

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING
FOR MEMBERS OF THE CHILDREN AND YOUNG
PEOPLE SELECT COMMITTEE AT 3.30PM**

County Hall
The Rhadyr
Usk
NP15 1GA

6th June 2014

Notice of Meeting:

Children and Young People Select Committee

**Thursday 12th June 2014 at 4.00pm
The Council Chamber, County Hall, The Rhadyr, Usk NP15 1GA**

AGENDA

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

Item No	Item
1.	To note the appointment of County Councillor P. Jones as Chairman of Children and Young People Select Committee.
2.	Appointment of Vice Chairman
3.	Apologies for absence.
4.	Declarations of Interest.
5.	To confirm and sign the minutes of the Children and Young People Select Committee of 1 st May 2014 (copy attached)
6.	Public Open Forum.

7i.	To scrutinise the Authority's response to recommendations from Estyn's Monitoring Visit of 5 and 6 th February 2014 (correspondence attached)
ii.	To scrutinise the Authority's Strategic Report For Safeguarding April 2014 and its response to recommendations from Estyn (report attached).
iii.	To scrutinise the Children and Young People Self – Evaluation Recommendations 4 & 5 (report attached)
8.	To scrutinise the performance of the Education Achievement Service during 2013 – 14 (report attached)
9.	Reports from Assistant Head of Finance (copies attached): <ul style="list-style-type: none"> i. To scrutinise the Draft Revenue Budget Outturn Statement 2013/14 ii. To scrutinise the Capital Programme 2013/14 Outturn Statement
10.	Work Programming (copies attached): <ul style="list-style-type: none"> i. Strong Communities Select Committee Work Programme 2014 - 15. ii. Cabinet Forward Work Planner.
11.	To discuss timings of future meetings (following discussions held at Council on 15 th May 2014)
12.	Date and time of the next ordinary meeting of the Children and Young People Select Committee: <ul style="list-style-type: none"> • Thursday 17th July 2014 at 10.00 am in the Council Chamber, County Hall, Usk.

**Paul Matthews,
Chief Executive**

Children and Young People Select Committee

County Councillors:

D. Blakebrough
P.R. Clarke
P.S. Farley
L. Guppy
D.W. H. Jones
P. Jones (Chairman)
S. Jones
M. Powell
A.E. Webb
A.C. Watts

Added Members

Voting on Education Issues Only

Revd. Dr. S. James (Church in Wales)
Vacancy (Catholic Church)
Mrs. A. Lewis (Parent Governor Representative)
Mrs. S. Ingle-Gillis (Parent Governor Representative)

Added Members

Non-Voting

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

Aims and Values of Monmouthshire County Council

Building Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

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

Our Values

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

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Children and Young People Select Committee held in the Council Chamber, County Hall, The Rhadyr, Usk on Thursday 1st May 2014 at 2.00p.m.

PRESENT: County Councillor P. Jones (Vice-Chairman)

County Councillors: D. Blakebrough, P.R. Clarke, P.S. Farley, L. Guppy, R.G. Harris D.W.H. Jones, S. Jones, M. Powell and P. Watts.

County Councillor G.C. Burrows attended the meeting by invitation of the Chairman.

ADDED / CO-OPTED MEMBERS:

Mr. K. Plow (Monmouthshire Association of School Governors)
Mrs. D. Hudson

OFFICERS IN ATTENDANCE:

Mr. S. Burch	-	Chief Officer, Social Care and Health
Ms. T. Jelfs	-	Head of Children's Services
Ms. S. Randall-Smith	-	Children and Young People Directorate
N. Wellington	-	Finance Manager
Mr. M. Gatehouse	-	Improvement Officer
Ms. H. Illett	-	Scrutiny Manager
Mr. R. Williams	-	Democratic Services Officer

WELCOME

1. The Vice-Chairman welcomed Mr. Keith Plow to the meeting.

APOLOGIES FOR ABSENCE

2.- Apologies for absence were received from County Councillors R.M. Edwards, R.P. Jordan, A.M. Wintle and from Mr. D. Hill and Revd. Dr. S. James.

DECLARATIONS OF INTEREST

3.- There were no declarations of interest made by Select Committee Members.

ANNUAL REPORT OF THE CHIEF OFFICER FOR SOCIAL CARE AND HEALTH

4.- We received the annual report by the Chief Officer for Social Care and Housing on the effectiveness of Social Care Services in 2013-14 and the priorities for the coming year.

The Adults Select Committee was invited to attend the meeting to scrutinise the annual report with the Children and Young People Select Committee.

Minutes of the Children and Young People Select Committee dated 1st May 2014 - continued

Select Committee Members were informed that the report and supporting evidence will be examined by Care and Social Services Inspectorate Wales (CSSIW) as part of their annual inspection programme.

The report stated that the service was in a period of intense activity as it strived to innovate and improve while continuing to deliver safe and high quality services. It prioritised six specific areas of focus for 2013-14 which were broadly a continuation of those set for the previous year. A list of actions for each priority was also identified. The six specific areas of focus are:

- A focus on families
- Doing what matters
- Finding integrated solutions
- Strengthening communities
- Building new safeguarding and protection systems
- Developing and supporting our people

Having received the report, the following points were noted:

- In response to a question raised by a Select Committee Member regarding agency staff, the Chief Officer for Social Care and Health stated that the priority was to improve team work and the quality of the work produced. The Authority currently checks itself against other local authorities regarding the use of agency staff. The Authority was recruiting very good students and keeping them.
- New staff were given one year of practice before they were allowed to take part in court proceedings.
- The aim was to achieve a balance of experience and new recruits in order to maintain skill levels across the service.
- Monmouthshire's pay scales were comparable with other local authorities. The Directorate was working with Personnel regarding recruitment of social work staff.
- It was noted that there was a national shortage of social workers. The Directorate was therefore investigating ways of creating more effective recruitment.
- In response to a Select Committee Member's reference to a quote in the report which stated that Monmouthshire prioritised 21% more spending on social care provision than the level set out by the Welsh Government, the Chief Officer for Social Care and Health stated that this was a factual quote from the Local Government Data Unit and he would therefore re-visit the context of this issue.

Minutes of the Children and Young People Select Committee dated 1st May 2014 - continued

- The Raglan Homecare Project has been a success. Staff have been put onto full time salaries for a period. Staff felt valued and motivated with sickness levels being reduced significantly. The Directorate was keen to roll out this approach in other areas.
- It was considered that the JAFF/TAFF required further evaluation and should be included in the report.
- A good relationship existed with partners. However, it was acknowledged that further improvements were needed regarding Children's Services partnerships.
- It was noted that the Adults Select Committee had developed a tool that captured personal outcomes and identified key areas of people's lives which could be fed back to the Select Committee. A similar tool could be developed for the Children and Young People Select Committee.
- A good structure had been established for Looked After Children, allowing social workers to work with the children through play. This approach allowed social workers to engage better with the children.
- It was noted that the number of Children on the Child Protection Register had reduced from 79 to 38 between 2011/12 and 2013/14.
- In response to a question raised by a Select Committee Member, it was noted that a review of need had been undertaken regarding the respite care home at Hoel Hamlin. A recruitment drive had been undertaken for this establishment but no responses had been received. A second, more localised recruitment drive was being undertaken.

We resolved to receive the report and noted its content.

CONFIRMATION OF MINUTES

5.- The minutes of the following meetings of the Children and Young People Select Committee were confirmed and signed by the Vice-Chairman:

- Ordinary Meeting dated 20th March 2014.
- Special Meeting dated 15th April 2014.

PUBLIC OPEN FORUM

6.- There were no members of the public present.

**Minutes of the Children and Young People Select Committee
dated 1st May 2014 - continued**

PERFORMANCE INDICATORS FOR SAFEGUARDING AND CHILD PROTECTION

7.- We received a report, presented by the Improvement Officer, regarding the Authority's performance against the objectives and outcomes for Safeguarding that were set out in the Council's Improvement Plan.

Select Committee Members were informed that over the past 12 months Children's Services has restructured and re-evaluated effective practice in relation to Child Protection work in the service. Key components of this have been consistent auditing and proactive management of children registered for longer periods to decide whether the case should be escalated to Public Law Outline (PLO) procedures. All Child Protection cases were now managed in the Family Support Team, whereas, prior to the restructure, this was managed across two teams with different managers.

The change in the Public Law Outline has resulted in significant changes around front-loading of Social Work tasks prior to Court. These tasks include parenting assessments, viability assessments of potential family carers, drug and alcohol testing, which has resulted in additional workload pressures earlier in the process. Prior to the changes in the PLO this work was undertaken when the case was in Court, with the cost being split between all parties. The onus was now on the Council to finance these costs alone.

Through the audit and review process, themes have emerged where further training has been required. Work was still on-going to improve assessment and analysis of families and their needs. This will form part of a core training programme for Children's Services

Performance against three of the four performance measures in the national framework stands at 100% with the final measure showing a marginal improvement over the past twelve months.

Having received the report, the following points were noted:

- One Manager oversees the work undertaken by the Family Support Team. The team looks at the process from a child's perspective.
- A considerable amount of work has been undertaken over the last 12 months. However, some indicators have fallen short of their targets. However, there has been a significant improvement in the majority of the indicators.
- The Authority's Children's Services Team has a proactive approach to domestic abuse in Monmouthshire. Schools were aware of instances of domestic abuse earlier.
- The Children's Services Team has been proactive in bringing down the average time children spend on the Child Protection Register.

**Minutes of the Children and Young People Select Committee
dated 1st May 2014 - continued**

- Work was on-going in schools regarding personal safety. The Right to be Safe Board was reviewing the effectiveness of work in primary schools.
- In response to a Select Committee Member's question regarding the recording of data, it was noted that officers were looking to have 'Monmouthshire built' software to allow better recording of data.
- In response to a Select Committee Member's question regarding the Local Development Plan, it was noted that discussions would be held with the Planning Department concerning issues relating to health and social care.

We resolved to receive the report and noted its content.

PERFORMANCE MANAGEMENT FRAMEWORK REPORT QUARTER 4 2013/14

8.- We received a summary of the progress made by the Children and Young People Directorate against the performance indicators contained within the Planning and Performance Management Framework 2013/14.

Select Committee Members were provided with the following information:

Standards

Indicators where targets have been met or exceeded:

- Performance at the end of Foundation Phase was in line or above for all indicators with the exception of English, Welsh and mathematics at the higher levels.
- At the end of Key Stage 2, outcomes for all indicators except Welsh at the expected and lower levels and maths and science at the higher levels met or exceeded targets.
- Key Stage 3 performance at the expected level +1 was below target for the CSI and all subjects.
- Performance at the end of Key Stage 3 at the higher level (7+) was low, particularly in English and science.
- The gap between pupils eligible for free school meals (e-FSM) and non – FSM has increased by 1% in Foundation Phase, but reduced at both Key Stages 2 and 3.
- The overall performance for e-FSM pupils has increased across all three phases.

Minutes of the Children and Young People Select Committee dated 1st May 2014 - continued

Indicators where targets have not been met and give cause for concern:

- The percentage of schools in the lowest FSM benchmark quartile for the Foundation Phase indicator and the Key Stage 2 and 3 core subject indicators was higher than the target and has placed Monmouthshire 6th, 15th and 19th when compared to Wales as a whole.
- Local Authority targets have not been met for any Key Stage 4 indicators with the exception of capped points which were 0.2% above.
- The percentage of schools in the lowest FSM benchmark quartile for all indicators was higher than the target and, as a result, Monmouthshire was place 19th or below across all indicators when compared to Wales as a whole.
- Performance at the higher levels across all key stages was not in line with targets.
- The performance of e-FSM pupils' meals was significantly lower than for non-FSM pupils across all indicators at the end of Key Stage 4.
- The rate of improvement in outcomes was slower in Monmouthshire than in Wales as a whole for the majority of indicators.

