysis, it was determined:

- All contracts where any saving would result in costs being passported to another budget would not be reduced.
- All contracts not meeting the above criteria with a score of 14 and below would be the subject of scrutiny with a view to achieving a budget reduction. These contracts have been identified and are the subject of internal scrutiny prior to meetings being held with the relevant providers to understand the impact and achieve the savings
- The savings total £98,170.92

One of three decisions on each contract sum for the next financial year will be made:

Decision 1:	Continue at current contract sum
Decision 2:	Reduce Contract Sum to a rate commensurate

	with service performance/expectations
Decision 3:	No longer pursue contract

Having drafted a list of list of proposals, these are currently the subject of discussion with the Director and Head of Adult Services for their views/acceptance.

Step 4 – Discussions with Providers: Working in pairs the Project Team will meet each provider for whom there is a potential change in contract sum. These discussions will be utilised both to communicate the outcome of the evaluation exercise and to offer the provider the opportunity to consider the consequences of this adjustment and suggest alternatives and outline the potential effects on service delivery.

If following these discussions the savings are unable to be achieved, other potential areas for savings will need to be explored.

There may need to be a series of meetings to negotiate a new contract.

Step 5 - Approvals: The new contract sums will need to be signed off by DMT and reported through Adult Select Committee. The Team will need to issue new contracts for all contracts.

3. Timescales

This is an intensive piece of work. We are working to the following timetable:

End of October	:	Agree Criteria for evaluation
12 November	:	Evaluation of all contracts against criteria
End November	:	Proposed revised contract sums consulted upon and endorsed
Dec/Jan	:	Contract meetings with affected providers
January	:	Approvals/Consult Adult Select
Mid-March	:	Letters to all providers with revised contract sums

4. Monitoring

The Project Group will meet on a fortnightly basis to both undertake the review and ensure progress against timetable.

Updates and progress reports will be submitted to the Adult Services Redesign meeting.

SJW/Version 3/28.11.13

9. DETAILED MANDATE – SCH PRACTICE CHANGE

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	20.09.2013	Draft	Clare Morgan/Julie Boothroyd/Ailsa Macbean	Change of practice within CLDT/Integrated services and Mental Health in order to gain reduction in spend on the flexible budget.
2	22.10.13	Draft for select	Julie Boothroyd	
3	1.12.13	Draft for select	Julie Boothroyd	Not presented at last select up dated for 10.12.13

Approval

Scrutiny at Special Adult Select		Date	10 th December
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Distribution List

Name	Organisation	Job title / Dept
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Julie Boothroyd Ailsa Macbean Simon Burch Eve Parkinson Clare Morgan Andrew Burford Linda Marshall Lisa Powell Margaret Street	Social Care And Health	Head of Adult services Integrated service manager Chief Officer Integrated Service Manager Group Manager /LD/MH Integrated Team Manager Health Manager LD Integrated Team Manager Integrated Team Manager
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Business need

The 'flexible budgets' are used to purchase support for individuals deemed to be eligible for support services to enable people to live in the community. This is a demand led area , practice changes are being made as part of wider review work and we are looking at a reduction in each teams flexible budget as from 2014 to contribute to the overall budget shortfall.

A systems review undertaken in 2011 which identified areas of duplication and waste in the whole health and social care system. We have spent the past two years, following the review, putting in place a structure to deliver care management and assessment which cuts out the duplication and waste resulting in a more effective service model.

The work needs to continue and be extended to learning disability and mental health services. With the current financial constraints the council faces over the next three years, this work needs to take on a faster pace. We have a commitment to support vulnerable people in Monmouthshire and want to take this opportunity to ensure that the services which are available are targeted at those most in need. We need to look at the important role families and communities can play in providing more resources too. This work fits with initiatives across health and social care with integration playing centre stage. It also forms a part of the whole system that is working to engage communities and help them develop strengths and resilience.

Outcomes

People will receive the support and care they need to remain living independently in their own homes wherever possible.

People will have the opportunity to maximise their independence with stronger links to their own communities and reduce their dependence on statutory service models.

People will be supported to find solutions within their communities to sustain their own futures.

Service users and carers will have outcome focussed care plans, leading to greater independence

Proposal Vision

'People are helped to live their own lives' with proportionate support from services. Community Coordination (which forms part of a separate business case) will complement this approach and will increase connections and resilience.

Key outcomes from the Strategy for Learning Disabilities and Mental health (links to be added) are in line with the vision proposal.

If practice can change further at pace we will see a reduction in people supported by paid services and increase in people accessing other support with an increase in connections to community and family.

Benefit Description	Current budget	Target saving	Timing	Non-Cashable Value	Benefit owner
Reduction/release of budget expenditure	Net £18,047,000	£277,000	2014/15		Monmouthshire County Council

Non - Financial Benefits

Person centred approach becomes more evident.

Enhanced quality of life by connecting people to family and community.

Dis-benefits

Potential for complaints and representations from service users and their families.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<p>Reassessment and review of high cost placements/packages.</p> <p>Re assessment of current service users /carers in line with new approach to outcome focussed assessments.</p>	<p>On- going work around right sizing high cost placements in Learning Disability and Mental Health services.</p> <p>Develop a project team to manage individual reassessments across all teams. To include to OT's, SW's who will identify opportunities for reablement, having different conversations and increasing opportunity for people to make connections to community opportunities. Outline specification/brief for this project to developed.</p>	<p>6 months</p> <p>6 Months from April 14'</p>	<p>No cost</p> <p>Costs to be agreed</p>	<p>Clare Morgan</p> <p>Nikki Needle/Ailsa Macbean</p>
<p>Focussed training/mentoring for staff on setting outcomes.</p> <p>Budget recovery and finance processes including maximising income and debt management.</p> <p>Evaluate potential to reduce team manager structure following systems review.</p> <p>Remove contingency cost centre</p>	<p>Outcome setting bespoke training to support practice and enable changes to be made.</p> <p>Budget recovery plans are in place across all teams.</p> <p>Potential 50K reduction</p>	<p>3 months</p> <p>1 month</p> <p>On going</p> <p>November/December</p>		<p>Sue Wooding</p> <p>Julie Boothroyd</p> <p>Team Managers Julie Boothroyd</p>

FISH Practice	Release 50 K from Community Care contingency arrangements.	Immediate		Julie Boothroyd
	Tighten practice at the front end FISH ensure right people are having the right conversations.	On going		Ailsa Macbean /Eve Parkinson

Quick Wins

Immediately start to look at services users due for review and reassess need as previously identified.
Take contingency cost centre out releasing savings immediately. (50K)

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Resistance and complaints from families/carers	High	moderate	immediately	Clare Morgan/Ailsa Macbean/ Eve Parkinson	Involving people and their carers within the assessment process and being clear and transparent about the department's eligibility criteria	Clare Morgan/ Ailsa/Macbean/ Eve Parkinson

					and our legal responsibilities	
Reviews/Reassessments don't yield reductions in spend and /or new approach	Moderate	High	Over period of work	As above	Ensure reassessments are legally sound.	As above
Legal challenge around reassessed need and reduction in service	Moderate	Moderate	As above	As above		

Issues-

Description	Priority	Issue Owner	Action	Action Owner
Ensuring staffing is at full complement and can dedicate time to reassessment/review as well as dealing with incoming demand.	High	As above	Increase staff complement if required to keep pace with changes required	Julie Boothroyd

Financial Information

If known at this stage provide the following information for delivering the proposed saving:

Constraints

Pace and timeframe to carry out new approach to re assessment work is demanding alongside the normal pace of work.

Assumptions

That CLDT and MH can work in a different way which is more in line with thinking and service provided in other parts of Social care and that the Integrated service can increase pace and deliver against the savings identified.

Proposal Capability

This proposal relies on staff being able to shift their way of working with individuals which is in line with all developments already going on. It also relies on pace and being able to find different solutions with individuals which meet their needs. There may be resource implications Systems thinking, Vanguard and Local Area Co-ordination, therefore there are no additional financial implications

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

M.C.C. Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Practice change flexible budget contingency.	Responsible Officer: Julie Boothroyd
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Proposal number: 9			
Division:		Date 22nd October 2013	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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 of the negative Impact/s	
➤	<i>The proposal should have a positive effect on service users however it may not suit those who are not open to change</i>
➤	Families who take on caring responsibilities will predominantly be women
➤	
➤	

The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement /consultation.

A different conversation needs to take place with service users on a one- to one basis about what they need to live a good life

Carer Assessment workers to be involved to ensure carers are not bombarded with unwanted responsibilities/pressure

Negative impacts are more likely to occur during the transitional phase

Signed Julie Boothroyd

Dated 22nd October 2013

Additional Comments

The mandate proposes a £277,000 budget reduction that will impact each team across the directorate. Services need to become more person focused and reconnect people with their communities. Currently, proposing a pilot project to sit above all “open to review” cases. Activity will focus on re-assessment and reviewing all people and potentially looking to strengthen peoples connections to their communities, family and friends alongside service provision .

10. DETAILED MANDATE – SCH MY DAY MY LIFE REFOCUS

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
2	26.11.13	Detailed Draft	Shelley Welton	Reduction in Day Care Provision in line with My Day, My Life

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Ceri York	MCC	Group Manager
Julie Boothroyd	MCC	Head of Adult Services

Business need

This proposal has been developed as a means of achieving financial efficiency targets over the next and future financial years.

The proposal sits within the My Day, My Life process of transformation which seeks to enable individuals to articulate their aspirations and support them to access opportunities within their communities. It must however, also be viewed within the Council's priority of protecting vulnerable people.

Outcomes

It is envisaged that the proposal will achieve the following outcomes:

- A streamlined, more generic, less service specific system of support;
- Stronger links between individuals and their communities
- Reduced need for a resources as a result of the greater and better use of community resources.

Proposal Vision

This proposal will contribute to the My Day, My Life vision as stated above.

Benefits

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Reduce staff establishment lists in various services by removing current or future vacant positions. In one case this will require the re-configuration of posts.</i>		£75,000	<i>To be achieved in 2014/15</i>		Monmouthshire County Council

<i>Apply consistent policies for charging for meals/refreshments</i>	£7,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Reduction in supplies budgets by greater sharing of resources</i>	£4,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Application of income to cover expenses achieved from previous years</i>	£30,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Reduce sickness cover budgets and provide cover from other services for other absences</i>	£12,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Achieve transport efficiencies by reviewing individual transport plans and identifying opportunities for sharing between services and individuals</i>	£5,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Efficiency savings from earlier</i>	£27,000	<i>Achieved</i>	Monmouthshire County Council

reconfiguration

Non-Financial Benefits

This will offer us an opportunity to gain a greater community focus to our existing day provision and could offer pace to the My Day, My Life transformation.

Dis-benefits

Our equalities impact assessment (appended) has reminded us that we are supporting people with protected characteristics. It has also highlighted that our savings proposals concern the efficiency of the business and their impact on the support received should be negligible. In fact the efficiencies through stronger shared working should enable us to work more closely to respond to the individual aspirations of the people we support.

Whilst the proposal supports the assumption that resources should naturally flow from a process that emphasises community based rather than buildings based support, we are at a stage where whilst we fund some individuals to move to a community based model of support we also need to retain more traditional day provision for others yet to embark upon this journey. Taking money out of the service inevitably puts at risk our ability to achieve this transition and we must build this into our planning.

Proposal Activity

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Instil a culture based on localities/communities and not function. Within this culture identify and encourage opportunities for joint working/shared resources</i>	<i>My Day, My Life Action Learning Sets Joint Management Teams Joint Locality Team Meetings</i>	<i>On-going</i>	<i>Nil</i>	<i>Ceri York/ Shelley Welton</i>
<i>Formalise new staffing structure removing vacant post and reworking reconfigured posts. Undertake staff</i>	<i>Staffing structure Reworked budgets Job Descriptions</i>	<i>3 months</i>	<i>Nil</i>	<i>Ceri York/ Shelley Welton</i>

<i>consultation.</i>				
<i>Reduce supplies, transport, cover budgets to new levels and implement plans to ensure that that these are met in full.</i>	<i>Liaison with managers and undertake full impact assessment. Manager leads develop monthly progress reports to Team meetings</i>	<i>3 months</i>	<i>Nil</i>	<i>Shelley Welton/ Hywel Griffiths/Alysia Mayo/Sandra Dobbs</i>
<i>Development of consistent charging policy for meal/refreshments. Consultation and Implementation</i>	<i>Shared processes and practices</i>	<i>3 months</i>	<i>Nil</i>	<i>Shelley Welton</i>

Quick Wins

There is a vacant post which can removed relatively smoothly (£40,000)

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
There are insufficient economies to be achieved.	Medium	Medium	During 2014/15 financial year	Ceri York	Quality of the initial savings analysis. Further exploration of budgets/potential shortfalls.	Ceri York/Shelley Welton
The reduction of resources from the overall budget	High	High	Late 2014, early 2015	Julie Boothroyd	Identify and ring fence a budget allocation for individual	Ceri York/Shelley

impedes the delivery of My Day, My Life by their being insufficient budget to achieve individual aspirations as well as cover remaining day service costs.					opportunities associated with My Day, My Life and look at savings target in this context	Welton
Staff perceptions of economies may lead to a reluctance to adopt My Day, My Life way of working which requires flexibility in working hours, working with the community, etc.	Medium	High	Early 2014	Ceri York	Staff involvement in My Day, My Life Action Learning Sets, Team meetings and general development to ensure that they are involved and are part of the design of the whole process	Shelley Welton

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity to undertake the project	High	Julie Boothroyd	Consider availability of resources within the whole team and outside.	Ceri York/Shelley Welton

Financial Information

The current budget for the provision of day services included within this proposal is:

Green Fingers	£188,991
Office Services	£186,283
Swan Craft Studios	£114,969
Monmouth Day Service	£141,939

Tyr Fenni	£290,593
TOTAL	£661,275
The identified saving is	£160,000

Constraints

There is a limited resource available to undertake a complex evaluation and subsequent implementation exercise.