School Performance other indicators

Indicators where targets have been met or exceeded:

- The number of pupils with statements of Special Educational Needs (SEN) has reduced for the third year in succession and at 425 was now below the target for 2013/14.
- The number of statements issued within 26 weeks with exceptions was 100% and in line the Local Authority targets.
- The number of schools in bands 2 and 4 were in line with the Local Authority target. However, the number in band 3 was lower than expected and higher in band 5.
- The number of schools judged to require a sustained, intensive or critical level of intervention was higher than the target.
- The number of schools judged to need sustained, intensive or critical levels of support for leadership was higher than the target.
- All schools were judged to require routine levels of support for safeguarding in line with the target.

**Minutes of the Children and Young People Select Committee
dated 1st May 2014 - continued**

Indicators where targets have not been met and give cause for concern:

- Further reduction in SEN statements.
- Significantly increase the number of statements issued within 26 weeks without exceptions.
- The number of schools requiring intensive or critical support was significantly higher than the target.
- The number of schools requiring specific and routine intervention was lower than expected.
- The number of schools requiring critical intervention has remained constant over the last year.
- The number of schools with agreed intervention plans in place was higher than the target.

Wellbeing

Indicators where targets have been met or exceeded:

- Provisional attendance data indicated that targets have been exceeded for all indicators except the number of half days lost to unauthorised absence.
- Permanent exclusions have been higher than the target for the last year.
- The number of fixed term exclusions was lower than the Local Authority target overall and has resulted in a significant reduction in the number of days lost in both the primary and secondary sector.
- The percentage of 16 year olds continuing in education, employment and training was 0.7% below the Local Authority target of 94.7%.
- At 0%, the percentage of Looked After Children (LAC) pupils leaving education, employment or work based training was at the Local Authority target.

Indicators where targets have not been met and give cause for concern:

- The percentage of all pupils leaving education, employment or work based training was 0.4% and was above the Local Authority target and was an increase compared to performance over the past three years.

**Minutes of the Children and Young People Select Committee
dated 1st May 2014 - continued**

CYP Management

Indicators where targets have been met or exceeded:

- The number of non-RIDOR reportable accidents has remained consistent over the past three years.

Indicators where targets have not been met and give cause for concern:

- The percentage of parents offered their first choice in both primary and secondary schools was lower than the target and performance in previous years.
- The number of RIDOR reportable and incidents of violence and aggression towards staff have increased significantly during 2013/14.

Having received the report, the following points were noted:

- In response to a Select Committee Member's question regarding schools requiring intervention, it was noted that the number of schools targeted should reduce over time. Schools with intervention plans were being monitored closely.
- Concern was expressed that some targets were being missed and it was considered that representatives of the Education Achievement Service (EAS) should be invited to attend a future meeting of the Select Committee to establish what the EAS was doing to support Monmouthshire's schools.

We resolved that the Scrutiny Manager liaises with the Education Achievement Service with a view to inviting representatives to attend the next Children and Young People Select Committee Meeting on 12th June 2014 to establish what the EAS was doing to support Monmouthshire's schools.

CAPITAL PROGRAMME 2013/14 MONTH 10 FORECAST OUTTURN STATEMENT

9.- We received a report by the Head of Finance, presented by the Finance Manager, regarding the forecast outturn position for the current year's capital programme compared to the budget for the year for schemes relating to the Children and Young People Select Committee.

Members were informed that the Month 10 forecast capital outturn position for 2013/14 for schemes relating to the Children and Young People Select Committee was as follows:

- An adjusted revised budget £5,424,000, being based upon £4,777,000 original 2013-14 approval, £531,000 of budget revisions, £2,907,000 of slippage from 2012-13 and £49,000 virements from other Select areas, less provisionally slipping £2,840,000 into 2014/15.

Minutes of the Children and Young People Select Committee dated 1st May 2014 - continued

- Actual expenditure was £3,226,000 (59% of revised budget) at month 10, compared to £4,622,000 (71%) at month 10 of 2012/13
- A forecast net under spend of £153,000 resulting from an under spend of £22,000 on School development schemes, an under spend of £23,000 on property maintenance schemes and an under spend of £108,000 resulting from net surplus finance brought forward from 2012/13, which has remained unallocated.
- A summary of the £2,840,000 provisional slippage forecast into 2014/15 at the end of month 10 principally relates to School Development Schemes, notably Thornwell Primary School (£575,000), 21st Century schools feasibility (£1,542,000) and Asset management schemes (£481,000).
- The approval by the Welsh Government and Council of the full business case for the Future Schools programme and formal allocation of grant funding was forecast for November 2014.
- The Green Lane School scheme under spend has previously been used to bear the salary costs relating to the 21st Century Schools project team. Instead, the project team costs have been reallocated to the 21st Century Schools Budget and a virement of £247,000 proposed to add the under spend on completed Green Lane scheme to 21st Century Schools Budget.

Capital Receipts

- The forecast total Capital receipts balance at 31st March 2014 has increased by £2,542,000 compared to the Medium Term Financial Plan (£1,594,000 at month 8) primarily due to an increase in forecast receipts of £26,000, forecast slippage of capital expenditure of £3,028,000, budgeted set aside of £1,000,000 not going ahead, a forecast under spend of £203,000 in the capital programme which was financed via capital receipts, offset by a lower receipts balance brought forward (£1,184,000) and an increase in expenditure budgets (£530,000).
- Based on 2012/13 outturn, the capital receipts forecast and the capital budgets in place for 2013/17 there will be a balance of available receipts at the end of the Medium Term Financial Plan window of £32,165,000 (£32,557,000 at month 8).

In response to a Select Committee Member's question regarding the forecast slippage of £57,000 in respect of Park Street School Health and Safety Works, the Finance Manager would forward further information to the Member regarding this matter.

We resolved to receive the report and noted its content.

**Minutes of the Children and Young People Select Committee
dated 1st May 2014 - continued**

COORDINATING BOARD

10.- We resolved to receive the minutes of the Coordinating Board Meeting dated 4th March 2014.

WORK PROGRAMME

11.- We resolved to receive the updated version of the Children and Young People Select Committee Work Programme.

In doing so, the Scrutiny Manager informed the Select Committee of the following:

- A special meeting involving all of the County Council's select committees was required to scrutinise the Annual Improvement Review. The Scrutiny Manager will arrange for the meeting to be held during the week commencing 12th May 2014.
- The Post Inspection Action Plan will be presented to the next Children and Young People Select Committee Meeting on 12th June 2014.
- The Scrutiny Manager will invite representatives of the Education Achievement Service to the next Children and Young People Select Committee Meeting on 12th June 2014.

We therefore resolved to receive the report and noted its content.

CABINET FORWARD WORK PLANNER

12.- We resolved to receive and note the Cabinet Forward Work Planner.

NEXT MEETING

13.- The next ordinary meeting of the Children and Young People Select Committee will be held on Thursday 12th June 2014 at 4.00pm at County Hall, Usk.

The meeting ended at 4.18pm.

Mr Paul Matthews
Chief Executive
Monmouthshire County Council
County Hall
Rhadyr
Usk
Monmouthshire
NP15 1GA

March 2014

Dear Mr Matthews

Estyn Monitoring Visit 5-6 February 2014

Following Estyn's inspection of education services for children and young people in October 2012, the authority was placed in the follow-up category of special measures. A monitoring plan was subsequently agreed with your Estyn link inspectors, and the first monitoring visit took place from the 5-6 February 2014. This letter records the outcomes of that visit.

Mrs Jane Taylor HMI led a team of two inspectors to review the progress made by the authority against one of the six recommendations arising from the 2012 inspection, to consider the current performance of the authority and to identify any additional areas for improvement. This recommendation was focused on safeguarding. Further monitoring visits are scheduled to evaluate progress against the remaining five recommendations. Estyn will also review the overall progress made against all recommendations from the previous inspection and the current performance overall.

The team held discussions with the leader of the council, elected members, the chief executive, senior officers, headteachers and partner representatives. Inspectors scrutinised documentation, including evidence on the progress made on the first Estyn recommendation.

At the end of the monitoring visit, the team reported their findings to the leader of the council, the cabinet member for safeguarding, the director of children and young people, and the director of social services and yourself.

Outcome of the monitoring visit

The local authority has made some good initial progress in addressing the shortcomings around safeguarding identified at service and practitioner level. However, the most challenging and significant shortcomings identified in the strategic management of safeguarding have not been addressed well enough. The local authority still does not have effective enough management information systems and processes to enable it to receive appropriate and evaluative management information about safeguarding. It is not able to routinely identify how well the actions taken impact on the safeguarding of all children and young people in Monmouthshire or to prioritise actions for improvement well enough.

Progress against Recommendation 1: Ensure that safeguarding procedures are robust and underpinned by a clear policy.

The authority has appropriately prioritised safeguarding in its recovery planning and this has set the foundations well for the drive towards improvement. It has undertaken a wide range of activities to improve safeguarding across the county which includes establishing the Safeguarding and Quality Assurance Unit (the Unit).

This Unit has a clear remit to lead on the operational practical arrangements for improving safeguarding management and practice. Its strengths lie in the cross-cutting links that it has created to bring together more effectively the work of social services and education services for children and young people, as well as other local authority services.

The Unit has improved access to support and guidance relating to safeguarding for all education services for children and young people. The recent introduction of non-managerial supervision by the lead officer for safeguarding in education for designated officers, including those in the voluntary sector, is a good development.

The authority has worked well with the Regional Safeguarding Children Board (RSCB) to revise and extend its safeguarding training packages for professionals engaged in education services for children and young people. This has led to a sharp increase in the number of people taking up its level 1 and, more latterly, level 2 courses.

The authority responded quickly to fill the gap identified by the inspection, and put in place an appropriate overarching corporate safeguarding policy. The authority has now reviewed the initial policy to ensure that it is meeting their needs.

Information about safeguarding in the local authority is recorded and reported through a range of different routes. In general, leaders and managers take their assurance that safeguarding is working well from regular informal conversations with front line staff, through line management supervision and from regular officer meetings and reports. These sources provide useful information, such as the take-up of training, and the compliance by providers with requirements. The information also acts as a good starting point for measuring progress against the performance indicators in the post inspection action plan.

However, these sources of information remain too based on activity and focused on operational level data. There is not enough analysis and evaluation of these separate pieces of information against the set objectives that the authority is trying to achieve. As a result, leaders and managers are not able to measure how well the many different activities that they have implemented have impacted coherently upon their overall objectives. Neither are they able to identify clearly those areas that need further improvement. . This means that the authority does not know well enough whether their safeguarding practices properly secures the wellbeing of all children and young people.

Information for the internal improvement board, the Ministerial Recovery Board and elected members is reported in the same way. It is not analysed and evaluated well enough. This prevents more rigorous and in-depth scrutiny of performance and does not help to identify emerging trends or risks that need to be addressed urgently. This means that performance cannot be robustly measured nor challenged with the result that the authority does not know if it discharges its duties well enough for the safeguarding of children and young people.

This shortcoming is consistent with the original judgments about quality assurance in the 2012 inspection report. In future monitoring visits, Estyn will review how well the authority has improved the collection, analysis and evaluation of management information for safeguarding, in order to quality-assure all safeguarding work and to ensure that it knows that it is discharging its safeguarding duties appropriately.

Next steps

Your link inspectors will continue, through their normal role with the authority, to monitor overall progress and to advise on the preparation for further monitoring visits.

I am copying this letter to the Welsh Government and the Wales Audit Office for information.