Assumptions

This savings proposal has been based on experience and an analysis of potential synergies. The nature of the services are such that there could be significant demands in year that impede our ability to deliver.

Proposal Capability

There are significant issues to be considered around capacity to undertake the proposal. From a management perspective, the services have temporary overarching management arrangements in place provided by an individual undertaking a full time substantive post in another service. The implications' in relation to capability and capacity will need to be fully understood across the range of operational, strategic and efficiency.

Appendix A

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Shelley Welton		Please give a brief description of the aims proposed policy or service reconfiguration To achieve operational efficiencies by: <ul style="list-style-type: none"> • A streamlined, more generic, less service specific system of support; • Stronger links between individuals and their communities • Reduced need for a resources as a result of the greater and better use of community resources. 	
Name of the Division or service area Direct Care		Date “Challenge” form completed 27 th November 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age		This proposal does not focus on a particular age group	
Disability	In very broad terms there will be less resources invested to support individuals with a disability although every care has been taken to ensure that infrastructural rather than direct		This proposal starts a process of re-assembling resources to enable us to deliver more bespoke systems of support based around local communities.

	care support is removed.		
Marriage + Civil Partnership		n/a	
Pregnancy and maternity		n/a	
Race		n/a	
Religion or Belief		n/a	
Sex (was Gender)		n/a	
Sexual Orientation		n/a	
Transgender		n/a	
Welsh Language		n/a	

What are the potential negative Impacts.	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties).
➤ <i>A perceived disinvestment in services for people with a disability</i>	➤ Explanation to concerned parties. This will take the form of consultation with CAIR and others and an Open Day in January/February 2014.

The next steps

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

My Day, My Life is a transformational change with needs all of the services to work together to share opportunities and act as a focus for the community. These efficiency proposals begin that transformation.

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

To mitigate the actual or perceived loss of resources we will:

- Monitor budgets to ensure that they do not effect frontline service delivery
- Consult with interested parties, e.g. CAIR to understand their perspectives
- We will hold an open day to ensure wider involvement understanding of our programme.

Signed

Shelley Welton **Designation** Lead Commissioner Transformation/Disability Services Manager **Dated** 27.11.13

Business Case

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off	Author	Change Description
1	21/11/13	Detailed Draft	Andrea Charles	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Adult Select Committee	MCC	

Executive Summary

This proposal is being developed in response to the Budget Savings Ideas and Process. We embrace this opportunity to look at our service delivery in an innovative way. We strive to avoid exclusion of any members of the community accessing the diverse services that we provide across Monmouthshire.

Detailed Business Case

Vision

Our work around community engagement and adult education provision in Monmouthshire is evidenced in, and is an integral part of, Monmouthshire's Single Integrated Plan -

- Older People are able to lead their good life p13
- People have access to appropriate and affordable housing p16
- Families are supported p24
- People feel safe p28
- Business & enterprise p31
- People have access to practical and flexible learning p34
- People protect and enhance the environment p38

(Monmouthshire Single Integrated Plan 2013-17 Final Version – April 2013)

Our vision will look at continuity of service to the citizens of Monmouthshire and to provide an efficient, sustainable and diverse programme to meet the needs of the people. As 56% of our students in the last academic year were aged 16-49, 25% were aged 50-65, and 19% were 65+, our emphasis will be on providing opportunities for all age groups, whether it be for up-skilling for employment and enterprise, health and well-being or independent living skills for vulnerable adults.

This proposal aims to significantly reduce the core budget that MCC provides to Adult Education whilst seeking to move forward with a high quality (Estyn regulated) sustainable model through the following three business strands:

- Continuance of the successful partnership with Coleg Gwent which enables us to deliver the franchise offering accredited learning and subsidised fees.
- High quality, income-generating leisure style courses providing a non-accredited option to learners across Monmouthshire
- Business driven, income-generating courses providing training and employability skills and opportunities for the SMEs (Small & Medium Enterprises) of Monmouthshire.

Outcomes

- To build on our current delivery model in Abergavenny where collaborative working over a period of seven years has proved successful for diverse service users, ie with intergenerational projects, young adults, students with mental health issues and learning difficulties.
- Further collaboration will significantly reduce costs through the sharing of buildings and will also further enable inclusivity for the learners/citizens.
- Invest to save options will ensure increased participation with centres becoming DDA compliant where appropriate works can be completed.
- To raise our business profile and therefore our capacity to generate income.

Blue Print

The Future State

Describe how the organisation will look and function in the future and the business changes that will be needed in terms of new processes; new organisational structures; technological and infrastructure requirements and new information requirements.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	<p>Continually exceeding Welsh Government targets for Basic Skills support¹, IT and Welsh and MCC budget targets</p> <p>Operating costs £90,000</p>	<p>100% reduction of MCC budget</p>	<p>Continuation of Coleg Gwent franchise Funding stream maintained</p> <p>£15,940.50 required due to budgetary pressure on other departments if costs not met by Adult Community Education</p>
Organisation structures	<p>Currently managers have site responsibilities for 5 locations</p> <p>All admin staff are on the same payscale</p> <p>10 substantive teaching posts</p>	<p>Streamlining through staffing restructure to suit the needs of revised service</p> <p>This to be reduced to 2 locations</p> <p>Create a 2 tier admin support team - to differentiate between clear admin and reception roles</p> <p>Review needed to ensure costs are covered by economically viable courses, including Family Learning and Basic Skills provision.</p>	<p>Staff restructure goes forward.</p> <p>Relocation of some provision into shared buildings</p> <p>Payment protection for staff who may face lower salary scale</p> <p>As above</p>
Technology/infrastructure	<p>Currently operating from 6 locations across</p>	<p>Consider moving to shared buildings which are, where possible, compliant and will offer</p>	<p>Capital investment can be made in some areas under "Invest to</p>

	Monmouthshire (Abergavenny, Gilwern, Overmonnow, Usk, Chepstow and Caldicot.) some of which are not DDA compliant.	cost savings in the long term	Save” which will enhance the collaborative service provided to the communities.
Information and data	Currently operating under 10 cost centre codes No further significant change to information and data required as we currently adhere to Coleg Gwent information and data processes via the franchise.	Streamline under one central code for efficiency with specific staff responsibilities for process.	Staff restructure goes forward.

¹Target 2012/13 of 552 Basic Skills enrolments was exceeded by 36% with a total of 756, which equates to 35% of all Adult Education enrolments for Monmouthshire.

See Appendix 1 for statistics and further detail.

Options Appraisal

Option 1 – Transfer of service to Coleg Gwent (non-preferred Option)

Cost-Benefit Analysis

A cost-benefit analysis, that includes both the financial and non financial costs and benefits, is the heart of the **Business case**.

Each options needs to describe the costs and benefits of that option overtime.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
£90,000	From Coleg Gwent Franchise £607,073 From MCC £90,000	£90,000	£90,000	£0	£0	£0
Non financial benefits	Current performance	Target performance				
Cost	Current costs	Revised costs				
£15,940.50 to other MCC department operational costs due to Adult Community Education budget withdrawal.						

Dis-benefits

Option 1 will significantly impact on the continuation of the following:

Activity	Description
Family Learning Grant	Currently managed by Monmouthshire Adult Education. Our Family Learning Service delivers a range of courses in many primary schools and pre-school settings for children and their parents/carers.
Novus (ESF funded project)	Currently managed by Adult Education - provides work-focussed support enabling hardest to reach citizens to overcome the barriers which prevent them from entering and sustaining long term employment
Employability support	Job Fairs, BS assessments, RSL outreach, Job Clubs (see Appendix 7), Workshops – CV writing, Apply for Jobs online, Interview Techniques, Confidence Building, Team Building, Employment Training – Food Hygiene, Health and Safety in the Workplace, First Aid in the Workplace, Paediatric First Aid, JCP support. ²
Welfare Reform activities	“Your Benefits are Changing” course. “Get Monmouthshire Online” - Digital Inclusion Project Informal Support for centre users.
Soft outcome support for ILS (Students with physical and learning disabilities) and Mental Health Students	Linked into “My Day, My Life”, integration into the local community through the Adult Ed centres and less time spent in Day Centre provision - support such as running the Food Co-op, Safe Cycling initiative, Gardening projects, Numeracy and Literacy, IT, Retail Skills, Communication, Arts and Crafts, Using Public Transport
Non-accredited learning and leisure type courses	Coleg Gwent may not have the capacity to deliver anything other than accredited courses.
Flexibility of provision	Adult Education is responsive to the diverse needs of students and community groups. Coleg Gwent may not have the capacity to have a flexible delivery.
Food Co-ops	Offer fresh, local, affordable produce helping our citizens stay healthy and contributing to the Health & Wellbeing Agenda.

Student driven learning covering latest trends	Social Media training, online shopping, ipad/iphone training,being safe online.
Support for Gardening activities	Incredible Edibles, Greenfingers Gardening Group, Drybridge Gardens, Mencap Social Enterprise at Boverton House, Blorenge View Gardening Project
Knowledge of the needs of the local community	Results in the connection between students and their locality ,often resulting from close partnership working with RSLs (Registered Social Landlords), Jobcentre, MIND, Adult Services etc.
Health and wellbeing of the Citizens of Monmouthshire	Non-investment may result in students having to travel out of county for provision, which may not be linked in to the Monmouthshire Core Aims and Values. Students may become less likely to engage in learning and further away from the skills and employment market.

218.5% of Monmouthshire residents defined as economically inactive according to the Welsh Govt Annual Population Survey 2012

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks – anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Reduction in ACL funding for next academic year.	High	High	September 2014	Coleg Gwent	Refer to Coleg Gwent	Coleg Gwent
No financial savings to MCC in relinquishing buildings.	High	High	September 2014	MCC	Consider Coleg Gwent's budgetary constraints re room hire costs.	

Redundancy costs to staff	High	High	September 2014	MCC	Explore TUPE agreement with Coleg Gwent – further assessment required.	
Limited range of delivery options	High	High	September 2014	MCC	Coleg Gwent delivery proposals.	Coleg Gwent
Potential Coleg Gwent provision unlikely to be in line with Monmouthshire core aims and values.	Medium	High	September 2014	MCC	Consider Option 2	Coleg Gwent

Issues- current threats to the benefits
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Description	Priority	Issue Owner	Action	Action Owner
Capacity of Coleg Gwent to undertake the transfer.	High	Coleg Gwent	Consider alternatives.	MCC

Constraints

- Coleg Gwent budget restrictions/cuts
- Lack of community venues for delivery
- Cost of redundancies

Assumptions

Will Coleg Gwent take on the responsibility of running community education in Monmouthshire along with the associated costs?

Option 2 – retain Adult Education within MCC (preferred Option)

“Adult Community Learning contributes to the delivery of a number of Welsh Assembly Government policies and strategies which aim to strengthen and enhance the social resources of local communities. In addition to the economic agenda, it impacts on social inclusion, health and well-being, community regeneration, the eradication of child poverty and the older peoples’ strategy.” (Delivering community learning for Wales (Welsh Assembly Government) November 2010. www.cymru.gov.uk)

Our work around community engagement and adult education provision in Monmouthshire will look at continuity of service to the citizens of Monmouthshire and to provide an efficient sustainable and diverse programme to meet the needs of the people. This will include vulnerable adults, up skilling for employment, health and wellbeing, and enterprise.

This proposal aims to significantly reduce the core budget that MCC provides to Adult Education whilst seeking to move forward with a high quality (Estyn regulated) sustainable model through the following streams through the following three business strands:

- Continuance of the successful partnership with Coleg Gwent which enables us to deliver the franchise, offering accredited learning and subsidised fees.
- High quality, income-generating, leisure style courses providing a non-accredited option to learners across Monmouthshire
- Business driven, income-generating courses providing training and employability skills and opportunities for the SMEs (Small & Medium Enterprises) of Monmouthshire.

Option 2 allows us to continue to work and support the following Groups/Partners/Departments:

- Financial Inclusion Partnership
- Post 16 steering group
- New Digital Inclusion Project “Get Monmouthshire On Line”
- Monmouthshire Employment & Skills Partnership
- Basic Skills Panel for Wales
- Monmouthshire Learning Festival (NIACE)
- 5 Counties ACL Partnership – Strategic and Operational Group
- Welsh Partnership Board
- South East Wales Skills at Work Programme

- Youth Offer Group
- Lip-reading Group
- Gateway Club (Learning Disabilities)
- Wait, Watch and Wonder project
- Face to Face Counselling
- Pupil Referral Unit
- MCC Licensing Dept (Basic Skills Initial Assessments for Taxi Drivers)
- Job Centres (Employability related activity)
- RSLs (Social Housing Associations)
- MCC Supporting People
- MCC Partnership and Engagement Team
- Adult Social Services
- Mencap
- MIND Monmouthshire
- NHS Mental Health Team
- ACE Partnership (Abergavenny Community Enterprise formerly Communities First)
- Flying Start/Families First
- Youth Service
- Corporate Training

Explain how Option 2 fulfils the blue print for the future state above

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non financial costs and benefits, is the heart of the **Business case**.

Each options needs to describe the costs and benefits of that option overtime.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
£84,325	£607,073 – Coleg Gwent £90,000 – from MCC	£90,000	£84,325	0	0	0
Non financial benefits	Current performance	Target performance				
Continuation of services plus innovative streamlining.						
Adult Education's contribution to other services	£90,000 – current costs	£5,675 – shortfall – revised costs		?	?	?