Yours sincerely

Clive Phillips
Assistant Director

Monmouthshire County Council

Strategic Report for Safeguarding April 2014

Summary Information

Leaders can be assured that children and young people in Monmouthshire are protected from harm and abuse because:

- There is an overarching [Monmouthshire Safeguarding and Child Protection Policy](#) in place that gives clear guidance for all settings detailing roles and responsibilities in safeguarding and child protection.
- There is an [audit programme in place](#) to ensure that individual settings adhere to the requirements of the policy and provide information regarding how they meet their child protection and safeguarding responsibilities in practice.
- There is a system in place whereby the Local Authority maintains [central oversight of settings' responsibilities in undertaking DBS checks on staff and volunteers and carrying out safe recruitment](#).
- There is a [robust system in place within the authority to respond to any concerns arising from professional allegations or organised abuse](#). (Alongside DBS checks and safe recruitment this ensures that only those suitable to work with children and young people are employed and that children and young people are protected from any professional who is subsequently deemed to pose a risk.)
- [Staff within Monmouthshire are informed regarding their individual responsibilities to report any concerns and are trained in how to recognise basic signs and symptoms of abuse](#).
- There is a [system in place to monitor child protection and safeguarding practice](#) through case-audit, performance information and practitioner / user feedback. This is reviewed and analysed across agencies and service areas.
- Our safeguarding survey undertaken with young people tells us that [the majority of children feel safe most of the time](#) but that bullying and staying safe on-line concerns them.

The key areas requiring development within the county to further ensure the safety and well-being of children and young people are:

- Achieve sign-off to the revised Monmouthshire Safeguarding and Child Protection Policy and continue to review this document to ensure it is in keeping with any developments in legislation or practice.
- Further development of the safeguarding audit programme so that it extends to grant funded, commissioned and third sector organisations and is better embedded within the overall monitoring, review and appraisal processes for schools and other settings.
- Maintain and further development the child protection training programme.
- Re-align resources in the best way to support safe recruitment and HR practices including the possibility of reducing the number of DBS re-checks undertaken.
- Continue to strengthen and develop the reporting framework for safeguarding.
- Provide additional emphasis and oversight to Monmouthshire's anti-bullying sub-group.

The evidence base and further information regarding the above are located within:

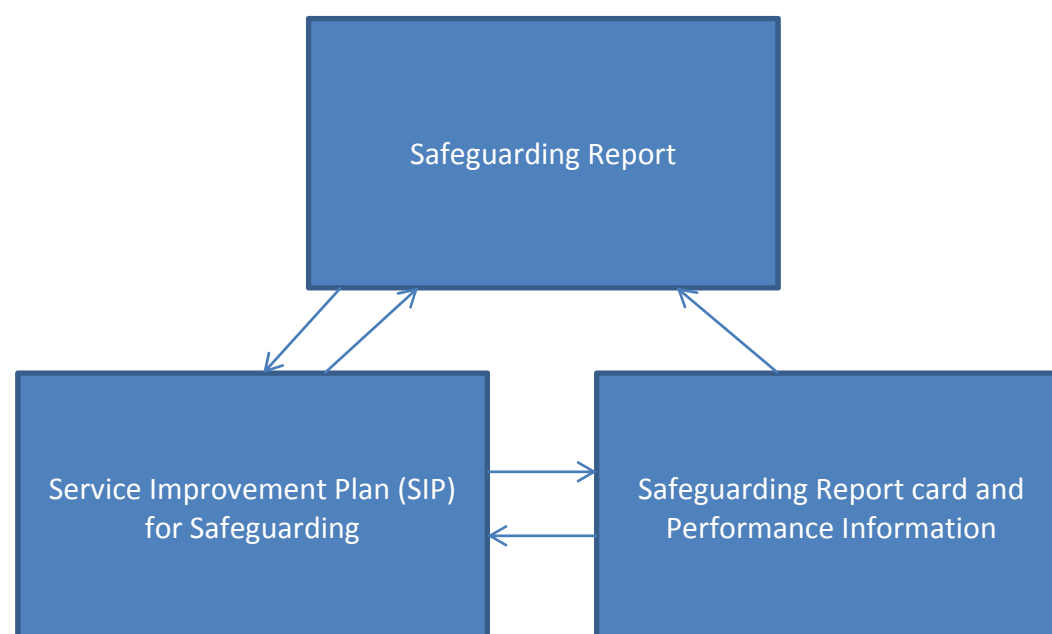
- The current Safeguarding Report (April 2014)
- The Service Improvement Plan for Safeguarding (2014)
- The Safeguarding Report card and Performance Information (April 2014)

Introduction

This report discusses the key areas of activity that have been undertaken in respect of safeguarding following the Estyn inspection in Autumn 2012. I have looked at the areas that in my opinion have contributed the most to our over-riding goal - that children and young people in Monmouthshire are as safe as they can be. Although discussed individually the areas interlink to create an overall system of safety that ensures all children and young people, as far as possible, are fully protected from harm and abuse. The foundation of this is a clear policy with clear lines of accountability, good systems for support, advice and consultation and effective operational procedures. Alongside of this workers must be suitable, trained and confident in their safeguarding roles with a good understanding of the importance of inter-agency working. Within this broader framework we must be assured that where individual children are at risk the system reacts appropriately to refer, investigate and respond to concerns as they arise. For this, analysing performance information, reviewing individual cases and listening to children are central.

In the context of the report I have used the term safeguarding to refer to the wider framework that creates safe environments and systems and child protection in respect to individual cases of concern.

This report is intended to be produced on a six monthly basis (April and October). Its purpose is to inform leaders within Monmouthshire County Council of the overall impact of safeguarding and child protection activities across the authority. The report should enable leaders to consider the implications of these at a strategic level including being able to set / confirm direction of travel, consider and manage risk and allocate / confirm resources. This 6-monthly safeguarding report is the top tier of wider reporting framework as illustrated below. The next step actions arising from the Safeguarding Report will be detailed within the annual Service Improvement Plan and monitored through the quarterly reviews. The 6 monthly Safeguarding Report card will contribute to the evidence base from which both reports will draw on to further inform our analysis and discussion of performance information.



Case Studies

I have considered some individual case vignettes that illustrate how, following the 2012 Estyn inspection, inter-linked areas of activity have provided additional safeguards for children in Monmouthshire.

i) The impact of Monmouthshire Safeguarding Policy and Leisure Centre Training

Following the implementation of the Monmouthshire Safeguarding Policy Leisure staff are now routinely accessing and attending child protection training with Designated Officers trained to Level 2. This is reinforced by the LOSIE through her attendance at the Leisure Services managers' meetings to raise awareness of the importance of child protection within leisure services. There is evidence of the positive impact of these actions when following CP training a Leisure Centre staff member raised a concern with the LOSIE about the suspicious behaviour of a man using the swimming facilities. Following discussion with the LOSIE and some checks by staff the concern was reported to the police and it has transpired that the man concerned is the subject of a criminal process. Leisure staff reported this matter before any children had been directly harmed.

ii) The impact of analysing performance information regarding professional allegations and following this up to influence practice

Analysis of performance information regarding the nature and outcomes of professional allegations raised questions about how the Physical Intervention policy was working in practice within an individual school (Mouton House). Once the individual case matters had been dealt with in accordance with the relevant procedures, it was agreed that a review of the MCC policy regarding the use of reasonable force would be helpful. As part of this review the LOSIE and the Principal Officer for Inclusion held a consultation meeting with pupils from MHS to share their views around behaviour management and use of reasonable force in the school setting. This led to strengthening practice regarding how incidents are followed up with pupils and staff together with on-going development work with the school regarding safe cultures and working practices for all staff. The nature and numbers of professional allegations will continue to be monitored.

iii) The impact of extending access to training and providing follow up professional advice and support

There is evidence that the training and support offered to settings has assisted staff to identify concerns that need to be referred to children’s services. Following training one of the MCC nursery settings contacted the LOSIE to discuss a concern regarding a 2 year old regarding possible fabricated illness syndrome. The manager was supported by the LOSIE to set out her concerns clearly within a referral and an agreed course of action was implemented under the All Wales Child Protection Procedures. The manager reported that she felt supported and confident in acting upon her concerns and the safeguarding unit was able to check that inter-agency practice met the required standard and did not expose the child to further risk of harm. The setting followed advice from the LOSIE and gave positive feedback re the support offered by the Safeguarding and Quality Assurance Unit.

iv) The impact of Audit work

Following the completion of the safeguarding audit by WAIMON the Safeguarding Manager and LOSIE met with staff and evaluated their audit and action plan. It was identified that at the time WAIMON processes for dealing with allegations of child abuse against staff were not consistent with the SEWSCB protocol with no multi-agency consideration of risk factors. Through discussion with Safeguarding WAIMON are now aware of and have adopted the regional guidance. This means that any professional issues arising can be tracked and monitored through the role and functions of the safeguarding unit. This demonstrates that the audit process was able to positively influence a commissioned service so that it was operating in accordance with national and regional guidance.

The evaluation score from 1-6	The evaluative context
Level 6 Excellent	Excellent or outstanding
Level 5 Very	Good Major strengths
Level 4 Good	Important strengths with some areas for improvement
Level 3 Adequate	Strengths just outweigh weaknesses
Level 2 Weak	Important weaknesses
Level 1 Unsatisfactory	Major weakness

Evaluation on Recommendation 1:								
Our position in November 2012 (Estyn feedback)								
1. The Authority did not have an appropriate safeguarding policy 2. Our processes to check schools' monitoring of update checks was not rigorous enough 3. There is no formal mechanism to ensure that partners who work with young people have appropriate safeguarding policies and procedures 4. Safeguarding training is not always commensurate with the level of staff receiving the training								

Estyn's recommendation	What is our final destination / Where do we want to be & by when?	What have we done so far to get there / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know? (Data and Information-Evidence)	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)	What are the barriers / risks?	Our score between 1-6) (Impact judgement)
Ensure that safeguarding procedures are robust and underpinned by a clear policy	<p>The over-riding goal is that children and young people in Monmouthshire are as safe as they can be.</p> <p>Operationally this is delivered through safe practices, systems and networks across all learning, leisure and play services and settings and by ensuring that:</p> <ul style="list-style-type: none"> Any safeguarding risks to children and young people are recognised and addressed; That concerns about possible abuse or neglect are recognised and responded to appropriately and in accordance with procedures; That risks and needs for vulnerable children, including those at risk of significant harm, are reduced through multi-agency plans and interventions. <p>This is an on-going objective which is continually assessed to identify where improvements are required.</p>	<p>1. Based on the outcome of the 2012 inspection an over-arching safeguarding policy was implemented for all settings and services operating within Monmouthshire or providing services to Monmouthshire children.</p> <p>This policy gives clear guidance for all settings detailing roles and responsibilities in safeguarding and child protection. This had not been provided by the LA in the past.</p> <p>All schools, early years, leisure, community and youth services within Monmouthshire have adopted the policy.</p>	<p>Having this comprehensive policy in place and adopted by all services helps keep children safe by:</p> <ul style="list-style-type: none"> Being clear about everyone's roles and responsibilities to listen to children and how to report concerns; Ensuring that all settings have the appropriate safeguarding policies and operational procedures in place; Ensuring all staff and settings are accountable for their safeguarding practices; Providing a benchmark for good practice in individual settings and for governing bodies. 	<p>The Monmouthshire Safeguarding and Child Protection Policy.</p> <p>The safeguarding unit maintains a central record of when and how the policy has been adopted by individual settings and governing bodies, and ensures 100% follow up.</p> <p>Audit reports of individual settings and service areas which further detail how the policy is implemented in practice.</p>	<p>Having a high-profile over-arching safeguarding policy establishes standards and expectations across all learning, leisure and play services within Monmouthshire both currently and for the longer term.</p>	<p>We will continue to work in partnership with services to review the policy on a bi-annual basis and ensure that it is up to date with any changes in legislation and/ or any developments in safeguarding practice.</p> <p>We will continue to raise awareness of the Monmouthshire policy through the audit work and through level 1 training.</p>		4
			<p>2. We have developed and implemented a safeguarding audit which is completed by</p>	<p>The information gathered from the audit provided us with base-line information about</p>	<p>The audit framework and standards.</p> <p>The safeguarding unit holds</p>	<p>This activity aims to ensure that all settings and services continually develop their child protection practices to ensure</p>	<p>We will extend the audit programme to incorporate grant funded, commissioned and third sector organisations. We will develop a risk</p>	<p>For the process of on-going improvement to be as effective as possible there needs to 'buy-in' throughout settings</p>