Dis-benefits

Monmouthshire County Council would still retain some reduced but ongoing costs.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks – anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Chepstow - Accommodation Board not amenable for move to Hanbury House	Low	High	ASAP	Adult Ed	Accommodation Board to relocate Children Services. Explore alternative venue in Chepstow area for Adult Education.	Accommodation Board
Usk - MCC may not establish ownership of Youth Centre Building	Medium	High	With Legal Dept	Adult Ed	Establish where there are alternative venues in area.	Adult Ed
Gilwern – Community Council may not take on running of building	Low	High	ASAP	Adult Ed	Surrender/close building.	MCC
Adult Education would not be able to defer responsibility of Llanelli Hill Community Welfare Hall to	Low	High	1 st April 2014	Adult Ed	MCC to maintain responsibility for Llanelli Hill.	MCC

the community.						
Reduction in ACL funding	High	High	September 2014	Adult Ed	Investigate other alternative funding streams.	Adult Ed

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Overmonnow – constraint over usage of building due to limitations of the disabled facilities.	High	Adult Ed	Invest to save proposal for disabled facilities.	Adult Ed
Abergavenny – joint financial and site management responsibilities between Adult Education and Youth Service.	High	Adult Ed/Youth Service	Continue current site and financial arrangements.	MCC

Constraints

Impact on all service users, including students, and continuation of current co-operation/support with other MCC Departments and Partner Organisations.

Assumptions

In order to complete Option 2 the MCC budget will cover the £5,675 shortfall (this shortfall would otherwise be a budgetary pressure on other Departments within Monmouthshire).

Evaluation and comparison of options

	Option 1 – transfer to Coleg Gwent	Option 2 – remain with MCC
Timescale	Unknown	September 2014 dependant upon Accommodation Board review, Legal Dept, Community Council and other MCC Depts.
Overall level of cashable and non-cashable savings	Unknown	Cashable saving of £84,325
Overall cost or upfront investment	Unknown plus redundancy costs for MCC	Further investigation of “invest to save” proposals needed from Property Services.
Fit with future state/strategic fit	Would Coleg Gwent fit in with Monmouthshire’s strategic aims and objectives?	Look at innovative ways of future funding to meet the needs of the Community while ensuring continuity of service.
Organisational capability and capacity to deliver	Unknown	Planned restructure to fit with the needs of the new Service Delivery Plan
Degree of compliance to regulation.	No change	No change
Complexity	Unknown	Looking at continuity of current stakeholders and organisations to encompass the wider community.
Degree of Business change	Possible loss of engagement with harder to reach individuals in the community.	Innovative way of delivering franchise, leisure, business enterprise, health & wellbeing to maximise income generation.
Tried and tested versus leading edge solutions	Unknown	Tried and tested – proven track record with engagement, costs, delivery targets, funding allocations

		met. Leading Edge Solutions – streamlining the business into the following three funding streams: <ul style="list-style-type: none"> • continued franchise • leisure • business enterprise
Degree of Stakeholder support	Unknown	100% - continued engagement with stakeholders and community partners.

Recommendation

To continue to support the Monmouthshire citizens, Option 2 is the preferred recommendation at this present time due, in part, to the unknown factors in relation to Option 1.

Option 1 may have limited engagement opportunities, due to lack of local knowledge in Coleg Gwent, which is instrumental to the success of our service.

Option 2 also enables Adult Education to continue to support vulnerable and disadvantaged, harder-to-reach adults and allows us to continue our valued work with other departments and agencies.

High level Plan for delivery

Action	Explanation	By Who?	By When?
Gilwern – transfer Community Education Centre & Library to Community Council	To save 100% of Gilwern costs but retain provision for Community & Library in Gilwern. Transfer all responsibility to local Community Council.	Adult Education & Community Council	April 2014
Chepstow – relinquish Boverton House occupancy	To explore the possibility of offering Boverton House up to Asset Management thus generating income for MCC.	Accommodation Board and Estates	April 2014
Chepstow – relocate Adult Education provision to Hanbury House – shared with Youth Service	Collaboration of Youth Service and Adult Education to secure continued town centre presence. Children Services would need to be relocated.	Adult Education, Children Services & Youth Service	April 2014
Usk – give notice of tenancy in Usk Community Education Centre	Guidance given by Estates as to procedure and notice period.	Legal & Estates Depts	(TBC) 31 st July 2014
Relocate Usk provision to Redbrick building (Community Hub) opposite	Building work to be undertaken to facilitate Library, One Stop Service, Youth Service and Adult Education services pending confirmation of legal ownership of the building by MCC	Legal & Property Services in collaboration with library, One Stop Shop, Youth Service and Adult Education Services.	(TBC) 31 st July 2014
Llanelli Hill – to relinquish financial responsibilities.	The budget for the Centre was withdrawn some years ago, however we have continued to fund the Welfare Hall from the Adult Education budget.	Adult Education	April 2014
Overmonnow Family Learning Centre – explore “invest to save” option to enhance usage of building.	Invite other MCC Depts to use part of the building, eg Disability Services.	Adult Education	April 2014
Overmonnow Family Learning Centre – investigate possible usage by Coleg	Explore the option of offering Coleg Gwent (Monmouth Learn IT Centre)	Adult Education & Coleg Gwent	July 2014

Gwent to support learner progression.	facilities on a part-time basis to deliver higher level qualifications to offer progression to Monmouthshire learners.		
To investigate possible Social Enterprise opportunities in Abergavenny ie Teaching Kitchen/Snack Bar and Car Washing & Valeting.	To develop a Business Plan around these two opportunities to engage with NEETs and learners with disabilities to promote social integration whilst learning skills and generating income for long term sustainability.	Adult Education	Current and ongoing
Investigate opportunity of having a satellite Library/One Stop Shop provision in the Abergavenny Centre.	Offer satellite Library & OSS services in the Abergavenny Adult Education Centre to enhance current Library & OSS provision.	Adult Education, Library & OSS Services	September 2014
Maintain the College franchise and associated funding stream.	To continue to deliver courses through the Coleg Gwent franchise to maintain maximum funding into Adult Education budget.	Adult Education & Coleg Gwent	1 st September – franchise due for renewal.
Develop Business Programme to offer competitive yet lucrative courses.	Look at potential of increasing fees for existing Courses to bring in line with local competitors whilst expanding the provision.	Adult Education	April 2014
Develop Leisure style courses to maximise income and support social integration.	Increase provision to 52 week delivery to maximise Centre usage and develop Leisure style courses.	Adult Education	April 2014
Staff restructure to meet the needs of the service.	The restructure will be determined by relinquishing site responsibilities of Managers, implementation of the Business proposal and meeting the needs of the new service.	Adult Education & Employee Services	April 2014

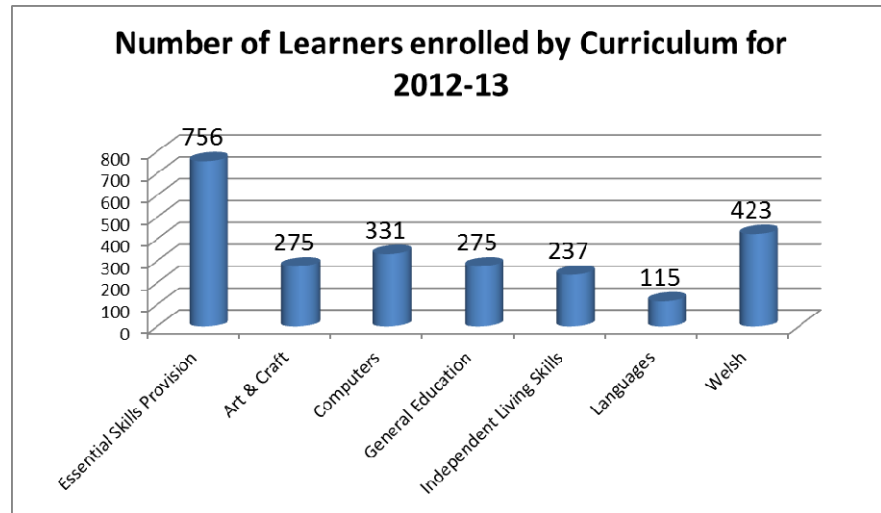
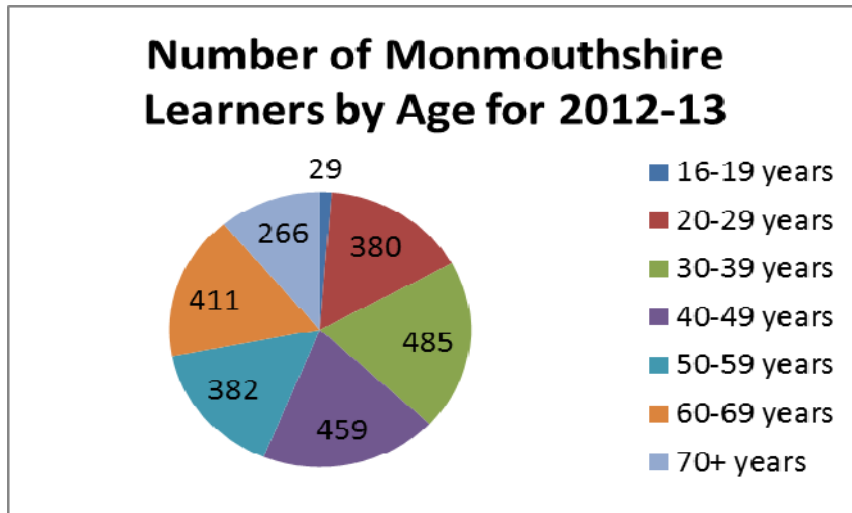
Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- Assigning clear responsibility for delivery
- Stakeholders involved and plan for engagement through implementation
- Authorisation route and monitoring arrangements eg reports to the Strategic Programme Board

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

Appendix 1



Appendix 2

Summary Information taken from Gwent ACL Partnership, Position Statement, 2013-16

This Partnership was established in 2013 and consists of Coleg Gwent's long-standing Franchised Partners (established in 1992) – Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen.

The Partnership recognises that collaborative working is central to delivering a sustainable ACL provision for the people of Gwent. This is likely to become increasingly the case as public funding is placed under extreme pressure in the future. The Partnership anticipates that in future there will be significant reductions in funding and it will have to respond innovatively and flexibly to these challenges to maintain a regional provision.

Background

An essential context for this plan is the Delivering Community Learning for Wales (2010). This recognises the contribution adult community-based learning makes to a very wide range of learners, including those who, in the past, have not had a positive experience of learning.

This will include:

- learners who are not in work, training or education and are in receipt of state benefits or support;
- anyone aged 16 and above accessing an ACL Essential Skills and/or ESOL programme, including contextualised Essential Skills and citizenship courses;
- those aged 50 plus who are not in full-time employment

The Community Learning Process

Many of our "first rung" learners are attracted not by Skills for Life, but through creative writing, art, craft, keep fit, IT and general interest. Our aim is to offer a broad and exciting curriculum geared to personal interest and development that engages learners and in turn develops their appetite for learning, with a focus on skills development. Alongside this runs targeted work at those who have traditionally benefited least from learning and training opportunities, with an increased partnership approach with the voluntary and community sector.

Ministerial Priorities for the FE Sector:

- Learner Progression & Support
- Raising Standards and Support (includes Literacy/Numeracy, ILPs & target setting)
- Employer Engagement
- Developing Welsh-medium Provision

Unitary Authority	No participating in Essential Skills programmes				% of franchise provision on Essential Skills			
	09/10	10/11	11/12	12/13	09/10	10/11	11/12	12/13
Blaenau Gwent	260	157	289	395	13.7%	9.5%	13.6%	17%
Caerphilly	131	188	174	234	13.4%	12.8%	11.8%	10%
Monmouthshire	349	458	645	756	18.5%	20.5%	27.4%	31%
Newport	211	306	391	423	5.6%	7.3%	10.2%	17%
Torfaen	268	646	801	600	10.1%	20.3%	20.2%	24%
Learn Its				53				2%
Total	1,219	1,755	2,300	2461	10.9%	13.8%	16.7%	16.4%

Unitary Authority	Total Working Age Population (Mid-Year Population Estimates 2011)	% Literacy Needs (2004 ABS Survey)	% Numeracy Needs (2004 ABS Survey)	Approx Number of Adults with Literacy Needs	Approx Number of Adults with Numeracy Needs
Blaenau Gwent	42,543	36%	69%	15,315	29,355
Caerphilly	108,140	33%	64%	35,686	69,210
Monmouthshire	52,587	21%	50%	11,043	26,294
Newport	88,249	24%	59%	21,180	52,067
Torfaen	54,437	26%	60%	14,154	32,662
Total	345,956	-	-	97,378	209,588

Unitary Authority	Enrols: Franchise	Enrols: Non-franchise	Enrols: Total (2012/13)	% in relation to other UAs
Blaenau Gwent	395	326	721	19%
Caerphilly	234	568	802	18%
Monmouthshire	756	0	756	20%
Newport	423	49	472	12%
Torfaen	600	487	1087	28%
Learn Its	115*	0	115	3%
Total	2523	1306	3829	100%

This table shows the potential for expansion, in Monmouthshire, of non-franchised provision.

Appendix 3

Summary information taken from: “Delivering Community Learning for Wales” – November 2010

The Welsh Government defines ACL as:

“Flexible learning opportunities for adults, delivered in community venues to meet local needs”

ACL contributes to the delivery of a number of Welsh Assembly Government policies and strategies which aim to strengthen and enhance the social resources of local communities. In addition to the economic agenda, it impacts on social inclusion, health and well-being, community regeneration, the eradication of child poverty and the older people’s strategy.

Adult learning also plays an important role in the educational development of families, children and young people. A range of research shows that parental education and involvement leads to a positive attitude and family support for learning which has a considerable influence on the development and life chances of their children. We will develop links with other Welsh Assembly Government intergenerational learning projects such as the Families First Pioneers project.

The vision for Adult and Community Learning

Our vision of ACL for the future is one where there is:

- Increased participation by those who have benefited least from education in the past or who are most at risk of not benefiting in the future
- Improved quality in the learning experience including increased progression to other learning opportunities or work
- Greater coherence in the nature and patterns of provision across the wide range of providers

Appendix 4

Information taken from: Department for Business, Innovation and Skills, Review and Update of Research into the Wider Benefits of Adult Learning, November 2012

Results

Here we summarise the main findings according to the outcomes of interest; the wider benefits of adult learning..... In a nutshell, adult learning has its greatest impacts in the domain of health and wellbeing; the impacts on civic participation and attitudes are less pronounced.

Mental health and wellbeing

- Improvements in reported life satisfaction and happiness
- Improvements in self-confidence (especially for formal learning) - this is more than twice the impact of being employed
- Improvements in own perceptions of self-worth
- Reductions in self-reported depression
- Increases in satisfaction with social life
- Increases in satisfaction with use of one's leisure time

Physical health

- Reductions in the number of visits to a GP - this is about one-seventh of the impact of being employed
- Improvements in self-reported overall health satisfaction - this is about half of the impact of being employed

Family and parenting

Increases in the probability that the children in the household speak more frequently with the mother about serious issues

Civic participation

- Increases in trade union membership (especially for formal adult learning)
- Greater involvement in voluntary work (for formal learning only)

Attitudes and behaviours

- Greater desire to find a better job (especially for informal learning)
- Improved financial expectations (especially for formal learning)

The analysis uses the British Household Panel Survey (BHPS), which is a nationally representative sample of over 10,000 adult individuals conducted between September and December of each year from 1991. Respondents are interviewed in successive waves, and all adult members and children aged 11-16 in a household are interviewed.

<http://www.bis.gov.uk/assets/biscore/further-education-skills/docs/r/12-1243-review-wider-benefits-of-adult-learning.pdf>

Appendix 5

Information taken from: NIACE Dysgu Cymru, Research and Development – Informing Policy and Practice in Adult Learning, March 2008

2.19 There are also significant relationships between education and health (Feinstein, 2002b). For example, it is estimated that raising qualifications from no qualifications to Level 1 would reduce the probability of depression for women by between 6 and 10 percentage points. The effects are more pronounced amongst women, but a reduction of 6 percentage points is estimated for younger men. Raising qualifications from no qualifications to Level 1 for 10 per cent of women is calculated to save between £6 million and £34 million per year in treatment costs for depression. Similarly, raising qualifications for men from no qualifications to Level 1 is estimated to reduce the probability of obesity by between 5 and 7 percentage points. More recently, Chevalier and Feinstein (2006) have estimated that raising women's qualifications from none to Level 2 would reduce their risk of depression at age 42 from 26 per cent to 22 per cent, that is a reduction of 15 per cent. This would lead to a reduction in costs of some £200 million per year across the UK and some £10 million per year in Wales (again calculated simply on the basis of population size).

2.20 The Centre for Research on the Wider Benefits of Learning also provides evidence on the social impacts of participation specifically in adult learning (of all kinds) (Feinstein and Hammond, 2004). Hence, it is shown that adults (aged between 33 and 42) who have taken one or two courses are significantly more likely to have:

- given up smoking (one in eight additional people gave up smoking);
- increased their level of exercise (almost one in five people); and
- increased their reported life satisfaction (the general decline in life satisfaction that takes place in mid adulthood was reduced by 14 per cent).

There are also some grounds for concluding that participation in adult learning is related to:

- reduced alcohol consumption;
- reduced incidence of depression; and
- an enhanced likelihood of recovering from depression.

All forms of learning (academic accredited, vocational accredited, work-related and learning for leisure) have effects on improved health practices. Intriguingly, however, the effects of taking leisure courses are especially pronounced.

2.21 The same researchers have also explored the relationships between engagement in adult education and a wide range of social/political attitudes and beliefs (Feinstein and Hammond, 2004). Accordingly, there is robust evidence that adult learning is related to:

- increased 'race' tolerance (by a third);
- a decrease in authoritarian attitudes;
- reduced political cynicism; and
- heightened political interest.

These can all be regarded as indicative of a strengthening of civic engagement. And this is also reflected in the relationships between adult learning and reported political behaviour, with participation in adult learning associated with:

- increased take-up in membership of organisations (one in three more people joined at least one more organisation); and
- increased tendency to vote (comparing the 1997 and the 1987 General Election).

It is also striking that participation in all forms of adult education contribute to positive changes in social and political attitudes. However, the impacts of accredited academic courses and of leisure courses are especially marked. Moreover, whilst vocational courses leading to qualifications (the form of adult education most strongly supported by government currently) do not have impacts on civic participation, leisure courses have significant impacts here, especially amongst those with qualifications below Level 2.

http://www.assemblywales.org/fin_3_-fhe-05_-_niace_the_national_institute_of_adult_continuing_education_dysgu_cymru_-_annex.pdf

Appendix 6

Adult Education Buildings Expenditure

Cheptow	Usk	Gilwern	Llanelly	Overmonnow	Abergavenny	NOTES
5,000	5,000	4,000		4,000	1,000	
	1,500	1,200		400		
390		680			350	Chepstow relates to Chubb £140 and Key Holder £250
		495				CCTV
1,600	3,000	1,800	400	1,800	5,000	
2,000	4,000	2,500	1,700	4,000	3,500	
1,000	500	1,200	300	1,000	800	
	13,850					
110						
	8,000					
	9,800	1,500	1,400	5,200		
	1,400			450	400	Usk also includes the Youth Services costs
10,100	47,050	13,375	3,800	16,850	11,050	
ding but are not funded directly by the Adult Education budget.						
of rates per yr at this present time - £10,000 approx						
which is a shared expenditure with MYS £15,831.60						

Appendix 6

The following are the 2012/13 figures from our four Job Clubs being run in Abergavenny, Chepstow, Caldicot and Monmouth. This free provision is aimed at helping people improve their chances of employment as well as developing their personal skills, offering accreditation where appropriate and/or progression to accredited courses.

This activity is linked with our participation in the Monmouthshire Employment and Skills Partnership, the Monmouthshire Financial Inclusion Partnership, and "Get Monmouthshire On-line" Digital Inclusion Partnership.

Through our work with Job Centre Plus, we have developed a successful referral process into the Job Clubs.

Centre	No. Attended	No. Who Gained Accreditation
Monmouth	55	8
Abergavenny	90	14
Chepstow	61	20
Caldicot	146	31
Totals	352	73

“Equality Challenge” – guidance notes

The following are a list of the challenges/thought processes that have been evident in producing equality challenges to date. The list is not meant to be exhaustive, just indicative of the approach:

<p>Is there any form of Discrimination?</p> <p>Direct</p> <p>Indirect</p> <p>Association:</p> <p>Positive Action:</p>	<p>Discrimination directly related to the protected characteristic/s.</p> <p>Where an action has, for other reasons, an impact eg: actions involving increased costs to service users could affect those with disabilities more than others as they are 3 times more likely to live in a family where no one is employed.</p> <p>People, such as carers, who are associated with people with a protected characteristic have the right to be given the same due regard.</p> <p>Positive action can be an action that addresses a pre-existing disadvantage or can be action that adversely affects one characteristic for the benefit of others – ie a saving in one area that protects the interests/services of others</p>
<p>Where the proposal concerns one protected characteristic, does it unintentionally disadvantage any sub-groups?</p>	<p>For example, a proposal for a cross-authority partnership to address Adult Learning Disability service users might be seen to disadvantage younger people if similar arrangements were not put in place for them.</p>
<p>The ‘significance’ of impacts will need to be assessed. What constitutes ‘significant’?</p>	<p>There are a number of elements – the number of service users affected; the degree of impact, the financial implications, health, access to key services, impact on employment, human rights etc.</p>

Is the proposal creating a post code lottery within the County?	Do we as a result of certain proposals create a disadvantage for people from different regions of Monmouthshire.
Have positive impacts been optimized?	The Equality Act 2010 is as strong on ensuring that effort is put into maximising positive benefits as it does into mitigating negative impacts.
Have all reasonable steps been taken to mitigate negative impacts (including making reasonable adjustments)?	Note: some decisions (normally financial) have to be made even though they have obvious negative impacts – this is lawful. However, how the impacts can be minimised has to have been thought through very carefully and mitigations need to be considered.
Does the proposal evidence an understanding of the current (baseline) situation with respect to the protected characteristics?	<p>You can't assess impact without knowing where you are starting from!</p> <p>You need to know your service users – gathering relevant data! Where possible consider future changes and also future service users prevented from accessing services. If you lack data on specific on particular groups then you need to consider other ways of gathering information through engagement eg focus groups, face to face meetings etc.</p>
Is this proposal associated with any others – is there a cumulative impact to be assessed?	Individual proposals can be appropriate and well considered, but when cumulative impacts are considered a protected characteristic can be affected disproportionately.

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Andrea Charles		Please give a brief description of the aims proposed policy or service reconfiguration Continuity of service to the citizens of Monmouthshire and to provide an efficient, sustainable and diverse programme to meet the needs of the people.	
Name of the Division or service area Monmouthshire Adult and Community Education		Date “Challenge” form completed 26/11/13	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	None		Provide invaluable social interaction and able to complete all council business under one roof in shared buildings. Opportunities to offer intergenerational activities.
Disability	Possible initial resistance to change of location.		Improved access to certain sites
Marriage + Civil Partnership	none	none	none
Pregnancy and maternity	none	none	none
Race	none	none	none
Religion or Belief	none	none	none
Sex (was Gender)	none	none	none
Sexual Orientation	none	none	none

Transgender	none	none	none
Welsh Language	none	none	positive intergenerational interaction helping to promote Welsh Language and culture

What are the potential negative Impacts.	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties).
➤ Disability - Possible initial resistance to change of location	➤ Mitigated by phased move and wider opportunities for learning and socialising
➤	➤
➤	➤
➤	➤

The next steps

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

As above

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

As above

Signed Andrea Charles

Designation Acting Manager

Dated 27 Nov 13



monmouthshire
sir fynwy

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Mandate 19 Option 2	CYP	Monmouthshire Adult and Community Education
Policy author / service lead	Name of assessor	Date of assessment:
Andrea Charles		

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

Continuity of service to the citizens of Monmouthshire and to provide an efficient, sustainable and diverse programme to meet the needs of the people.

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

Age	no	Race	no
Disability	Yes	Religion or Belief	no
Gender reassignment	no	Sex	no
Marriage or civil partnership	no	Sexual Orientation	no
Pregnancy and maternity	no	Welsh Language	no

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

Staff consultation

Engaged with local councilors

Collated supporting data from partnership organisations and other MCC departments

Collated supporting data from our students and other centre users

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

MCC Single Integrated Plan

Welsh Government Document – Delivering Community Learning for Wales

Five Counties Position Statement

Welsh Government Annual Population Survey

Department for Business, Innovation and Skills Review and Update of Research into the Wider Benefits of Adult Learning

The Wider Benefits of Adult Learning – NIACE Dysgu Cymru

6. As a result did you take any actions to mitigate your proposal? Please give details below.

Yes – we propose following Option 2

7. Final stage – What was decided?

• **No change made to proposal/s – please give details**

• **Slight changes made to proposal/s – please give details**

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

As presented in Option 2

Andrea Chanes

Acting Manager

27 November 2013

Signed.....Designation.....Dated.....

Forthcoming document consideration

We always welcome any feedback or contributions anyone has to this document and our work towards equality. A database of completed equality impact assessments and the schedule of assessments by directorate and department will be available to review on our website.

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Alan Burkitt – Democracy and Performance. Tel: 01633 644010.