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		<p>all services to check that they are adhering to the requirements under the policy. This will ensure that children and young people using services are safeguarded and protected from abuse.</p> <p>Prior to the Estyn inspection the LA had little detailed knowledge or understanding of how individual settings and services met their child protection and safeguarding responsibilities in practice.</p> <p>The target for 2013 was to undertake audits with all schools, early years, leisure, youth and integrated settings. This was successfully achieved with 100% participation from the required service areas within the stipulated timeframe. All the returned information was reviewed and analysed.</p>	<p>the strengths and weaknesses within individual settings.</p> <p>We have used this information as a starting point for strengthening practice for example by:</p> <ul style="list-style-type: none"> - Increasing training and learning opportunities; - Developing improvement plans; - providing advice / consultation to individual services where required regarding individual child protection situations and potential referrals. <p>This has ensured that where referrals have been required they have been submitted and responded to.</p> <p>Although this is a detailed and time consuming process for the LOSIE it is worth it for the valuable information it provides.</p>	<p>records of individual audits and improvement plans.</p> <p>Overview reports for services areas produced within the safeguarding unit.</p> <p>Records in the safeguarding unit demonstrate individual settings seeking advice and professional support regarding individual case work and potential referrals.</p>	<p>that we are all working together to keep children safe. This is in place now but has the potential to get more detailed and focused information over time.</p>	<p>assessment approach to facilitate this.</p> <p>We will revise the audit framework to ensure it remains fit for purpose and is increasingly evidence / practice based.</p> <p>We will implement the 2 year follow up to the first audit and re-develop improvement plans.</p> <p>We will continue to analyse outcomes from audits for any overall themes and issues arising that require a response.</p> <p>We will develop the audit process so that it is better embedded within the overall monitoring, review and appraisal processes for schools and other settings.</p>	<p>(governors / leaders / staff etc) which could be difficult to achieve.</p> <p>Accountability and audit process is less clear cut for third sector.</p>	

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		<p>3. We have developed and implemented a process through which the LA ensures that pre-employment checks and 3 yearly re-checks are being undertaken on relevant posts.</p> <p>Previously there was little central oversight or accountability to the LA regarding DBS checks on staff and volunteers.</p> <p>Whist this process has been implemented across the LA there remains resourcing and administrative difficulties.</p> <p>Other related activities have additionally been undertaken such as issuing regional safe recruitment guidance and developing a training programme.</p>	<p>We now have better reported information across the LA regarding DBS re-checking.</p> <p>There are still inaccuracies within the reports there remain administrative difficulties with undertaking and reporting on the 3 yearly re-checks.</p> <p>Undertaking 3 yearly re-checks of disclosure certificates is one way of ensuring that volunteers and staff do not pose a risk to children, but it is limited and based solely on the disclosure of police information. It is a resource intensive and time-consuming activity.</p> <p>On balance we do not feel that focusing on 3 yearly re-checks is the best way of using the available resources.</p>	<p>The DSB protocol issued Sept 2013.</p> <p>Monthly exception reports produced via employee services (ES).</p> <p>Risk assessments completed by managers and head teachers.</p> <p>Discussions between ES and other directorate leads.</p>	<p>Our aim is to ensure that HR practices are such that all staff members and volunteers are suitable and do not pose a risk to children.</p> <p>DBS checking at the pre-employment stage will remain central to this.</p> <p>From this point it will be equally important to promote other aspects of safe recruitment and HR practices which will assist in meeting the LA's objective of ensuring safe staffing.</p>	<p>We need to give a clear decision and direction regarding the LA's stance regarding 3-yearly re-checks.</p> <p>We will re-focus attention onto developing and auditing safe HR practices within settings that go beyond DBS checks.</p> <p>We will implement training in safer recruitment.</p>	<p>We need to ensure that safe processes are maintained throughout any transition process and that line-managers remain clear regarding their roles and responsibilities.</p>	2
		<p>4. We have significantly increased opportunities in child protection and safeguarding training and learning for workers in Monmouthshire at levels 1, 2 and 3.</p>	<p>More staff, governors and volunteers are trained to recognise the signs and symptoms of abuse and know what to do if they have a concern (level 1).</p> <p>More designated officers have been</p>	<p>Local and regional training records.</p> <p>Learning objectives from training material.</p> <p>Composite evaluation reports that consistently report learning outcomes being achieved.</p>	<p>Continuing to develop, monitor and deliver training across the LA will ensure that all workers recognise and respond to concerns, feel confident in their CP roles at whatever level, and further develop multi-agency understanding and cooperation.</p>	<p>We will work more closely with settings regarding accurate record keeping. This will help us plan, allocate resources and get a better understanding of on-going training needs.</p> <p>We will continue to develop ways of evaluating training from an outcomes perspective (i.e. what</p>	<p>Currently training places a heavy demand on a small number of key individuals.</p> <p>There are no specifically identified administrative resources to support CP training at a local level within CYP.</p>	5

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		The initial phase of the audit process highlighted that not all staff were trained at the appropriate level for their role, and that there was inconsistency in respect of the training being accessed.	trained in their decision making and inter-agency roles (level 2). We have worked within individual settings to offer training / learning opportunities relevant to their needs.	Evidence of training courses directly influencing Safeguarding and Child Protection practice.		difference does the training make?). This is to ensure that courses continue to improve worker knowledge and skills in practice.	Much of the training programmes depend on a strong regional training group (sitting under the SEWSCB).	
		5. We undertook a review of the processes for the management of professional allegations and strengthened the system for tracking cases through to conclusion. We did this to ensure that concerns about possible abuse or neglect were recognised and responded to appropriately and in accordance with procedures.	Joint working is now in place between individual settings, Employee Services and Safeguarding. This means that we can respond to allegations effectively so that children and young people are protected from individuals who may pose a risk. We now monitor all cases so that broader safeguarding / child protection themes or issues can be recognised and resolved.	Regional guidance regarding handling allegations against adults working with children. Minutes of liaison meetings between employee services and safeguarding. Minutes / recordings of PSM meetings and discussions. Performance information including nature, numbers and outcomes of PSMs undertaken.	Our aim is to build on the processes that we have developed to maintain a robust multi-agency system that addresses professional allegations through to conclusion. This will help to ensure that children accessing services within Monmouthshire (and beyond) are as safe as they can be.	We will continue to analyse performance information about PSMs and ensure that wider themes and issues are addressed. We will report this within the wider authority so that information regarding professional issues inform the overall monitoring, review and appraisal processes for schools and other settings. We will continue to ensure Monmouthshire has a lead role in the SEWSCB's work regarding PSMs. We will increase our multi-agency training and learning opportunities for all practitioners / managers / governors involved in handling cases of professional allegations.	Any failure within the system for recognising and responding to professional issues will pose a risk both within Monmouthshire and in a wider sense.	4
		6. In partnership with the SEWSCB we have developed processes for undertaking inter-agency audits and reviews of individual cases. We have done this to	So far, Monmouthshire has focused on case reviews in respect of neglect, self-harm and child abuse investigations under section 47. Learning from actual	Review reports and recommendations Minutes from Monmouthshire Learning and Review Group 6 monthly reports from the Child Protection	Both currently and over the longer term we want to ensure that all concerns about possible abuse or neglect are recognised and responded to appropriately and in accordance with procedures. We want to ensure that multi-	We will hold practitioner briefings to communicate the outcomes of the recent review of neglect cases. We will continue to implement multi-agency training in child protection planning and neglect. We will implement multi-agency	It can take time for the outcomes from individual case reviews and audits to impact multi-agency practice.	3

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		<p>check that vulnerable children and young people in Monmouthshire are protected from risk and harm through effective multi-agency working.</p>	<p>cases has helped us evaluate strengths and weaknesses in child protection practice in Monmouthshire.</p> <p>For example, it has confirmed that there is more work to be done in respect of clarifying thresholds for levels of intervention and effective joint planning. This has helped us to plan and allocate resources for improvement e.g. joint training and learning events.</p>	<p>Coordinator (Safeguarding).</p>	<p>agency plans and interventions reduce risks and needs for all vulnerable children, including those at risk of significant harm.</p>	<p>consultation for complex cases.</p>		
		<p>7. We have strengthened our communications across the authority to enable a shared analysis of performance information regarding child protection. This has assisted in developing further questions regarding the overall effectiveness of our child protection systems and how it works across agencies and departments.</p> <p>Looking critically at performance information across the directorates is at an early stage.</p>	<p>So far our analysis of performance information has confirmed that a high proportion of contacts to children's service do not progress to referrals.</p> <p>It has confirmed that domestic abuse is the key underlying feature for CP registration in Monmouthshire.</p> <p>It has confirmed that neglected children remain on the CP register for the longest time period and are those most likely to be re-registered.</p> <p>Over the last 12 months</p>	<p>Key performance information from children's services.</p> <p>Performance management reports.</p> <p>6 monthly reports from the Child Protection Coordinator (Safeguarding).</p>	<p>Both currently and in the longer-term we want ensure that those children that need to be referred within a child protection framework are referred; and that once referred the subsequent response effectively protects children and reduces risk.</p>	<p>We will ensure that necessary resources are allocated across the LA to continue the local and regional partnership work in preventative and response services for children at risk of harm because of domestic abuse.</p> <p>We will continue to report and analyse performance information at different levels within the organisation so that it builds our shared understanding of how effectively child protection systems are operating in Monmouthshire, and where we can continue to improve.</p> <p>We will undertake some further exploration in respect of the proportion of contacts that do not progress to referrals within children's services.</p>	<p>Competing agendas and differing priorities can affect how much time is given to child protection and safeguarding at a strategic level.</p> <p>Using performance information in a Child Protection context can be complex, and to inform practice it needs to link with more qualitative information.</p>	<p>3</p>

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		Mechanisms for reporting information at a more strategic level is now a key area for development.	a more critical appraisal of performance information, coupled with individual case reviews, has led to a steady reduction in the numbers of children on the register and a significant decrease in the average length of time spent registered.					
		<p>8. We have listened to what children and young people are saying about their perceptions of safety and well-being.</p> <p>A young people's safeguarding survey is something that Monmouthshire set out to undertake every 18 months to 2 years. The 2013 survey is the third such endeavour, and involved capturing the views of approximately 1,500 children including children who are 'looked after'.</p>	<p>Young people told us that they were concerned about keeping safe on line, bullying and feeling safe on the streets.</p> <p>The survey confirmed that the numbers of YP citing bullying as an issue for them does not correspond with reported figures.</p> <p>So far we have been able to increase YP's access to learning opportunities for keeping safe on-line (accessed by over 600 YP).</p>	<p>The safeguarding survey report.</p> <p>Records of activities within Monmouthshire Youth Service.</p>	<p>We want to continue to listen and engage with young people in respect of safeguarding to ensure that what we do is in keeping with what young people think and feel, and is relevant to the issues they face.</p>	<p>We will continue to liaise with the Safer Monmouthshire Group regarding young people's perceptions of street safety.</p> <p>We will further develop the work of the anti-bullying group in Monmouthshire.</p> <p>We will increase foster carer training to support them in keeping Looked After Children safe on-line.</p> <p>In partnership with the SEWSCB we will continue to increase young people's participation in safeguarding.</p> <p>We will re-implement the safeguarding survey in 2015.</p>	<p>Asking for the views of YP can become tokenistic. Monmouthshire needs to build on the survey work to increase opportunities in participation. This takes time and a pooling of resources across service areas that can be difficult to achieve.</p>	3

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Monmouthshire County Council



**Children and Young People's Directorate
Self – Evaluation Document**

June 2014

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The Children and Young People's Directorate Self-Evaluation taken from a Baseline Position of November 2012

Introduction

The Children and Young People's directorate has followed the newly developed corporate self-evaluation framework to develop the self evaluation matrix below. This framework has therefore been tested ready for further piloting and eventual roll out across the authority.