Contact Email: Equality@monmouthshire.gov.uk or alanburkitt@monmouthshire.gov.uk

Post: Democracy and Performance, Monmouthshire County Council, County Hall, Y Rhadyr, Usk, NP15 1XJ

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Andrea Charles		Please give a brief description of the aims proposed policy or service reconfiguration Continuity of service to the citizens of Monmouthshire and to provide an efficient, sustainable and diverse programme to meet the needs of the people.	
Name of the Division or service area Monmouthshire Adult and Community Education		Date “Challenge” form completed 26/11/13	
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			Food Co-op provision throughout the county with linked activity such as community café in the north and south of the county.
Improve housing quality and provision			Through Job Clubs and Welfare Reform activity (MCC SIP p16). Through adult learning people have a greater desire to find a better job and improved financial expectation*
Reduce ill health and improve healthcare provision			<i>Older People are able to live their good life</i> – Art and Craft and IT provision, MCC SIP p13/p23 Attending adult learning has proven benefits to mental health and wellbeing*

Promote independence			Linked into “My Day, My Life”, integration into the local community through the Adult Ed centres and less time spent in Day Centre provision - support such as running the Food Co-op, Safe Cycling initiative, Gardening projects, Numeracy and Literacy, IT, Retail Skills, Communication, Arts and Crafts, Using Public Transport
Encourage community participation/action and voluntary work			Adult Education is responsive to the diverse needs of students and community groups such as Incredible Edibles, Greenfingers Gardening Group, Drybridge Gardens, Mencap Social Enterprise at Boverton House, Bloreng View Gardening Project.
Targets socially excluded			Linked into “My Day, My Life”, integration into the local community through the Adult Ed centres and less time spent in Day Centre provision - support such as running the Food Co-op, Safe Cycling initiative, Gardening projects, Numeracy and Literacy, IT, Retail Skills, Communication, Arts and Crafts, Using Public Transport
Help reduce crime and fear of crime			Monmouthshire Adult and Community Education – Reporting of Hate Crimes service, Community Education classes (giving people confidence and skills to address issues and improve own perception

			of self-worth*)
Improve access to education and training			Our model delivered through option 2 will greatly increase access to education and training as per the Business case.
Have a positive impact on people and places in other countries			Centre users have been regularly involved in supporting people in other countries through initiatives such as – “bonnets for babies” (Africa), fund raising for Japanese tsunami, Children in Need appeal, sewing class producing childrens clothing for Romania
PLANET			
Reduce, reuse and recycle waste and water			Covered under our ESGDC policy and as part of ESTYN priorities
Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			Tree planting (Transition Chepstow), Tidy Towns initiatives – bird boxes, etc, creation of Blorenge View Garden, Composting facilities, Plastic Bottle Greenhouse initiative
Protect or enhance visual appearance of environment			
PROFIT			

Protect local shops and services			Offering business training, eg. Food Safety, First Aid and Health and Safety accreditation to ensure that legal standards are maintained
Link local production with local consumption			Food Co-ops – see above
Improve environmental awareness of local businesses			Delivery of courses locally
Increase employment for local people			Employability skills courses and creation of volunteer placements. Collaboration with Job Centres.
Preserve and enhance local identity and culture			We promote Welsh learning including language, culture and learning through the medium of Welsh
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			Consideration given to ethical purchasing whilst adhering to MCC procurement policy
Increase and improve access to leisure, recreation or cultural facilities			Refer to Business Case, Option 2

*BIS Research Paper No 90 The Wider Benefits of Adult Learning Nov 2012 – See appendix 4 of Business Case

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

The next steps

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

The steps that we intend to take to implement Option 2, are highlighted throughout the MCC SIP document and Your County, Your Way.

Through Option 2 we will provide an efficient, sustainable and diverse programme to meet the needs of the people and businesses of Monmouthshire.

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

Signed

Dated

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Hazel Clatworthy, Sustainability Community Officer, Tel: 01633 644843

Contact Email: hazelclatworthy@monmouthshire.gov.uk

UPDATED MANDATE – SCH STAFFING EFFICIENCIES IN DIRECT CARE

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	19.9.13	Draft	Colin Richings	Delivering efficiency in direct care services (older people) by reducing sickness levels and reduction in posts.

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
---	--	------	--

Distribution List

Name	Organisation	Job title / Dept
Ceri York, Shelley Welton, Julie Boothroyd	SHS	

Business need

1. To deliver against reduced budgets for financial years 2014 / 2015 & 2015 / 2016
2. To develop a proposal that achieves required financial savings targets as part of overall service review, refocus and streamlining

Outcomes

- Increased efficiency across direct care services (older people)
- To manage operational pressures by working differently and by reviewing current operational requirements to assess whether quality and continuity can be managed in different ways to make more efficient use of current resources.
- To refocus efforts on delivering services with reduced on-costs (i.e. Sickness management).

Proposal Vision

Through delivering greater efficiency & working to reduce on-costs older peoples direct care services will reduce expenditure by £88,900.00

Benefits

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Reduce staff establishment lists in various services by removing current vacant positions.</i>	2,964K	£52,519 (1.8%)	2014 / 2015		Colin Richings
<i>Reduce domestic support services and transfer duties to other post holders.</i>	700k	£15,837 (2.3%)	2014 / 2015		Colin Richings
<i>Reduce day service transport infrastrucutre costs by developing partnerships with community transport</i>	£5,740.	£2,555 (45%)	2014 / 2015		Colin Richings
Reduce sickness cover budgets across directly provided older peoples services	216K	£17,987 [0.8%] The sickness element of cover budgets is approximately 4.5% currently. To be reduced to below 4%	2014 / 2015		Colin Richings

Non - Financial Benefits

Improved sickness management will ensure greater continuity of service for older people in Monmouthshire

Dis-benefits

The loss of current vacant posts will reduce the flexibility of services. These posts have been utilised to off-set employee efficiency savings set by the authority. As direct care service providers we are legally obliged to maintain minimum staffing levels. The loss of these posts will not directly affect our ability to maintain staffing levels but will reduce the ability to deliver efficiency savings in staff budgets.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Detailed business case</i>	<i>List pieces of work e.g. Full equality impact assessment</i>	<i>3 weeks</i>	<i>£2000</i>	<i>J Jones</i>
<i>Reduce staff establishment lists in various services by removing current vacant positions.</i>	Liaison with unit managers and undertake full impact assessment.	By April 2014	Nil	Colin Richings
<i>Reduce domestic support services and transfer duties to other post holders.</i>	Liaison with unit managers and undertake full impact assessment. Consultation with staff teams and representatives. Produce cabinet papers for formal approval	By April 2014	Redundancy Costs to be calculated	Colin Richings & Claire Robins
<i>Reduce day service transport infrastructure costs by developing partnerships with community transport</i>	Liaison with unit managers and undertake full impact assessment. Partnership work completed	By April 2014		Colin Richings
Reduce sickness cover budgets across directly provided older peoples services	Liaison with unit managers. Re-commission absence management training and revise current policies following consultation with employee services and staff representatives.	By April 2014		Colin Richings & Claire Robins

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Employee efficiencies are not delivered	medium	medium		Colin Richings	Full impact assessments for all elements of service re-focus / re-shaping.	Colin Richings
Sickness management levels are not reduced in the long term	medium	medium		Colin Richings	Liaison with unit managers. Re-commission absence management training and revise current policies following consultation with employee services and staff representatives.	

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Staff vacancies currently support direct care services to deliver mandatory & historical employee efficiency savings. By removing the vacancies, cost centre managers will be limited in their ability		Colin Richings	On-going detailed budget management. Evaluation of current procurement to deliver best value for purchasing.	Colin Richings

to deliver these efficiencies as they are legally required to maintain minimum staffing levels. This results in vacancies not being held.				

Financial Information

If known at this stage provide the following information for delivering the proposed saving:

- Cost of redundancy for single post are as yet not known.

Constraints

Assumptions

Proposal Capability

To managed within existing capacity.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

23. UPDATED MANDATE – SCH COMMISSIONING REDUCTION

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
2	28/11/13	Draft for Adult Select 10 th Dec 2018	Ceri York	Restructure of Commissioning Team

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Julie Boothroyd	MCC	Head of Adult Services

Business need

The current financial climate in which the Council finds itself requires a thorough assessment of all its operational activities to identify areas with potential for improved effectiveness and efficiencies. This is driving the need to refocus services to make essential, more efficient and increased value added performance. This will be achieved through reviewing and reconfiguring the team structure and redistributing duties across other posts.

Outcomes

The key outcome sought is a reduction in the number of posts in the team by approximately 1 post, all posts are currently contractually committed. Whilst the impact on service delivery will be minimised it cannot be ruled out all together and will require more of other team members. Key outcomes sought:

- A more streamlined team with increased responsibilities and duties
- Further linkage between resources and work plan priorities
- Delivery of operational efficiency savings

Proposal Vision

The commission team will continue to strive to deliver the strategic priorities of Adult SCH and ensure quality of service delivery, partnership working and transformational working.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Finance- efficiency savings</i>	<i>John Woods providing</i>	£31K	2014/15		Ceri York

Non - Financial Benefits

Reduced need to impact on priority frontline services to make budget savings

Dis-benefits

Dis-benefits include:

- Potential reduction in team performance
- Reduced capacity and increased demand on remaining team
- Reduction in pace of delivery of key priorities

Our equalities screening highlights that we must ensure that staffing changes made minimise the impact upon those with protected characteristics.

Proposal Activity

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Initial meeting of Commissioning Team with Julie Boothroyd and Ceri York to advise of proposed saving	Fully inform team and engage for further input and consultation	1 hour	Staff time	Julie Boothroyd
Series of 1:1 meetings with Ceri York	Opportunity for each colleague to share their views, ask questions and propose options	Approx 7 hrs Complete by mid Nov	Staff time	Ceri York
Consider proposals put forward by commissioning team, engage with lead commissioners and determine preferred option	<ul style="list-style-type: none"> ○ Consider options ○ Assess impact ○ Agree final proposal 	2 hours End of Nov	Staff time	Ceri York And Lead Commissioners
Meet with commissioning team to share final proposal	<ul style="list-style-type: none"> ○ Individual meetings with staff directly affected ○ Whole team meeting for colleagues indirectly affected 	3 hours By 4 th Dec	Staff time	Ceri York and Lead Commissioners

Submit mandate with final proposal to Adult Select Committee	<ul style="list-style-type: none"> o Draft report o Sign off by Julie Boothroyd 	2 hours By 3 rd Dec	Staff time	Ceri York
Seek Cabinet approval	<ul style="list-style-type: none"> o Draft report o Sign off by Julie Boothroyd 	By 17 th dec	Staff time	C York
Implement Protection of Employment Policy if final proposal includes alterations to employment terms and conditions	<ul style="list-style-type: none"> o Place affected staff at risk o Seek alternative suitable employment o Give notice as per PoE Policy if necessary 	10 hrs estimated By 31 st March 2014	Staff time	C York HR colleagues
Implement proposal	<ul style="list-style-type: none"> o To be agreed 	By 1 st April 2014	Staff time	C York

Quick Wins

This savings process will follow the required personnel processes. However, it will be expedited efficiently to ensure that full savings are realised during 2014/15.

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Potential anxiety of team members impacting on service operation	low	medium	In the next 5 months	Ceri York	Honest and open dialogue and team support.	Julie Boothroyd Ceri York
Reduced capacity of commissioning team to deliver agreed priorities	high	medium	Post implementation	Ceri York	Reprioritise key commissioning objectives	Julie Boothroyd Ceri York
Possible lack of suitable alternative employment option which may result in redundancy	Medium	High	In the next 5 months	Ceri York	Engage with Employee Services Identify possible vacancy options	Ceri York Claire Robins

Decreased morale across the team	Medium	High	In the next 5 months	Ceri York	Good and effective engagement and involvement Provide support	Julie Boothroyd Ceri York Lead Commissioners
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Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity to undertake the structure review, determine the proposal	High	Ceri York	Consider availability of resources of the Commissioning Management Team to share the review process Understand the current resource context	Ceri York

Financial Information

Not known at this stage but following review and evaluation the actual deliverable can be confirmed against the notional saving of £31K

Constraints

This work is time critical if the saving is to be delivered for 1st April 2014. There is also a limited resource available to undertake this given the other savings proposals which will be being worked up simultaneously.

Assumptions

The saving figure is assumed based on knowledge of service area and without any detailed structural analysis. .

Proposal Capability

There are issues to be considered around capacity to undertake the structure and the resources which will be available to deliver strategic priorities including the reduction of contract values subject to a separate mandate.

24. UPDATED MANDATE – SCH TRANSITION

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
V1	16 th Sept	Draft	Julie Boothroyd	Transition transfer to Bright New Futures Project (Bridges)

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Simon Burch	MCC	Chief officer

Business need

Transition Cooperative project has developed a partnership approach with the Bright New Futures project and through negotiations we are looking to second the project to work alongside this new Big Lottery funded project. The direction of travel has always been towards a social cooperative this next step takes the project a step closer.

Outcomes

It is expected that the project working alongside the Bright New Futures project will increase and grow opportunities for young adults in transition. The outcomes of the existing project ([Link to existing report](#)) can be run through this partnership.

Proposal Vision

The transition project will continue to work towards the outcomes specified in the original plan but by partnering the Bright New Futures project there is efficiency saving

Benefits

Improved benefit for young adults families; wider access to opportunities, improved connections to wider community, less association with social services; a positive for families.

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current budget	Target saving	Timing	Non-Cashable Value	Benefit owner
Reduction in salary costs	£198,000	£14,000	2014/15		J Boothroyd
	£184,000	£14,000	2015/16		J Boothroyd

					J Boothroyd
	£170,000	£12,000	2016/17		

Non - Financial Benefits

Better access and information for families and people with disabilities, association with an independent organisation.

Dis-benefits

Proposal Activity

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Develop partnership and secondment agreements with Bright New Futures project	Meet with BNF trustees agree and sign off agreements. Run past legal. HR draw up secondment agreement Partnership agreement drawn up and agreed	2/3 days		Julie Boothroyd

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Terms of partnership and secondment agreements not agreed	low	moderate	Nov	JB	Thorough agreements checked by HR and Legal by both parties	JB
Redundancy liabilities in 4 years' time	low	moderate	2017	JB	Understand the costs and build into agreements	JB

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner

Financial Information

If known at this stage provide the following information for delivering the proposed saving:

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

Constraints

Describes any known constraints that apply to the proposal.

Assumptions

Describes any assumptions made that underpin the justification for the proposal.

Proposal Capability

Describe how the organisation will provide the necessary resources and capability required to carry out the proposed activity successfully.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

34. BUSINESS CASE – INITIATION DOCUMENT – SCH MARDY PARK

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	29.11.13	Draft	Ceri York Lisa Powell Colin Richings	Adult Social Care Transformation Service Review: Initial scoping and assessment to identify areas of opportunity and focus within Mardy Park

Approval

Adult Select sign off to proceed with business case		Date	10.12.13
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Distribution List

Name	Organisation	Job title / Dept
Julie Boothroyd	MCC	Head of Adult Services
Eve Parkinson	ABHB/MCC	Integrated Services Manager (North)
Lisa Powell	MCC	Team Manager
Colin Richings	MCC	Team Manager

Executive Summary

Vision for the future:

Mardy Park is a vibrant and dynamic hub offering a range of integrated social care and health responses to support the most vulnerable older people to remain within their communities; affording future resilience and cost effectiveness. The proposal when developed will focus on the delivery of the next phase of the Mardy Park transformational programme resulting in the further evolution of it as a Health and Social Care hub. It will expand upon and enhance the current range of services delivered through the Integrated Services Teams and interfaced with the emerging Community Coordination initiative.

These initiatives will need to provide a platform upon which to continue the refocusing of Mardy Park to deliver community centric, enabling and integrated responses to support the most vulnerable older people. All of the initiatives within the suite may have the potential to directly impact on extremely vulnerable service users and MCC's workforce. The further development of this proposal will necessitate a considered and conscientious approach..

The continued development of Mardy Park is firmly aligned to one of the Council's 3 key strategic priorities, protecting vulnerable people. It will positively address the three major issues facing Monmouthshire currently; money, Welsh Government reviews and changing communities. The developmental journey so far can be found in previous reports to Cabinet and the Adult Social Care Commissioning Plan which is currently in an early draft form.

Outcomes

Monmouthshire Adult Services is striving to make sure that "people are able to live their own lives", and that people are protected from harm. People approach Adult Services for support at different times in their lives and we want to deliver an approach that supports and that enables people remain in control of their lives, and in control of the solutions that best meets their vision of a good life. We want to focus on people's strengths and abilities using family/friendship networks and communities alongside services to support and enhance people to live their own lives. The next phase of Mardy Park's transformation will be set within this context. The outcomes which the detailed business case will propose will be clearly and measurably articulated.

The Future State

As previously outlined above, the exact future model of service has yet to be determined. The future transformational development will build upon the significant service developments to date which include; re-ablement services, Integrated

teams, the rehabilitation unit and much valued and high quality residential care. The new model once determined will drive the form, function, structures and other requirements.

Business Case Proposal Activity

Whilst we have undertaken an initial evaluation of potential efficiencies deliverable through refocus work, it is fair to say further work is needed. A suite of initiatives needs testing and the development of approximate savings with a firmer and more robust basis. The current value of the service is in the region of £1.2million. It is paramount that a robust evaluation of the service is carried out, in terms of performance, value for money and strategic fit. This will assist in with a view to qualifying the refocus options.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Analyse current operational activity and evaluate strategic alignment of services provided</i>	<i>Clarity of outcomes delivered for users and strategic alignment</i>	<i>April 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Clarify service user needs, future and current and explore refocused options to meet need</i>	<i>Greater insight into need and potential refocusing options</i>	<i>May 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Explore range of options for appraisal</i>	<i>Greater understanding of possible options identifying potential benefits and dis-benefits to propose recommended option</i>	<i>June 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Develop refocused workforce structure and identify employment issues and saving amount</i>	<i>Future workforce skills and numbers</i>	<i>July 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Develop fully worked up and costed business case</i>		<i>August 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Seek formal approval of</i>	<i>Clear understanding of options being</i>	<i>Sept 2014</i>		

<i>recommended option</i>	<i>proposed and mandate for further transformational change</i>			
<i>Initiate communication strategy</i>	<i>Clarity of purpose and direction</i>	<i>Oct 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Begin to Implement refocused service arrangements</i>	<i>Delivery of refocused hub ; affording resilience and cost effectiveness.</i>	<i>April 2015</i>	<i>TBC</i>	<i>TBC</i>

Current state and gap analysis

At this stage activity is being focussed on quantify and qualifying the needs of the service users which the service currently meets so that these can be understood within the context of the future needs and strategic direction .

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	To be included in full business case		
Organisation structures	To be included in full business case		
Technology/infrastructure	To be included in full business case		
Information and data	To be included in full business case		

Options Appraisal

At this stage the intention is to undertake initial scoping and assessment activity to identify areas of opportunity and focus within Mardy Park. Following this a proposal will be worked up to offer a suite of redesign initiatives affording opportunities

for incremental or full scale delivery options. Furthermore the proposal will be developed as a means of achieving efficiency targets of £600k over two financial years beginning in 15/16; informed by existing strategic objectives for the development of integrated health and social care services.

Exploring the deliverability of £600K savings will require the consideration and testing out of a range of options; the initial option areas identified for exploration are:

1. Development of older person Mental health services inc respite, day care and links with ABHB day hospital
2. Expansion of Integrated Services to include treatment, nursing and other services
3. Enhancement of assessment and re-ablement within the community and release of capacity within rehab unit
4. Stronger linkages to community and community coordination
5. Future residential care; including niche market / expensive placements.

Cost-Benefit Analysis

For inclusion within full business case when developed.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
<i>Redesign of Mardy Park and expansion of "hub".</i>	<i>Approx. £1.2million</i>	<i>To a minimum of approximately £620,000</i>			<i>End March 2017</i>	
Non financial benefits	Current performance	Target performance				
TBD	<i>TBC</i>	<i>TBC</i>				
Cost	Current costs	Revised costs				

TBD	TBC	TBC				
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Dis-benefits

Our equalities screening highlights that we must ensure that any changes affecting users, carers and staff changes minimise the impact upon those with protected characteristics. A thorough consideration will be included within the worked up business case

Key Risks and Issues

This is an initial assessment which seeks to capture potential risks at this embryonic stage, a thorough assessment will be included within the completed business case

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
The level of approximated savings is more than the amount determined through the worked up proposal .	Medium	High	Sept 2014	MCC	Detailed costings to be worked up as evaluation exercises are completed	TBC
Service users are negatively impacted as a result of refocusing with detrimental affect on health and well being	Medium	High	September 2014	MCC	Provision of professional support and care management	TBC
Potential loss of staff posts	Medium	Medium	April 2016	MCC	Manage workforce across MCC to facilitate future	TBC

					redeployment options	
Challenges against the fairness and equity of areas selected for reduction	Medium	High	Now to implementation and beyond	MCC	Equalities Impact Assessment/dialogue with providers and others	TBC
Reputation damaged as a result of strong community and interest groups opposition	Medium	High	From entry to public domain to implementation and beyond	MCC	Robust and effective communications strategy with open dialogue/genuine involvement	TBC

Constraints

For consideration within business case

Assumptions

For consideration within business case

Evaluation and comparison of options

To be included within business case

Recommendation

It is recommended that a full business case is produced detailing the available options for further developing Mardy Park as a vibrant health and social care hub and delivering £600K of efficiency savings .

High level Plan for delivery

The business case will specify the detail of the implementation arranges for the preferred option which will include the level of necessary resource required to deliver the proposed service reconfiguration option.

Sign-Off

Appendix A

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Ceri York		Please give a brief description of the aims proposed policy or service reconfiguration Within the Adult Social Care Transformation Service Review the intention is to undertake initial scoping and assessment to identify areas of opportunity and focus for the further development of Mardy Park Resource Centre as an integrated social care and health hub.	
Name of the Division or service area Adult Social Care Direct Care		Date “Challenge” form completed 2 nd December 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Unclear at this stage but potentially. This will be more fully explored as the scoping and options appraisal work is undertaken and the impact can be understood.		Potential for positive impact via increased services to support older people and those with dementia. Possible further development of Integrated Services within the community.
Disability	Unclear at this stage but potentially. This will be more fully explored as the scoping and options appraisal work is undertaken and the impact on older people with disabilities can		Potential for positive impact via increased services to support older people and those with dementia. Many of whom have disabilities .Possible further development of Integrated Services within the

	be understood.		community.
Marriage + Civil Partnership	As far as is known the a large proportion of the team based at MP are either married or in a civil partnership		Potential for further career opportunities
Pregnancy and maternity	Potentially due to age and sex of team		
Race		Not known	
Religion or Belief		Not known	
Sex (was Gender)	The majority of the team is female with 2 male staff. There is potential for impact upon either sex.	n/a	The majority of the team is female with 2 male staff. There is potential for impact upon either sex.
Sexual Orientation		Not known	
Transgender		Not known	
Welsh Language		Not known	

What are the potential negative Impacts.	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected
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	parties).
➤ A possible restructuring of existing services which may impact upon existing service users.	➤ A thorough and comprehensive assessment of the needs of existing users and exploration of alternative service responses to meet need. ➤ Full engagement and involvement of users and carers
➤ Potential impact on existing staff roles and or terms and conditions of employment	➤ Clarify the impact of any options proposed and full engagement with staff team, HR and trade unions.

The next steps

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

Not at this time

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

Not at this time

Signed Ceri York **Designation** Group Manager Service Development and Commissioning **Dated** 02.12.13

34. UPDATED MANDATE – SCH ADULT SOCIAL CARE TRANSFORMATION

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	26.09.13	Draft	Peter Davies	Adult Social Care Service Transformation

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Simon Burch	Monmouthshire County Council	Chief Officer, Social Care & Health
Julie Boothroyd	Monmouthshire County Council	Head of Adult Services, SCH

Business need

Use this section to set out the business drivers that have created the need for this proposal. This will include how the proposal contributes to the organisations strategic objectives and fits with other initiatives.

This proposal has been developed as a means of achieving savings targets over the next three financial years, informed by existing strategic objectives for the development of integrated health and social care services. The proposal will offer a suite of redesign initiatives which will afford opportunities for incremental or full scale delivery options.

Mandates have been separately submitted for proposals that will impact on the adult social care budget in 2014/15. This mandate takes a longer term view and represents an all-encompassing review of Community Care, Direct Care and Commissioning. It supplements the excellent work that has already taken place and that is due to take place through new initiatives such as Local Area Co-ordination.

The Authority faces unprecedented financial challenges and significant budgets exist across these service areas. This wide ranging service review will look at the existing models of service delivery and look at further longer-term options for integration, streamlining or re-provision.

This review will also provide a platform upon which to continue the refocusing of integrated resources at Mardy Park to deliver community centric, enabling and integrated responses to support the most vulnerable older people. All of the initiatives within this suite have the potential to directly impact on extremely vulnerable service users and MCC's workforce. The further development of this proposal will necessitate a considered and conscientious approach.

The key strategic linkages can be found in previous reports to Cabinet and the Adult Social Care Commissioning Plan which is currently in an early draft form and it is essential that our suite of initiatives are accurately aligned to our objectives.

Outcomes

Briefly articulate the outcomes that the proposal is expected to achieve. Specify if there are any time constraints.

The service review will as a minimum look to assess scope for further whole systems integration, radical efficiency, contract review and renegotiation and alternative service delivery models. The review looks to set challenging savings targets across 2015/16, 2016/17 and 2017/18.

The proposal will also include the delivery of the next phase of the Mardy Park transformational programme, resulting in the further development of it as a Health and Social Care hub, expanding upon the current range of services delivered through the Integrated Services Teams and interfaced with the emerging Local Area Coordination drive.

Proposal Vision

Describe a compelling picture of the future that this proposal will enable. This should include the new/improved or reduced services, how they will look and feel and be experienced in the future.

To maintain and where feasible to improve the current high standard of care to adult social care clients through models of service delivery that are radically more cost effective.

In Mardy Park specifically there is a vibrant and dynamic hub offering a range of integrated responses to support the most vulnerable older people to remain within their communities, affording future resilience and cost effectiveness.

Benefits

Describe the measurable improvements that the proposal will achieve.

The total budget for Adult Social Services amounts to £28.6m, comprising budgets for Community Care (£19.5m), Adult Services and Direct Care (£7.2m) and Commissioning (£1.9m). The targeted saving amounts to £1.428m.

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
Budget saving target			2015/16		Simon Burch
Budget saving target		£728k saving	2016/17		Simon Burch
Budget saving target		£700k saving	2017/18		Simon Burch

Non - Financial Benefits

Describe other benefits that will arise from this proposal e.g. positive impact on PIs

The opportunity to critically appraise the services delivered through Mardy Park and to refocus to ensure greater alignment to strategic direction and emerging commissioning priorities.

Other non-financial benefits to be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Dis-benefits

Describe the negative results of undertaking this proposal e.g. existing universal benefit is reduced and focused on those most in need
Describe the results of the high level equality Impact assessment (use forms for Cabinet report to do assessment)

The Mardy Park development has built upon an existing direction of travel where the need for service refocus has been identified.

As undoubtedly our proposals will affect those groups of people with protected characteristics, we must ensure we have a strong rationale for any proposal to be made.

Given the needs of the individuals in receipt of the services concerned an equality impact assessment is critical and will be initially completed as part of the first phase of the service review and reported in an updated project mandate.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

This wide ranging service review supplements other programmes of work currently in progress. The review is due to commence imminently. The scope of the project and the targeted areas of focus will first need to be determined through appropriate engagement and review of supporting data and evidence. It is paramount that a robust evaluation of the service is carried out, in terms of performance, value for money and strategic fit.

Ideas will need to be captured and proposed solutions will need to be tested before being taken forward for further rollout and implementation. An updated project mandate will need to be submitted once the first phase of the service review is completed, with the outline and detailed business case being produced as the project develops.