The directorate has also carried out service team self evaluations using the Common Inspection Framework provided by Estyn and underpinning it is the review work done in completing the service plans for 2014. In this context our approach to evaluation continues to develop to become more robust and transparent.

The self-evaluation picks up on the issues that will be revisited by Estyn in June 2014 as reported in February 2013 out of the initial inspection in November 2012. [The Estyn report](#) Estyn found that:

- 4A) We have made Education a corporate priority but our planning structure has not reinforced this clearly enough.
- 4B) Our service improvement plans are not robust enough and in developing a system that focuses on outcomes we have struggled to identify and set appropriate targets. This lack of alignment means that whilst people are working hard to meet targets they do not successfully and consistently lead to improvements.
- 4C) We have introduced a framework to classify schools according to risk and to plan appropriate interventions. This framework includes the use of a good range of performance data to evaluate standards of attainment but it needs to go further and include an evaluation of the quality of teaching and learning.
- 5A) Our self-evaluation process is not evaluative enough to enable the authority to have an accurate understanding of the success of or barriers to learners' achievements and attainments – this has diminished our self-awareness and means that key areas for improvement have not progressed well enough.
- 5B) Our collection, management and use of data are not what it should be; especially for those with additional learning needs.
- 5C) In particular, we do not use progress data well enough to understand what impact services have upon learners and on priority objectives, or to plan with a clear analysis of need.

The self-evaluation matrix has been presented to Monmouthshire's Internal Monitoring Board on 29th April, to the Senior Leadership Team on 6th May and finally to the Monmouthshire Recovery Board on 13th May 2014. We have used all feedback to improve its quality so that we best plan and prioritise outcomes for learners. We have supplemented it with core evidence to substantiate statements made.

The Children and Young People's Chief Officer report 2014 provides the strategic direction on education as we continue to move forward.

Our strategic direction for education:

The Children and Young People's directorate has made good progress in the last year particularly in establishing our vision, self-evaluation, increasing our level of internal challenge and elected members scrutiny as well as our challenge to schools. We are constantly looking at how we will maximise the life chances of learners and their families through sustainable and resilient provision. We have developed sharply focused objectives in each service area and through our targeted improvement planning we have identified efficient and effective actions to deliver our outcomes. The priorities set out below are for the year ahead and beyond. These represent our seven core priorities which are explicit in our team service plans and are subject to systematic quarterly review in ensuring that we are continuously self evaluative.

The result of robust self evaluation across the directorate means that we will provide sustainable, resilient and inclusive learning and development for all our children and young people. We will:

1. **Raise standards of education attainment for all children and young people** so that there are no gaps in attainment between any groups of learners; that performance at the end of KS3 & KS4 improves sufficiently to be ranked 3rd or above in line with Free School Meal expectations when compared with other authorities in Wales and that no Monmouthshire school is in the lowest quarter for any key indicator. Our target time is by Aug 2017.
2. **Continue to build the capacity of schools to meet the needs of individual learners and their families including those with Additional Learning Needs.** This is supported by a range of measurable interventions, the introduction of an ALN quality assurance tool and a provision mapping matrix so that resources are targeted effectively and give value for money. Our target time is Oct 2014 – Sept 2016
3. **Target resources to have the maximum impact on outcomes for learners.** We will continue to implement robust procedures for monitoring and reporting on the Directorate's expenditure against the budget, continue to scrutinise the way we spend grants and monitor budget spending by schools. We are also providing training to managers. This means that schools and managers analyse their cost centre budgets and spend efficiently. Our target time for completion of training is Sept 2014
4. **Continue to provide senior leaders and elected members with accessible and timely information so that they are able to make the best decisions to improve education standards for learners.** We continue to develop more robust and rigorous procedures for

monitoring, analysing and reporting regular and transparent information and data to senior leaders and elected members across all aspects of education performance. Our target time is April 2015.

5. **Strengthen our challenge to schools to improve outcomes for learners, particularly at the end of key stage 4.** We know our schools well and working with the Education Achievement Service we have implemented robust procedures to identify and challenge underperformance. We expect to be able to realise the full impact of this by March 2017.
6. **Respond to demand for secondary Welsh Medium education for Monmouthshire pupils** by securing consortium led provision for a Welsh Medium Secondary School, so that parents have the confidence to engage in sustainable Welsh Medium education. Our target time is Sept 2016.
7. **Progress and complete the realignment of policies and procedures so that as far as is reasonable, all children and young people have the opportunity to continue accessing learning within the county.** This means we will have inclusion in Monmouthshire demonstrated through our commitment to meeting the educational entitlement of all children and young people. Our target time is Aug 2017.

Summary

Since the initial Estyn inspection in November 2012 and the subsequent judgements in February 2013 we have made a great deal of progress and impact across the issues raised by Estyn. At the same time we recognise we have further to go on our journey of improvement and know what we have to do to get there. For the issues raised within recommendations 4 and 5 particularly around evaluating our performance, service planning, performance management and collating and using data to drive improvement, a summary of where we are at this moment in time is given below. The details that under-pin this summary are provided in the matrix.

1. **Learner outcomes are now the focus of our planning arrangements and individual appraisals. Service plans have constructively aligned their operations to the corporate priorities where possible.** This means that key outcomes, targets, timescales and risks in the CYP service plans are aligned to strategic corporate plans to ensure delivery of the authority's priority for education. We know through robust corporate appraisal that this is the case. CYP team leaders and heads of service meet regularly to strengthen the infrastructure of planning. In doing so, successes and key concerns are recognised and addressed in a timely manner by teams.

In addition, corporate systems and processes around performance matters are continuously under review and as part of this we are currently piloting review clinics to even further evaluate directorates' performance. The first challenge of this nature to the CYP directorate will be carried out before the end of the summer this year. We are also looking at how we can strengthen the review of key directorate issues through the Senior Leadership Team work programme.

This means implementation and management of a formal, structured and timely review process to ensure that all directorates' service plans remain robust, relevant and responsive to current thinking and best practice as well as reflect changes to statutory policy.

During the last year we have worked hard to ensure that the service plans in CYP reflect both the corporate importance of education and broader services for young people and the specific interventions that we have commissioned to address identified needs. Critically, we have aligned outcomes, targets, timescales and risks in the CYP service plans to strategic corporate plans including the Single Integrated Plan and the Council's Improvement Plan. The corporate Policy and Performance Team have tested this alignment.

The continued corporate focus on children and young people has strengthened our critical assessment of our planning arrangements and the introduction of an evaluation framework which seeks early, formative identification of expected outcomes and timeframes has further strengthened the planning and monitoring arrangements.

Whilst we have made progress in this area we recognise that the sophistication of our planning arrangements will continue to evolve. Key to this will be the introduction of the Head of Service Challenge alongside the Chief Officer staff appraisal process. We will evaluate the success of these richer internal challenge mechanisms during the next year.

2. **Individual staff contributions to team objectives on learner outcomes are recognised and monitored.** Cabinet has signed off a new staff appraisal process in April 2014. This is a corporate framework to supplement the regular one to one staff appraisals so that we can hold officers to account for their individual performance. This means that CYP team managers are trained on the new process, which is now being implemented across teams and will be embedded over the coming months.

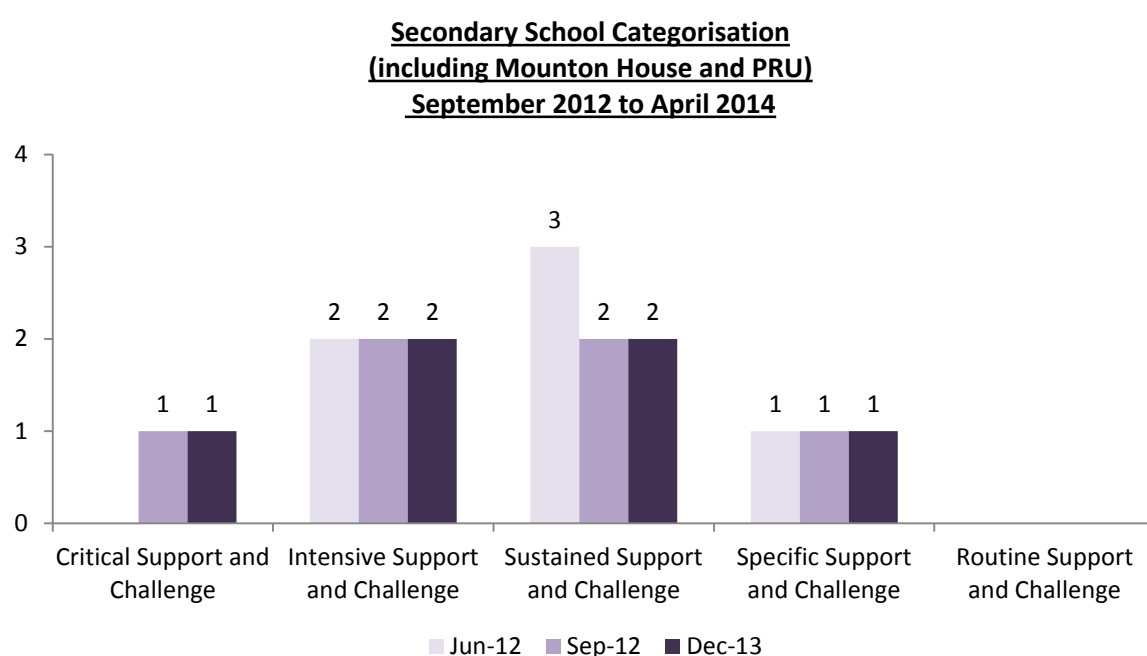
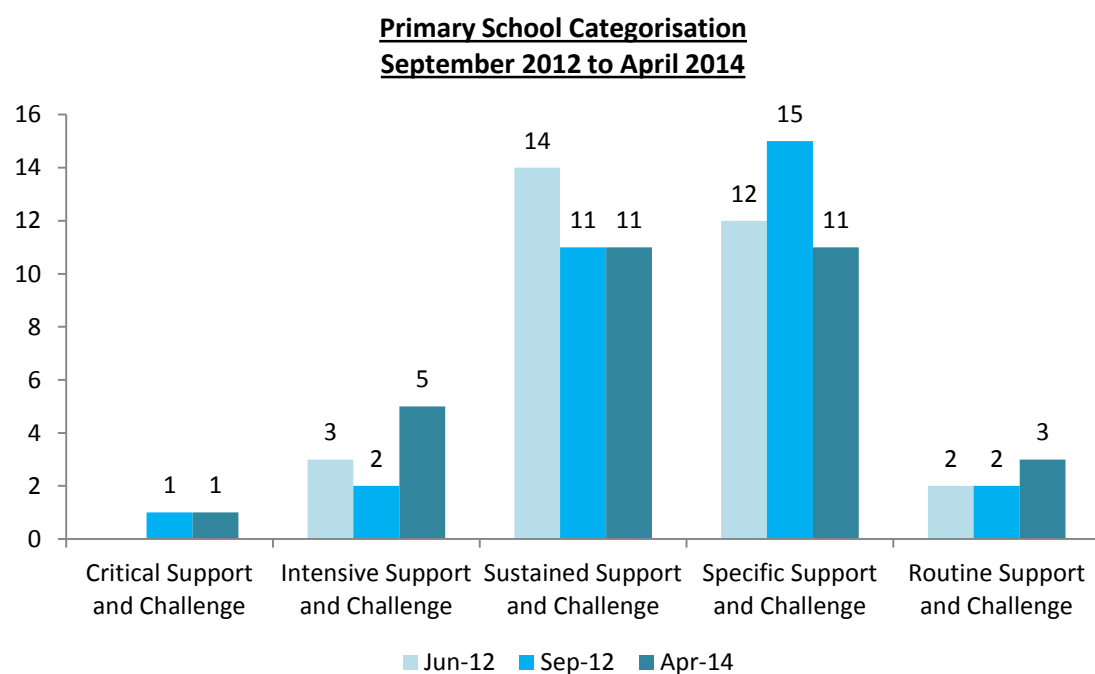
Staff clearly understand their accountability for improved outcomes through an individual appraisal process explicitly linked to the service planning framework.

Through the continued focus on improving learner outcomes the CYP directorate has explicitly linked the new staff appraisal system to the strengthened service planning arrangements. This ensures individuals' understanding of their purpose, role and their accountability in delivering specified and measurable improvements in service areas.

This has been a considerable undertaking and required a level of discipline and focus that was not always previously apparent. The explicit direction that CYP would be the first Directorate to implement the new corporate process (approved by Cabinet, April 2014) demonstrates the recognition of its importance. There has been training delivered by Employee services and this is now being implemented. We will test the success of this at various points through the year.

In this area it will be important that we ensure consistency of application and we will achieve this through support from Employee Services working with managers.

3. **We know which schools are leading and delivering education well and effectively supporting children and young people. We also know those that need closer attention so that they can raise standards.** We have introduced and implemented robust procedures to identify and challenge underperformance. As a result, we know the strengths and weaknesses of our schools and this has enabled us to effectively target support and intervention to address shortcomings. All of our schools have been categorised according to the level of support needed to secure resilient and sustained improvement based on our agreed SEWC Intervention Framework.



In November 2012 the EAS judged 3 primary schools and no secondary schools to require critical or intensive support and challenge. As a result of greater levels of scrutiny and the increased challenge to schools, this has risen to seven in total, 6 primary schools and 1 secondary school in April 2014.

During the same period, the schools within each category have changed with 9 primary schools and 2 secondary schools moving up at least one category and requiring less support and 14 primary schools and 3 secondary schools moving down at least one category and receiving more support.

Since the introduction of the Common Inspection Framework, 19 schools and the PRU have been inspected by Estyn. 7 primary schools and 1 secondary school have been judged not to require follow-up, 6 primary schools, 2 secondary schools and the PRU are in Estyn Monitoring and 3 primary schools require significant improvement. Since November 2012, 100% of schools re-inspected by Estyn have been removed from monitoring within a year and our judgements for 7 out of the 9 schools inspected have been consistent with Estyn outcomes. Where judgements have not matched, we posed significant challenge to the EAS prior to inspection in relation to these schools. We have maintained our challenge to the EAS and as a result both schools now have full time System Leaders in place.

At present it is too early to fully evaluate the impact of the increased challenge to schools particularly in the lowest two categories because by the very nature of those categories, the level of intervention and support is extensive and potentially over a longer period of time. By September 2016, we expect that there will be no Monmouthshire schools requiring critical support and the majority of schools will only require specific and routine support by September 2017.

All schools categorised as requiring particular and critical support have an intervention plan in place agreed between the school, the EAS and us. The progress schools make in addressing their plan is scrutinised and reviewed by the EAS with us and monitored by the Chief Officer and Elected Member termly.

Where schools do not demonstrate that they have made sufficient progress against their plan, we follow our procedure for intervention which details the steps we take to evoke our powers of intervention where necessary in accordance with the School

Standards Act 2013. Since September 2013 we have issued a warning notice to 2 schools and are in the process of monitoring progress to determine next steps.

4. **Select Committee Members receive timely information that allows them to effectively scrutinise the performance of a range of settings in Monmouthshire.** CYP Select Committee is better placed to challenge performance related to supporting children and young people. In this context members are well informed on the impact made on learner outcomes so they can make recommendations before decisions are made. An in depth CYP measures framework has been implemented and performance against this with a summary analysis is reported systematically to elected members to guide them to recognise key areas for consideration. We expect members' evaluative challenge to strengthen even further as our data and information reporting continues to improve. We are satisfied that this work is going in the right direction. Elected members challenge is crucial to improving support to children and young people and CYP heads of service are working closely with the Scrutiny Officer to assess how best the directorate can support the scrutiny function. As part of this we are involving the EAS, school heads and chairs of governors more constructively.

Both the original Estyn inspection findings and the subsequent work of the MRB identified that the select committee was not making as full a contribution to the scrutiny of performance as it could.

The Chair of the CYP Select Committee and the Scrutiny Support Officer working with CYP leadership have agreed a reporting framework. This allows members to better understand the information flows within the directorate.

As the range of data and its effective presentation and analysis improves, the challenge by members will also improve. This will have an impact on the understanding of outcomes across the organisation. Already the Select Committee has taken steps to more fully understand the barriers to improved performance at KS4 by meeting all secondary head teachers and receiving expert evidence from the EAS. There has also been specific training provided through the WLGA for 'education' scrutiny.

By providing the Committee members with more timely and relevant information that identifies comparative performance as a matter of course, they are now able to understand and challenge existing policies and practice more effectively. In time this will allow an effective pre-decision scrutiny function to develop rather than a continued focus on performance scrutiny.

5. **We work effectively with other services across the authority and external key partners in supporting children and young people.** We robustly scrutinise the work undertaken by the Education Achievement Service System Leaders so that we are satisfied there is a consistent focus and challenge across schools in improving and raising standards.

We have also strengthened the positive relationships we have with other services across the authority and with external agencies in providing support to our children and young people.

We recognise that the Council cannot provide all of the services necessary to support learners in achieving their full potential and ensuring their well-being. We have continued to place partnership working at the centre of our approach to supporting the learner.

We robustly scrutinise the work undertaken by the Education Achievement Service System Leaders so that we are satisfied there is a consistent focus and challenge across schools in improving and raising standards. There have been concerns through this year, particularly when the EAS's predicted school inspection outcomes were not accurate.

We have strengthened our scrutiny of the work undertaken by System Leaders through regular monitoring of school visit reports to ensure a consistent and moderated provision across the authority to maximise the potential of all learners. To ensure this consistency we have established fortnightly meetings with the EAS to review and challenge the progress of schools. Where there are more substantive concerns we maintain an effective 'intelligent' client relationship with the EAS through termly monitoring of intervention plans of schools causing concern.

We will continue to establish formal quality assurance processes to ensure that we receive a high value for money service from the EAS systems leaders that we both trust and value professionally.

Within our Safeguarding activity we have strengthened the relationships we have with other services across the authority and with external agencies in providing support to our children and young people. This has been a stepped progression as we sought firstly to establish effective practice and now we are working in a more sophisticated manner to ensure that we effectively evaluate the impact of our activities - to ensure that we better understand emerging risks to our young people and the interventions that have been successful in mitigating these.

This remains an area of significant importance to the Council and we continue to develop the sophistication of our data capture and reporting mechanisms.

The JAFF and TAF collaboration is a further example of joint working demonstrating improved outcomes through effective joint working. Recent evaluation of the governance and processes supporting the JAFF model in Monmouthshire has led to changes and these are now embedding across the county. The schools and broader agencies have all contributed to the new framework to ensure that is effective for the families and partners. We will evaluate this new approach throughout its implementation to ensure positive outcomes.

6. **We know how our available capacity and resources delivers what we want to achieve. We are therefore better assessing our opportunities for securing support from elsewhere to ensure effective provision for learners.** The CYP directorate has historically been challenged with regards to capacity and this was challenged even further as a result of staff transfers to the EAS.

A review of the capacity in supporting the strategic and operational outcomes for education means that a new leadership team provides direction.

We have effectively aligned our internal resources and capacity to support learners. Following the Estyn inspection it became apparent that a review of the capacity of the CYP directorate to support the improvements in outcomes for young people was necessary.

We have appointed a Chief Officer, an additional Head of Service (Achievement and Attainment) and a 21st Century Schools programme manager to deliver improved outcomes. The new Leadership Team has been able to clearly set the direction and culture for the service as evidenced by the Chief Officer's report and the service planning.

The directorate has also carried out an internal review and realigned staff across service teams to ensure better alignment of skills with delivering a high quality and forward thinking service. The outcome of this review has led to a further capacity assessment through the service planning process 2014-17. The relationship with the EAS remains critical to effective service delivery, especially given the transfer of staff to the new body.

Our thorough service review and staff appraisal process has been essential in identifying more effective external partners to support us and ensure we have the right skills and expertise to deliver our services efficiently and effectively to all learners and communities we serve.

7. **We know how well learners in our schools are doing and provide Leaders with the evidence to make informed decisions to raise standards further.** We will embed improved systems for data collation and analysis.

We will ensure data collation and analysis to support more robust pupil monitoring and reporting. We are confident that this will support teachers and learners in setting appropriately challenging targets and in making decisions on the targeted allocation of resources to maximise the impact on learner outcomes. We recognise that the complete implementation of this is also dependent on the assistance of both the EAS and the SRS. We are challenging the EAS and SRS to focus these developments through their business planning arrangements to ensure completion within the deadlines that we have set in the CYP Support Team service plan 2014-17.

8. **We know our specific concerns.** We recognise that:

In Key stage 4 we are performing lower than the rate of other authorities and Wales as a whole and we are ranked lower for all indicators at KS 4 that in 2012.

In safeguarding we continue to work strategically with the Social Care and Health directorate and within schools and we are developing our practice.

The issue around the lack of specialist placements for ALN pupils is being addressed through the ALN review and by the Future Schools programme. We continue to address the issue of statutory assessment and the effective devolvement of funding directly to schools to raise standards for pupils with ALN.

The risks associated with the above issues are identified and assessed throughout a range of mechanisms including the service plans. This means that we are confident we can monitor and intervene to ensure that the above issues are addressed.

Case Studies

Case Study 1: Improving ALN provision

What are we doing?

We are offering a programme of 8 sessions; two home visits and a three month post programme follow up sessions. This sets out to:

- Develop parent/carer and school staff understanding of youngsters with an Autistic Spectrum Disorder (ASD).
- Build the skills of parents/carers and key staff members from the school the child attends to help them manage the children they work with
- Provide strategies and approaches to be adopted by parents/carers and schools for children and young people with ASD.
- Build confidence levels of those working with youngsters with ASD.
- Enhance consistence of approach and joined up working between home and school.
- Improve the quality of communication between home and school.
- The sessions develop skills in the following:-:
 - Understanding Autism
 - Interpreting Communication
 - Encouraging Interaction
 - Structuring Learning
 - Analysing Behaviour
 - Preventing Problems
 - Supporting Socialising

What difference are we making?

The focus of the Education Behaviour Programme is on those children who receive a later diagnosis; specifically when aged between 4 years and 8 years 11 months. We are giving support to parents and carers of children with a diagnosis of ASD and provide early intervention to help bridge the gap between diagnosis and educational provision.

The evidence from feedback from the 5 families who are currently undertaking the programme is positive.

Where next?

We will continue to monitor the performance of the pupils after the completion of the programme through pupil tracking.

For October 2014 we will use a range of evidence to support our findings by looking at:

- A report from school to provide data on attendance, full time and permanent exclusion rates and assessment
- Initial, post programme and follow up parental questionnaires
- A report on the child from the Educational Psychology Service.

We will continue to offer this support to children who have a diagnosis of ASD and their families.

Case Study 2: A key stage 4 stock-take on target setting with schools and the EAS

What we are doing?

Since November 2012, we have established a process for scrutinising and challenging performance targets with schools and the EAS. This process has been refined in 2013/14 to include a Stocktake Review meeting with individual secondary schools, senior officers and the Cabinet member for Education. This meeting has enabled us to challenge schools in relation to the robustness of processes in place, the appropriateness of the targets set by the school compared to the family and all Wales and to establish the degree of confidence we have in that the school will achieve the anticipated outcomes at the end of the academic year.

Following the first round of meetings, two schools attended a follow-up meeting with senior officers, the Executive member and a representative from the EAS to revisit the targets, procedures and school rationale. During these meetings it became clear that the rational and purpose for setting targets was not common across all four secondary schools and that the EAS had not established this consistency as part of their challenge to schools.

In addition to these meetings, all four secondary schools accepted an invitation to present their targets to the CYP Select Committee which enabled a further degree of challenge.

What difference has this made?