In Mardy Park the following activities have initially been identified:

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Analyse current operational activity and evaluate strategic alignment of services provided</i>	<i>Clarity of outcomes delivered for users and strategic alignment</i>	<i>By Feb 2014</i>	<i>Nil</i>	<i>Ceri York Colin Richings</i>
<i>Clarify service user needs, future and current and explore refocused options to meet need</i>	<i>Greater insight into need and potential refocusing options</i>	<i>By March 2014</i>	<i>Nil</i>	<i>Lisa Powell Shelley Welton</i>
<i>Develop refocused workforce structure and identify employment issues and saving amount</i>	<i>Future workforce skills and numbers</i>	<i>By June 2014</i>	<i>Nil</i>	<i>Ceri York Colin Richings</i>
<i>Initiate communication strategy</i>	<i>Clarity of purpose and direction</i>	<i>By June 2015</i>	<i>Nil</i>	<i>Julie Boothroyd</i>
<i>Implement refocused service arrangements</i>	<i>Delivery of refocused hub; affording resilience and cost effectiveness.</i>	<i>By March 2016</i>		<i>Ceri York Colin Richings</i>

In terms of the wider all-encompassing review the following initial activity is proposed:

Proposal Activity	Description/Output	Duration	Costs	Lead Person

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

Where opportunities are identified early on in the service review these will be put forward for implementation. Further benefits can be achieved from initial testing and piloting of proposed solutions.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

To be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Double counting of potential savings within other SCH proposal	low	low	Now	Julie Boothroyd	Ensure absolute cohesion and communication to avoid duplication	Julie Boothroyd / Peter Davies
The level of approximated savings is more than the amount determined through the worked up proposal.	Medium	High	June 2015	Julie Boothroyd	Detailed costing's to be worked up as evaluation exercises are completed	Julie Boothroyd/ Peter Davies
Service users are negatively impacted as a result of refocusing with detrimental affect on health and well being	Medium	High	September 2015	MCC	Provision of professional support and care management	Julie Boothroyd / Peter Davies
Potential staff redundancies	Medium	Medium	June 2016	Ceri York	Manage workforce across MCC to facilitate future redeployment options	Sian Hayward
Challenges against the fairness and equity of	Medium	High	Now to implementation	MCC	Equalities Impact Assessment/dialogue with	Julie Boothroyd /

areas selected for reduction			and beyond		providers and others	Peter Davies
Reputation damaged as a result of strong community and interest groups opposition	Medium	High	From entry to public domain to implementation and beyond	MCC	Robust and effective communications strategy with open dialogue/genuine involvement	Rob Webb

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity and skills to undertake the evaluation, develop the proposal and implement	High	Julie Boothroyd	Consider availability of resources of Adult Services and Innovation Network to share the workload	Julie Boothroyd Ceri York

Financial Information

If known at this stage provide the following information for delivering the proposed saving:

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

To be determined and provided in an updated project mandate once the first phase of the service review is concluded.

In terms of Mardy Park the budget within Adult Social Care is approximately worth £1.2million. The initial appraisal suggests that we could potentially reduce this sum to a maximum of approximately £620,000.

Constraints

Describes any known constraints that apply to the proposal.

There are statutory constraints that will exist that may constrain options being developed. Other constraints relate to the expected demographic pressures and increasingly complex needs of adult social care clients.

This work will require a longer timescale to complete due to complexity of the proposal under consideration. The need to understand the impact of the proposal on service users and to mitigate any detrimental effect is critical; requiring sensitivity.

There is also a constraint in terms of limited resources available to undertake such a large and complex evaluation to deliver a fully worked up proposal. Delivery of any option will also prove challenging in terms of capacity, skills and stamina.

Further constraints will be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Assumptions

Describes any assumptions made that underpin the justification for the proposal.

In Mardy Park it has been assumed that there is an element of existing service delivery which is not sufficiently aligned to strategic objectives and that alternative service responses can be found within the independent sector and health replace refocused provision. When we fully evaluate the suite of options this may prove not be the case.

Further assumptions to be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Proposal Capability

Describe how the organisation will provide the necessary resources and capability required to carry out the proposed activity successfully.

Initial resources and expertise will be identified once the first phase of the service review is concluded. In the event that internal capacity or available budget does not exist to allow the project to be progressed along the required timescales a further report will be submitted to Cabinet to request one-off funding from reserves.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

Appx 5 Reserves position

Appendix 5 What useable reserves are available over the medium term?

Useable revenue reserve projection using latest available budget and MTFP information

Balances	Financial year ending 31st March						
	2012 £000	2013 £000	2014 £000	2015 £000	2016 £000	2017 £000	2018 £000

Council Fund

Council Fund (Authority)	6,184	6,203	6,203	6,203	6,203	6,203	6,203
School Balances	1,025	1,240	1,240	1,240	1,240	1,240	1,240
Sub Total	7,209	7,443	7,443	7,443	7,443	7,443	7,443

Earmarked Reserves

Invest to Redesign Reserve	3,564	3,119	1,686	1,250	865	854	861
IT Transformation Reserve	1,698	1,383	715	715	715	715	715
Insurances & Risk Management Reserve	1,718	1,523	1,403	1,403	1,403	1,403	1,403
Capital Receipt Generation Reserve	519	332	129	4	(100)	(305)	(510)
Treasury Equalisation Reserve	1,125	1,125	924	883	883	883	883
Redundancy and Pensions Reserve	735	622	109	(206)	(477)	(554)	(631)
Capital Investment Reserve	2,122	1,592	1,626	1,626	1,108	589	589
Priority Investment Reserve	4,064	3,450	1,630	1,202	1,202	1,202	1,202
Single Status & Equal Pay Reserve	1,552	1,552	1,552	1,552	1,552	1,552	1,552
Museums Acquisitions Reserve	57	60	60	60	60	60	60
Elections Reserve	108	33	58	83	108	133	158
Grass Routes Buses Reserve	247	259	239	218	197	176	155
Restricted Use Reserves	579	502	502	502	502	502	502
Sub Total	18,086	15,552	10,632	9,291	8,017	7,209	6,938
Total Useable Revenue Reserves	25,295	22,995	18,075	16,734	15,460	14,652	14,381

SUBJECT: CAPITAL BUDGET PROPOSALS 2014/15 TO 2017/18

MEETING: Adults Select committee

DATE: 28th January 2014

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

1.1 To outline the proposed capital budget for 2014/15 and the indicative capital budgets for the three years 2015/16 to 2017/18.

2. RECOMMENDATIONS:

2.1 That Select committees review the draft capital budget proposals for 2014/15 to 2017/18 released for consultation purposes as set out and referred to in Appendix 2.

3 RECOMMENDATIONS AGREED BY CABINET ON 4TH DECEMBER 2014

3.1 That Cabinet issues its draft capital budget proposals for 2014/15 to 2017/18 for consultation purposes as set out and referred to in Appendix 2.

3.2 That Cabinet affirms the capital strategy which was adopted last year and which seeks to work towards a financially sustainable core capital programme without recourse to further prudential borrowing or use of capital receipts so that these resources can be directed towards the Council's priority of 21st Century Schools Programme, whilst recognizing the risks associated with this approach.

3.3 That Cabinet reviews the Capital programme when a revised 21st Century Schools programme is developed.

3.4 That Cabinet agrees to the sale of the assets identified in the exempt background paper in order to support the capital programme, and that once agreed, no further options are considered for these assets.

- 2.5 That Cabinet agrees to the associated costs of disposal outlined in appendix 7 required to process the sale of assets identified in the exempt background paper.

3. KEY ISSUES:

Capital budget strategy

- 3.1 Last year a capital MTFP strategy was put in place in the face of an ever reducing resource base from Welsh Government. This strategy had the following key components:

- The core MTFP capital programme needed to be financially sustainable without further draw on either prudential borrowing or capital receipts.
- Capital receipts and any further prudential borrowing will be needed to match fund the Council's priority of 21st century schools (currently estimated at £40 million).
- Budgets for Disabled Facilities Grants and Access for all schemes will be maintained in line with the Council's priority of protecting services to vulnerable adults and children.
- No inflation increases will be applied to any of the capital programme
- The property maintenance budget and Infrastructure maintenance budget were reset at a financially sustainable level

It should be noted that the Highways infrastructure funding from Welsh Government (£1.81 million) will cease in 2015/16, further reducing the capital budget available for highways works in the latter years of the medium term programme.

- The County farms maintenance and reinvestment programme is based on the revised asset management plan for County farms, supported by the latest condition survey data
- School kitchens budget to be ceased from 2015/16 on the basis that the project to upgrade school kitchens can be completed by then.
- Budget for Area Management £60k will be maintained in the programme pending the review of community grants throughout the Authority
- Use of the capital investment reserve to ease the transition to a balanced budget
- Budget to enhance or prepare assets for sale will be maintained and funded through the capital receipt regeneration reserve in order to maximize this funding stream for the 21st century schools programme.

Capital MTFP update

3.2 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant. The following updates are available:

- The list of capital pressures falling upon the Authority's fixed assets has been updated and these form the backdrop to the programme presented here. Capital pressures of over £130 million are outlined in Appendix 1.
- The provisional capital settlement was received on 16th October 2013. The capital MTFP had projected no increase in funding for 2014/15, however the provisional settlement has identified a small increase of £149,000 on 2013/14 levels.
- £1m unsupported prudential borrowing per annum has been contained in the programme for a number of years and this will continue in the current 4 year programme
- The rolled forward capital programme identified a deficit in year 4, the small surpluses caused by the settlement have enable Authority funding to be rolled forward to fund the deficit in the final year.

3.3 Most of the major development schemes present in the programme over the last couple of years such as the Strategic accommodation project, Abergavenny regeneration and the new cattle market will not be a feature of the programme going forward as they will be largely complete. The remaining capital programme from 2014/15 is essentially made up of the underlying core programme of works:

- To maintain existing assets such as highways, infrastructure (including the final year of WG supported highways infrastructure investment), property and county farms.
- Inclusion schemes – Access for all, Disabled facilities grants
- Other – school kitchens, area management, enhancements or preparation of assets for sale
- IT schemes – these are funded from the IT reserve and work is progressing on establishing the future IT demands, so there are no schemes currently identified for the medium term programme.

3.4 Issues for the underlying programme

Whilst a strategy has been set that enables the programme to be balanced (excluding 21st century schools), this does not mean that there is no risk associated with it. The huge pressures outlined in Appendix 1 are not being addressed in the current strategy and the current maintenance programmes are barely sufficient to maintain existing assets or deal with the backlog. Given the pressures outlined, Cabinet have confirmed acceptance of this risk.

The Abergavenny Library scheme has not progressed, but is still contained in the programme. Further work is continuing in this area to assess community views.

A report on the Gilwern Cycle track went to Cabinet in November with a recommendation that the business case be considered in the process of constructing the Capital MTFP – the business case is still being developed and therefore the scheme has not been included in the MTFP.

Cemeteries – investigation work is continuing and as it is expected that this will ultimately lead to a requirement for further capital funding – there is no funding for any future schemes in the MTFP. Any schemes agreed over and above those included in the programme will either reduce the funding available for the future schools programme, or require a reduction in the current programme.

Area budgets - £60k is included for the 4 areas to distribute, consideration could be given to reducing or stopping this funding in order to fund other priorities.

21st Century Schools

- 3.5 The 21st century schools programme is the most significant investment programme in the authority's schools for a generation. In order to achieve this ambition, the capital strategy outlined above is necessary to create an underlying core programme that is financially sustainable and therefore enable the Authority to concentrate its own resources on the priority of 21st century schools. The budget proposals do not include the 21st Century schools strategic outline programme (SOP), approved at outline stage by WG following a Ministerial Announcement on 5th December 2011. This identified a match funding capital requirement for the Authority of circa £40 million. A programme of work is continuing to be developed in order to develop business cases for further consideration by WG and final approval of funding that will come on stream in 2014/15. To this end a core funding commitment to the education programme has been maintained in the last 2 years to enable preparation work to continue. Early funding has been released for Raglan Primary school and following approval by Council on 21st November 2013, has now been included in the core schools programme. (See Appendix 3).

The draft revised 21st century schools Programme 2014/18 (that is still subject to funding approval from Welsh Government and consideration by Council) can be seen at Appendix 3a and the 21st Century Schools strategic outline programme will be subject to a separate report when appropriate.

Available capital resources

- 3.6 The capital strategy identified above establishes that the core programme will be financially sustainable through supported funding from Welsh Government and use of the Capital Investment Reserve. This is required in order to enable the Council's own resources of prudential borrowing and capital receipts to be prioritised for the 21st Century Schools Programme.
- 3.7 In light of the current pressures on the Authority's medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of prudential borrowing for the 21st Century Schools Programme will need to be assessed carefully.

3.8 In the light of the above, the Council needs to make a concerted effort to maximize its capital receipts generation over the next few years. The table below illustrates the balance on the useable capital receipts reserve over the period 2013/14 to 2017/18 taking into account capital receipts forecasts provided by Estates and balances drawn to finance the existing programme. Further detail is provided in Appendix 4.

GENERAL RECEIPTS	2013/14	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000	£000
Balance as at 31st March	5,926	14,934	27,088	30,990	32,457

3.9 The above table illustrates that the capital receipts balance is set to increase over the MTFP, however, this is also very much dependent on the capital receipts forecasts provided materializing which in itself is a further significant risk. Experience suggests that there is often significant slippage in gaining receipts which may be due to factors outside the control of the Authority. The risk assessment on the receipts projected is contained in Appendix 5. It is crucial that once assets are identified and approved for sale that this decision is acted upon. Exploration of any alternative use of surplus assets needs to be undertaken before Council approves them for sale in order to assist in the capital planning process. Last year the future capital receipts strategy identified a couple of options to generate further receipts, these are outlined below with an update against each:

- Approval of a revised County Farms strategy – this was completed
- Second phase review of accommodation/building in use by the council, with a view to further rationalization – an accommodation working group is considering this review, this is also key in identifying revenue savings.
- Identification of services that can be combined as part of the whole Place agenda and 21st century schools development, and therefore release buildings for sale – work has started in Caldicot and Abergavenny
- Authority's role in low cost home ownership scheme – a business case is being prepared to identify the options available to maximize the receipt to be gained from this scheme.

4. REASONS:

4.1 To provide an opportunity for consultation on the capital budget proposals.

5. RESOURCE IMPLICATIONS:

5.1 Resource implications are noted throughout the report both in terms of how the core programme is financially sustainable, but also the risks associated with not addressing the pressures outlined in Appendix 1.