We have been able to review the provisional local authority targets based on robust evidence and increased confidence in the process. This, along with scrutiny of historical cohort trends and the levels of intervention in place in our schools has meant that we have a more accurate view of where we expect to be in relation to outcomes at the end of KS4 in 2014.

As a result of this challenge to schools and to the EAS, we have a commitment from the EAS that there will be a common understanding and rational for target setting across the South East Wales Consortium in time for the next round of target setting in 2014/2015.

Where to next?

We will continue to refine our procedures for scrutinising and challenging targets by extending our meetings to primary schools. The process for 2014/15 will focus on primary schools causing concern and schools targeting quartile 4 performances across a number of key indicators.

Self-Evaluation related to Recommendation 4: Improve corporate planning to strengthen links between the authority's priorities and service level targets:

Our position at November 2012 out of the Estyn Inspection feedback:

- 4.1** Within the Children and Young People's directorate, **corporate planning arrangements are not effective**. Opportunities for service improvement which align with the stated corporate priority for education have been missed, for example: in securing effective safeguarding arrangements; improving the challenge to school leaders planning for Welsh medium education; and improving services for those with additional learning needs
- 4.2** The authority has a performance management policy in place. However, **performance management processes are not consistently implemented within the directorate**. This means that leaders and managers are not always able to direct staff effectively or hold them to account well enough
- 4.3** The council has recently introduced a reporting system based on outcomes. However, **officers do not yet provide members with the comprehensive information they need to make informed decisions**. This is because of the lack of rigorous evaluation of services and of school performance. This reduces the effectiveness of the Select Committee in understanding trends, planning interventions or monitoring impact and limits the effectiveness of members in undertaking their democratic accountabilities.
- 4.4** **The authority's lack of strategic and operational capacity in the Children and Young People's directorate has contributed to the failure of the directorate to maintain sufficient progress in a number of key areas**, for example in improving outcomes for learners and in addressing underperformance in services quickly enough
- 4.5** Senior leaders identify well risk areas in the Whole Authority Strategic Risk Assessment 2012-2013. These include leadership capacity at directorate level, strategic planning for Welsh in Education, the new arrangements for school improvement through the shared service and raising standards at all key stages. However, **actions to bring about improvement in important areas such as safeguarding and leadership are not effective enough**.
- 4.6** **Quality improvement processes in Monmouthshire are not rigorous enough** to help the authority identify and plan effectively for the continuous improvement of services for learners
- 4.7** **Service Improvement Plans often identify inappropriate targets and are not sufficiently focused on outcomes**. Therefore, the actions undertaken by officers to meet targets do not successfully and consistently lead to improvements.
- 4.8** **The authority has a culture that does not challenge underperformance in schools well enough**. It has not used its full range of powers to make sure that schools causing concern improve quickly enough

Self-Evaluation related to Recommendation 4: Improve corporate planning to strengthen links between the authority's priorities and service level targets							
Actions completed					Future Action		
Ref	What is our final destination / Where do we want to be & by when?	What have we done so far / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know?	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation) and timescales	What are the barriers / risks?
4.1 corporate planning arrangements are not effective	Our planning arrangements reflect evidenced learner needs and organisational priorities	Education is a key priority within the Single Integrated Plan 2014-17, Improvement Plans, Outcome Agreements and the whole authority strategic risk assessments	Education remains a priority for the authority The service plans 2014 – 17 identify specific interventions that will improve outcomes for learners.	<ul style="list-style-type: none"> • Single Integrated Plan 2014-17 • Monmouthshire Improvement Plan 2014-17 • Whole Authority Strategic Risk Assessments • Chief Education Officer Report 2014 • 21st Century outline case • Medium Term Financial Plan 2014-17 • Social Care and Health ACRF 	<p>That we secure a clear direction for CYP to ensure that all service areas align to achieve improved outcomes for learners.</p> <p>That we ensure that the commissioned service provided by the EAS is directed to meet local priorities as well as the wider consortium priorities.</p>	<p>Embed processes for service improvement planning across the teams within CYP by April 2015.</p> <p>Ensure that proportionate resources are linked to the team plans through revenue, capital and medium term financial planning</p> <p>Continue to work with the EAS to align Monmouthshire's priorities and associated targets with their business planning arrangements</p>	Monmouthshire's local priorities do not align to consortium priorities for the commissioned service provided by the Educational Achievement Service.

Self-Evaluation related to Recommendation 4: Improve corporate planning to strengthen links between the authority's priorities and service level targets							
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4.7 Service Improvement Plans often identify inappropriate targets and are not sufficiently focused on outcomes	Outcomes for learners are effectively focused through service planning arrangements	<p>Service planning arrangements within the CYP directorate in 2014 have been reviewed, challenged and appraised to align with corporate arrangements, standards, priorities and timelines.</p> <p>From April 2014 all service plans:</p> <ul style="list-style-type: none"> • align with corporate plans • link to the chief officer direction for education • evaluate past performance and identify future priorities • contain key measures and targets • assess risks and actions required to overcome them <p>Service plans now reflect more accurately needs of learners</p>	<p>Teams know the priorities for their own services in delivering on the priorities and how they will measure their impact towards achieving the expected outcomes.</p> <p>All service teams understand the link between their actions, measures and risk assessments and the overall corporate priority and chief officer direction for education.</p>	<p>Corporate challenge of all service plans tells us that the CYP team plans align with all strategic documents, priority outcomes, Estyn recommendations and risk assessments.</p> <ul style="list-style-type: none"> • Corporate appraisal record • Head of Service Plans • Individual Team Plans 	<p>Every team member will be able to assess and measure the impact of their role on corporate priorities and learner outcomes.</p> <p>Senior managers will evaluate the impact of service teams against outcomes and hold people to account through the staff appraisal process.</p>	<p>Embed the cycle of quarterly reviews for team service plans and:</p> <ul style="list-style-type: none"> • ensure targeted progress and impact • ensure the plans continuously deliver the directorate way forward • ensure continuous focus on national priorities and standards • ensure staff perform as expected • intervene as necessary so that concerning performance is addressed <p>Regularly review risks ensuring that the actions we have taken are effective in mitigating against risks.</p>	That the service plans are not effectively monitored across teams
4.2 performance management processes are not consistently implemented within the directorate	Teams and individual team members are effectively performance managed against outcomes	We have reviewed our service planning arrangements and implemented a new staff appraisal process for performance management	<p>We now have a robust service planning framework which is focused on outcomes for children and young people.</p> <p>This provides the framework against which we are rolling out individual appraisals.</p>	Given its recent introduction the impact of the new staff appraisal process cannot yet be determined	Improved arrangements will enable a more robust evaluation of individual staff performance on learner outcomes	<p>Embed the new staff appraisal process across teams</p> <p>Monitor the staff appraisal arrangements and the results as part of performance monitoring carried out within teams, by heads of service and within CYP DMT</p>	

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			The impact of these will be felt during this year.				
4.3 Officers do not yet provide members with the comprehensive information they need to make informed decisions	<p>Decisions are made based on up to date and reliable outcome and performance information</p> <p>Also, effective scrutiny both pre decision and in performance challenge identifies key issues and leads to better decision making</p>	<p>We have closer alignment between the corporately applied Outcome Based Accountability reports and CYP service level quarterly performance reports in providing more integrated and streamlined performance information to senior managers and elected members.</p> <p>Regular meetings around performance are held between the Cabinet member with portfolio, the CYP chief officer and heads of service to evaluate performance against outcomes. The CYP chief officer appraises performance of the directorate in 1/1 meetings with the Chief Executive.</p> <p>We revised the reporting framework in liaison with for CYP Select members We carry out quarterly performance reviews on all identified measures.</p>	<p>The CYP directorate is developing a greater level of self-awareness of its performance and impact on learner outcomes.</p> <p>Performance information to elected members to support their functions has improved, both in select processes and decision making.</p> <p>Members are more aware of what information they need to improve how they challenge service delivery against outcomes.</p>	<p>Wales Audit Office reports including proposals for improvement on developing measures of performance and managing changes to targets</p> <p>WLGA and Monmouthshire Monitoring Board in challenging head teachers and in challenging the EAS on school standards, particularly of the secondary schools and on pupil outcomes.</p> <ul style="list-style-type: none"> Notes of the stock take challenge of head teachers at the February CYP select committee <p>A corporate appraisal of the Improvement function arrangements to the Senior Leadership Team and the Audit Committee to assess the effectiveness of the improvement / performance managements strands.</p> <p>The CYP select committee interviewed the heads of the comprehensive schools in February 2014 to question the targets set on learner outcomes and overall performance across the four schools.</p>	<p>Members take better decisions based on valid, reliable and timely information, data and trends.</p> <p>Scrutiny members will have the right level of information on the right things and in the right format to help them effectively challenge performance and drive improvement in outcomes.</p> <p>Scrutiny members will use improved information to constructively recommend to the executive before decisions are made.</p> <p>The executive can make the most effective decisions leading out of scrutiny because of an improved scrutiny input.</p>	<p>Ensure clear scrutiny of the governance arrangements of the EAS so that the authority can hold the EAS to account for its service delivery</p> <p>CYP select committee plan to visit the 4 comprehensives to drill down into issues of performance – and also will consider visiting primary schools whose performance is in the 4th quartile</p> <p>Continue to work with the Scrutiny Officer to assess how we can best support the CYP Select Committee members on performance monitoring and member challenge</p> <p>Include CYP Select Committee work programme to include scrutiny of Estyn school inspection reports</p> <p>Continue to refine reporting to select committees to encourage improved challenge by select committees</p>	<p>That scrutiny members do not continue to develop in providing effective challenge and scrutiny of education outcomes</p>

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				<p>The Improvement Team have provided performance management and risk management training to elected members to improve the level of challenge in 2012 and 2013.</p> <p>A scrutiny peer review of the CYP Select Committee and a critical friend assessment by the WLGA in November 2013.</p> <p>Reports now use a simpler format using analytical graphs and tables to encourage senior officers and members' questions on performance e.g. challenge to secondary head teachers on targets and past performance.</p>			
4.4 The authority's lack of strategic and operational capacity in the Children and Young People's directorate has contributed to the failure of the directorate to maintain sufficient progress in a number of key areas,	Learner outcomes in strategic and operational plans are supported by an appropriate level of resources and capacity	<p>We have appointed a chief officer for CYP Services, a new head of service and 21st century schools programme manager.</p> <p>We have reviewed the structure and evaluated the effectiveness of the Pupil Referral Service in light of the previous Estyn report in April 2012.</p> <p>A recent senior leadership restructure</p>	<p>Permanent leadership has created greater clarity and direction</p> <p>The relationship with the EAS is developing positively to ensure it delivers against the authority's key priorities and improves outcomes for learners.</p> <p>CYP DMT is aware that capacity challenges remain.</p>	<p>Skill sets needed across teams to deliver actions against outcomes in the service plans is clearer and moved resources as appropriate.</p> <p>In line with this we are aware of the capacity deficit we face. We have also built capacity and skills in areas such as the 21st Century Schools Team and Access Unit by ensuring staff are more flexible to move across service teams.</p>	<p>The structure will be better aligned to drive the business activities of the CYP directorate.</p> <p>The directorate will be more skilled and flexible to deliver on activities to secure outcomes.</p>	<p>Implement and embed the new staff appraisal process</p> <p>Continue to regularly monitor CYP service's capacity in delivering against planned activities and address as needed</p> <p>Continue to improve service planning and performance monitoring</p> <p>Continue to work with the EAS to drive a focus on the authority's outcomes and monitor EAS service delivery</p>	<p>The continuing impact as a result of the local government financial climate could reduce the staffing budget available and therefore risk the capacity. The directorate needs to assess how it can work in different ways</p> <p>Potential turnover of staff could impact on the level of skill sets available and CYP will need clear succession planning to ensure</p>