Substantial further resource implications will be identified when the 21st Century Schools Programme is more developed.

6. EQUALITY AND SUSTAINABILITY IMPLICATIONS:

- 6.1 Capital budgets which impact on individuals with protected characteristics, most notably renovation grants and access for all budgets are being maintained at their current levels.
- 6.2 The equality impact of the mechanism to allocate maintenance budgets to individual schemes should be in place and being used to aid allocation of funding
- 6.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Capital Working Group.

7. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Head of Finance

8. APPENDICES:

Appendix 1 – Capital MTFP evidence based pressures
Appendix 2 – Capital budget summary programme 2014/18
Appendix 3 – Core Schools programme 2014/18 (excluding 21st Century Schools)
Appendix 3a – 21st century schools programme for information
Appendix 4 – Forecast capital receipts 2014/15 to 2017/18
Appendix 5 – Capital receipts risk factors
Exempt Appendix 6 – Forecast receipts
Exempt Appendix 7 - Cost of Disposal
Appendix 8 - Equality Impact Assessment

9. BACKGROUND PAPERS:

List of planned capital receipts and County Farms costs of disposal: Exempt by virtue of s100 (D) of the Local Government Act 1972

10. AUTHOR:

Joy Robson – Head of Finance

11. CONTACT DETAILS:

Tel: (01633) 644270

Email: joyrobson@monmouthshire.gov.uk

APPENDIX 1

Major Capital Pressures (Revised)	
Description of Pressure	£ during MTFP
The major review of the waste Mgt service is still ongoing but will report in late Spring 2014. If MCC does need to change and provide receptacles for residents then a cost of between £1.5-2m will be incurred. To accommodate the change at kerbside, developments will be needed at our transfer stations. Work is to begin in Oct-Nov to determine options and costs, but indicative cost c£0.5-1m depending on scale of works required. There is also a desire to upgrade Monmouth CA site and indicative costs are £1.5-2m. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. However if MCC wanted to run and manage the sites themselves to maintain maximum value in them then the capital cost would be required. This cost-benefit work is also to be undertaken to fit in with the review. In addition new vehicles for a change in service could amount to £9-10m+, but obviously there are other methods of paying for vehicles.	£2,000,000 to £5,000,000 excl vehicles
Bringing County highways to the level of a safe road network.	£80,000,000
Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips	£5,000,000
Backlog on highways structures including old culverts, bridges and retaining walls.	£11,134,000
Reprovision or repair of Chain Bridge - The figure should be taken as a very provisional indicator of potential costs associated with this project. At this stage there is insufficient information available to be able to indicate anything other than an indicative figure. The project is however being developed and costs will be updated as further information gathered.	£2,500,000
Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. Being reviewed so £18m probably conservative	18,000,000
Caldicot Castle - longer term pressures for the castle .e.g. the condition of the curtain walls / towers etc..? Its very much a ball park figure put we estimated it as £2-3M, depending if its backlog of maintenance (towards the lower figure) or improvements to bring the visitor facilities up to modern standards (the higher end)	3,000,000
Disabled adaptation works to public buildings required under disability discrimination legislation	9,000,000
Countryside Rights of Way work needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. We have some assessment work currently underway on the bridge programme to make it more accurate (which is probably likely to increase it).	£2,000,000
Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)	£1,200,000
Disabled Facilities Grants (DFGs) - The DFG's budget has remained unchanged for the last nine years. Each year the fully committed/spent date falls earlier in the financial year. In 12/13 this occurred at the end of September. Next year we expect the pot to run out well into September. The consequences of continuing with this level of funding are: 1. Clients with serious and complex disabilities have to wait at least six months (often longer) for urgent adaptations to their homes. Social care and health will be experiencing costs elsewhere as a result. 2. MCC fails to approve DFG's within the statutory six month timescale which leaves us open to legal challenge. 3. MCC's KPI for processing DFGs will become longer each year, following substantial efficiency reviews we have moved up from amongst the average performing authorities to be amongst the best but could easily slip back as other LAs "catch up". The period while we wait for the next funding availability is detrimental to our turnaround time. The provision of an additional capital allocation of £500k in 14/15 would probably enable MCC to avoid the consequences stated in 1 and 2 above and bring an improvement in item 3.	£500,000
Total	£134,334,000

APPENDIX 3a Future Schools	Financial Year 2014/15	Financial Year 2015/16	Financial Year 2016/17
	Indicative Budget £	Indicative Budget £	Indicative Budget £
Expenditure:			
Monmouth Comprehensive School - 1600 Place	4,036,500	19,911,000	9,327,500
Caldicot Comprehensive School - 1500 Place	4,036,500	19,911,000	7,327,500
Welsh Medium Secondary Schools	2,500,000	2,500,000	0
Total Expenditure	10,573,000	42,322,000	16,655,000
Financing:			
Future schools grant - Monmouth	(1,736,500)	(10,311,000)	(4,627,500)
Future schools grant - Caldicot	(1,736,500)	(10,811,000)	(3,127,500)
Future schools grant - Welsh Medium	(2,500,000)		
External Grant Funding	(5,973,000)	(21,122,000)	(7,755,000)
Capital Receipts	(3,064,000)	(6,832,000)	(3,691,000)
Set aside to repay borrowing		(1,536,000)	(14,368,000)
Capital Receipts	(3,064,000)	(8,368,000)	(18,059,000)
Unsupported Borrowing	(1,536,000)	(14,368,000)	(5,209,000)
Use of capital receipts to repay borrowing		1,536,000	14,368,000
Borrowing	(1,536,000)	(12,832,000)	9,159,000
Total Financing	(10,573,000)	(42,322,000)	(16,655,000)
(Surplus) / Deficit	0	0	0

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

REPORT: Capital Budget Proposals 2014/15 to 2017/18
AUTHOR: Joy Robson
MEETING AND DATE OF MEETING: Adults Select Committee – 28th January 2014

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:

Information relating to specific assets values of tenanted properties.

Factors in favour of disclosure:

Provides information on assets the Authority is proposing to sell.

Prejudice which would result if the information were disclosed:

Prejudice negotiations with tenants of County Farms.

My view on the public interest test is as follows:

Outweighed by need to exempt.

Recommended decision on exemption from disclosure:

To apply exemption.

Date: 2/1/14
Signed: *J Robson*
Post: HEAD OF FINANCE

I accept/do not accept the recommendation made above.

Paul Matamoras
Proper Officer

Date: 3/1/14



Appendix 8

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Capital MTFP	SLU	Finance
Policy author / service lead	Name of assessor	Date of assessment:
Joy Robson	Joy Robson	19/11/13

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To outline the capital budget proposals for the MTFP

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? 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	

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

The capital MTFP has not changed significantly since it was agreed last year, the roll forward of one year has maintained the core programme.

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

Evidence of pressures

6. As a result did you take any actions to mitigate your proposal? Please give details below.

There is insufficient funding to meet the pressures

7. Final stage – What was decided?

• **No change made to proposal/s – please give details**

No change

• **Slight changes made to proposal/s – please give details**

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

Signed.....Joy Robson.....Designation.....Head of Finance.....Dated.....19/11/13.....

Appendix A

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Joy Robson		Please give a brief description of the aims proposed policy or service reconfiguration To outline capital budget proposals for the MTFP	
Name of the Division or service area Finance		Date “Challenge” form completed 19/11/13	
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		Neutral	
Improve housing quality and provision		Neutral	
Reduce ill health and improve healthcare provision		Neutral	
Promote independence		Neutral	

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

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

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

➤	➤
➤	➤
➤	➤

The next steps

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

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

Signed Joy Robson

Dated 19/11/13

Adults Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
Budget, Performance and Risk Monitoring		
<u>Quarterly Budget Monitoring</u> (To review the financial situation for the directorate and schools, identifying trends, risks and issues on the horizon with overspends/underspends).	<ul style="list-style-type: none"> - Month 8 Capital Budget Monitoring - Month 9 Revenue Budget Monitoring - Month 10 Capital Budget Monitoring 	28 th January 2014 18 th March 2014 29 th April 2014
Special Budgetary Context Meeting	Context setting of next year's budget - Committee to discuss areas identified / proposals being put forward.	TBC
Budget Setting	Consideration of capital and revenue budget proposals for the 2014/15 budget.	28 th January 2014
OBA Performance Monitoring	OBA 6 monthly Performance Report Cards focus on the impact of the council's work on people's lives and enables scrutiny of performance across outcomes. The report includes performance against the 6 Improvement Objectives 2013-2014 and performance against the statutory 'all Wales performance indicators'.	TBC
Social Services Annual Complaints Report	Scrutiny of the annual complaints report for Adults Social Services.	October 2014
Improvement Plan 2013-16	Improvement Objectives 2012 to 2013 and Improvement Plan 2013-2016.	October 2014
Quarterly Risk Monitoring	Scrutiny of the Whole Authority Risk Log - log of risks affecting the Council, which if not managed, could jeopardise the council's ability to achieve its outcomes and improvement objectives for communities, as well risk the delivery of statutory plans/operational services. Select Committees have a responsibility to monitor and challenge performance in relation to mitigating risk.	TBC
Outcome Agreements	The Council has a 3-year Outcome Agreement with the Welsh Government from 2014 - 2017, which outlines mutually beneficial targets and milestones that the	TBC

Adults Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
	Council will work towards, depending on performance (this is built into the medium term financial plan). The Select Committee is responsible for scrutinising performance of outcomes. Committee to receive the end of year performance 2013-2014.	
Annual Council Reporting Framework (ACRF) Report	ACRF report on Social Services to be discussed jointly with Adults and CYP Select Committees. Out of the 8 key areas, officers to identify those relevant for further scrutiny. The meeting will highlight the progress of several areas: <ul style="list-style-type: none"> • Carers Strategy - implemented in 2012 • Dual Sensory Loss Survey Findings 	May 2014 (Special with CYP Select)
Pre-decision Scrutiny		
Commissioning Strategy	Pre-decision scrutiny of the strategy making appropriate recommendations.	*Need to move to February - Special TBC*
Supporting People	Supporting People Grant report for pre-decision scrutiny.	18 th March 2014
Challenging / Monitoring Performance		
6 Priorities	Monitor progress on the 6 priorities outlined in the Transforming Social Care Directors Annual Report 2012.	28 th January 2014 *Need to move to February - Special TBC*
Transforming Social Care Directors Annual Report	Discussion with the committee on the key challenges through 2012 - committee to ensure work programmes aligns.	May 2014 (Special with CYP)
Homelessness	Homelessness is a key risk in the Whole Authority Strategic Risk Assessment 2012-15 which both Adults Select and Strong Communities Select are jointly responsible for scrutinising. The Adults Select Committee have prioritised homelessness in the work programme, to scrutinise with welfare reform and this was prioritised as an issue for scrutiny at Council.	14 th October 2013 (Special invite Strong Communities)

Adults Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
Discretionary Housing Payments Policy	Agreed to revisit after the implementation of the Welfare Reform (6 months).	On-going scrutiny
Policy Development/Review		
Careline Policy	Revision of an existing policy, due to be considered by Cabinet in April - Committee agreed discussions needed to take place between social services and housing, Members welcoming a return of the policy pre-Cabinet. Careline position update. Policy and marketing plan to return for pre-decision scrutiny	12 th March 2013 17 th Sep 2013 TBC
Gwent Frailty Programme	Select Committee to annually challenge performance in relation to the Gwent Frailty Programme and Monmouthshire's Integrated Service Model. Progress review due October /November: - impact of services - demand projected - consultants snapshot of acute bed use over a 3 month period	29 th Apr 2014 TBC
GWICES	Joint equipment store - retender of service in 18 months. Torfaen host the scheme and lead on operations. Committee to scrutinise: - Services delivered and how they are configured - Cost of the service - Performance of the service	28 th January 2014 *Need to move to February - Special TBC*
Scrutiny of Partnerships	Committee to explore the role of partnerships in supporting older people - links to the Older Persons Strategy Group. Tie in with Ageing Population Report.	18 th March 2014
"All Wales Integrated Care Priorities for the Last Days of Life"	Discussion with the Aneurin Bevan Health Board on the Welsh Governments strategy for Care pathways.	TBC
Raglan Project	Committee to scrutinise a new model for in house service provision.	TBC

Adults Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
Draft Social Services Bill	Brief the Committee on the implications of the Draft Social Services Bill. Updates as appropriate.	TBC
POVA	Committee to challenge performance in relation to the Protection of Vulnerable Adults framework and monitor progress annually.	29 th Apr 2014
On-going Monitoring of Recommendations made by Scrutiny (as appropriate)		
Report of the Adults Select Committee on Monmouthshire's Ageing Population	Cabinet Response to the Select Committee's Report - Monitor progress on recommendations. Consider the authority's links to the community - Older Persons Strategy Group no longer has a key officer link to the Council. Need to consider how partnerships are supporting services provided to older people.	18 th March 2014

Budget Scrutiny of key proposals 2013

No.	Scrutiny of Work Areas to deliver 2014/15 and MTFP saving targets	Committee and Timescale	
2	Collaboration on housing services and development of Careline services	Adults	5 th Nov
3	Community meals increase take-up	Adults	5 th Nov
4	Community meals - service transformation	Adults	10 th Dec
9	SCH Practice change - reduction in flexible budget/contingency	Adults	5 th Nov
10	SCH Redesign day provision in line with My Day/My Life	Adults	10 th Dec
19	Adult Education	Adults	10 th Dec
23 and 24	SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k) SCH Transition project staff transfer to Bright New Futures	Adults	5 th Nov
33	Sustaining Independent Lives in the community	Adults	Scrutiny done prior to business case approved at Cabinet on 2 nd Oct 2013
34	Adult Social Care Service Transformation	Adults	10 th Dec