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		<p>has been implemented across the authority since January 2014 to ensure that senior leadership across the organisation is fit for purpose.</p> <p>We have assessed the level of capacity needed to deliver the service plans against corporate priorities through the service planning process 2014 – 17.</p> <p>We are currently setting out clear service delivery arrangements with the EAS so that their activities will lead to the capacity in delivering corporate / directorate outcomes.</p>		<p>Further evidence associated with:</p> <ul style="list-style-type: none"> Quarterly Performance Reports Chief Officer Annual Report 2014 MTFP 2014/17 Head of Service Plans 2014 -17 Team Service Plans 2014/17 <p>Testing external capacity provided through the EAS through regular two weekly and termly intelligence meetings to challenge their impact on learner outcomes, the focus on what matters and on actions that need to be taken to improve outcomes.</p> <ul style="list-style-type: none"> EAS quality assurance framework 		and performance	<p>there is no negative impact on outcomes.</p> <p>That the EAS does not deliver effectively in supporting us to secure improved outcomes for learners</p>
4.5 Actions to bring about improvement in important areas such as safeguarding and leadership are not effective enough	<p>Senior officers and elected members ensure strategic and operational risks are mitigated</p> <p>Also, a risk management practice and culture is embedded across team service planning and across all partnership and collaborative arrangements we engage in</p>	<p>Strategic risks for education have been rationalised within 2013/16 and are clearly identified within the whole authority strategic risk assessment.</p> <p>Risk assessment is carried out at a strategic whole authority and operational level.</p> <p>We have strengthened a risk management culture through training.</p>	<p>Strategic risks for education are regularly scrutinised by elected members and by senior officers.</p> <p>This provides a greater level of interrogation into the nature of risks facing the whole authority and a more proportionate assessment of the likelihood and impact of risks.</p>	<p>Performance reviews of the PIAP and whole authority strategic risk assessment show our progress in managing and mitigating identified risks including:</p> <ul style="list-style-type: none"> Safeguarding key stage 4 performance Welsh Medium education provision ALN provision Youth and Inclusion <p>By monitoring strategic risks through the corporate Improvement Team to</p>	<p>Risks are identified at the earliest opportunity and action is taken to ensure that the impact of risks is mitigated.</p> <p>All barriers to achieving progress and to achieving outcomes are assessed so we can intervene at the right time in response.</p> <p>We can ensure that any decisions made reflect risks proportionately</p>	<p>Ensure operational risk mitigating actions are factored back into operational service plans.</p> <p>Continue to identify, assess, monitor and review the risks across business areas and at a senior management level and through the scrutiny member committees.</p> <p>Continue to monitor the risk management arrangements through Senior Leadership Team and the Audit</p>	<p>A need to ensure that staff capacity and resources are targeted to respond to the risks.</p> <p>Potential that the quarterly reporting across services does not articulately review the risks</p> <p>Potential that challenge on the risks across the scrutiny committees is not applied robustly.</p>

Self-Evaluation related to Recommendation 4: Improve corporate planning to strengthen links between the authority's priorities and service level targets							
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		<p>A systematic appraisal of the Improvement function arrangements has identified shortcomings within risk management which have been tightened up.</p> <p>We have set actions to strengthen collaborative governance arrangements through the strategic risk assessment 2013/16.</p> <p>Risks associated with safeguarding have been picked within the strategic risk assessment 2013-16 with clear actions to mitigate the risk.</p>	<p>An improved the level of systematic and regular monitoring of operational risks through improved quarterly service updates.</p>	<p>Senior Leadership Team, select committees and the Cabinet.</p> <ul style="list-style-type: none"> • Whole authority strategic risk assessments <p>By monitoring risk management arrangements through Senior leadership Team and the Audit Committee. Also picked up by the directorate DMTs as part of monitoring service activities.</p> <p>Education risks feature as a distinct section within the whole authority risk assessment, including safeguarding. These cascade down into the service plans and any associated project plans and programmes.</p> <ul style="list-style-type: none"> • Service level risk logs 2014/17 and service plan actions <p>Risk management within collaborative and partnership arrangements has been lacking. Issues around this have been picked up through WAO corporate and performance assessments and resultant WAO proposals for improvement.</p>	<p>We can be risk aware as opposed to being risk averse.</p>	<p>Committee.</p>	

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4.8 The authority has a culture that does not challenge underperformance in schools well enough.	Leadership and performance of schools is robust with clear intervention procedures in place	<p>CYP officers meet the EAS fortnightly to discuss concerns of Systems Leaders, including any concerns of System Leader performance.</p> <p>CYP officers meet with the EAS fortnightly to challenge the support given to schools giving concern and the progress of schools' intervention plans.</p>	<p>Effective evaluation of the strengths and weaknesses of each individual school to ensure that the level of challenge is robust and appropriate.</p> <p>Accurate identification of underperformance in schools to take appropriate, timely remedial action.</p>	<p>Education quarterly Performance reports to CYP Select committees.</p> <p>School Secure system / System Leader Visit sheets, notes and minutes of Intelligence Meetings,</p>	<p>Monmouthshire schools will perform well enough that they do not require intensive or critical support.</p> <p>All schools will have the capacity to be self-improving and self-sustaining organisations.</p>	<p>Embed the current cycle of scrutiny provided through the EAS to increase the level of challenge to schools.</p> <p>Continue to monitor and evaluate the quality and impact of school intervention plans to ensure that improvement is sustained over time.</p>	<p>Potential that the systems and procedures carried out by the EAS particularly in challenging schools do not result in a change in school leadership / management culture where needed to have the expected impact on outcomes for learners.</p> <p>That the quality of System Leaders is not consistent across all schools to ensure the EAS secures the expected improvement in outcomes for learners.</p> <p>That introduction of the Welsh Government National Model for school improvement may in the short term impede the quality of the EAS support in improving education standards.</p>
4.6 Quality improvement processes in Monmouthshire are not rigorous enough	Also, we can assure the service provided by the EAS in supporting schools and learner outcomes	<p>Schools are categorised annually by the EAS against the SEWC agreed framework.</p> <p>We have defined the level of intervention needed in all schools.</p> <p>All schools identified as requiring intensive and critical levels of intervention have intervention plans in place and we have carried out regular monitoring of progress against the plans.</p> <p>The CYP Chief Officer and Executive Member have met to evaluate the progress individual schools have made in face to face review</p>	<p>Secured improvement in schools - 11 schools have been categorised as requiring intervention plans. Two schools have successfully completed plans and no longer require the same level of support.</p> <p>Head teachers are increasingly aware of their responsibility to drive improvement as a result of the increased level of challenge.</p> <p>Swift action has been taken under the Schools Standards Act 2013 to address serious shortcomings.</p> <p>More effective quality assurance of the work of</p>	<p>Categorisation monitoring, Intervention Plans and School Secure records:</p> <ul style="list-style-type: none"> • System Leader Visit sheets, minutes of intelligence meetings • School Secure categorisation monitoring, intervention plans • School Secure records. <p>Monitoring of progress of schools with intervention plans indicates sustained challenge to schools to secure on-going improvement.</p> <ul style="list-style-type: none"> • EAS QA Framework • Minutes of Intervention Plan review meetings • Warning Notices to schools and supporting evidence 	<p>We will have assurance of the quality of the service provided by the EAS in sustaining improvement in outcomes for learners and in improving leadership and efficiency in schools.</p>	<p>Fully implement the QA framework.</p> <p>Review procedures and the level of challenge in line with changes within the National Model for School Improvement.</p> <p>Review procedures and timescales for addressing underperformance in schools to align with the National Model for School Improvement.</p> <p>Further develop elected member challenge to secondary schools and extend this challenge to primary schools.</p>	

Self-Evaluation related to Recommendation 4: Improve corporate planning to strengthen links between the authority's priorities and service level targets							
Actions completed					Future Action		
Ref	What is our final destination / Where do we want to be & by when?	What have we done so far / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know?	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation) and timescales	What are the barriers / risks?
		<p>meetings.</p> <p>Established appropriate procedures under our legal powers of intervention for schools, where progress has been judged as insufficient.</p> <p>Introduced a programme of meetings with officers and members to scrutinise school targets and individual school performance.</p> <p>Elements of a Quality Assurance (QA) Framework have been applied to the support given by the EAS since September 2013.</p>	<p>the EAS.</p> <p>More opportunities for elected members to give scrutiny and challenge on performance against education outcomes</p>				

Self-Evaluation related to Recommendation 5 and the associated observations: Improve self-evaluation across all services and make better use of data to plan services strategically and target resources appropriately

Our position at November 2012 out of the Estyn Inspection feedback:

- 5.1 The Children and Young People’s Directorate’s self-evaluation process is updated on a regular basis and provides a useful description of activities at service level. However, **the content of the self-evaluation is not evaluative enough to enable the authority to have an accurate understanding of the success of or barriers to learners’ achievements and attainments.** Too often, collaborative work is not analysed effectively enough and initiatives are not evaluated sufficiently well to judge their impact on learners.
- 5.2 The authority has partially met the recommendations from previous inspections of education services. However, **the lack of rigour in self-evaluation means that key areas for improvement have not progressed well enough.** In many cases, such as additional learning needs, officers have not kept abreast of best practice in other authorities and do not know what can work well. As a result the pace of improvement has been too slow.
- 5.3 **The authority does not use performance data well enough to make sure that outcomes can be analysed effectively.** Performance data of vulnerable groups is not collected consistently enough. The lack of appropriate data on the impact of youth support services means that the authority and its partners do not know how well their provision helps learners to progress and achieve. The impact of the provision on learners or services is unclear and baseline and progress data is not used well enough. This does not help the authority and the partnership enough to know what impact services have upon learners and on priority objectives, or to plan with a clear analysis of need.

Self-Evaluation related to Recommendation 5: Improve corporate planning to strengthen links between the authority’s priorities and service level targets							
Actions completed					Future Action		
Ref	What is our final destination / Where do we want to be & by when?	What have we done so far / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know?	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)and timescales	What are the barriers / risks?
5.1	The content of the self-evaluation is not evaluative enough to enable the authority to have an accurate understanding of the success of or barriers to learners’ achievements and attainments. We know ourselves well enough to make sure we are doing the right things and are doing things right in supporting learners	Introduced and refined quarterly reporting to senior officers and elected members on key indicators in the CYP performance measurement framework to include a greater degree of evaluation and analysis. Introduced and implemented a clear reporting schedule across CYP services to ensure that officers and elected members have access to timely information. Key performance indicators have been included within individual service plans from April 2014 to facilitate on-going evaluation of each service area.	Refinements to the reporting format have provided elected members and officers with a greater degree of clarity about the performance of the service. Elected members and Senior Officers know what data and analysis to expect and when. Teams are clear about the key performance indicators that drive their actions to enable the service to achieve corporate priorities. Teams understand the purpose of collecting and analysing performance data in monitoring and evaluating progress and in	<ul style="list-style-type: none"> Quarterly Reports DMT minutes Select Minutes CYP Annual Reporting Schedule Corporate appraisal of the team service plans. <ul style="list-style-type: none"> Corporate challenge record Head of Service Plans Individual Team Plans <ul style="list-style-type: none"> Service improvement plans and quarterly reviews 	Relevant information is reported to officers and elected members at the expected time to support challenge and decision making. Service monitoring and evaluation form an integral part of the process of on-going and continuous service improvement across the CYP directorate.	Review the members’ reporting schedule annually to ensure that the range of reports and analysis provided gives a clear view of the performance of the service. Develop the capacity and culture of the directorate to improve the quality of self-evaluation to secure sustained improvements. Develop the processes for evaluating new initiatives and ensure this feeds into the overall self-evaluation.	That we do not develop and embed a robust culture of self-evaluation across all CYP areas

Self-Evaluation related to Recommendation 5: Improve corporate planning to strengthen links between the authority's priorities and service level targets

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Actions completed					Future Action		
Ref	What is our final destination / Where do we want to be & by when?	What have we done so far / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know?	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)and timescales	What are the barriers / risks?
	All collaborative arrangements are evaluated to the same degree of rigour as the directorate performance	<p>We have established a baseline position for new initiatives and systems to enable us to evaluate the impact of our investment on outcomes for learners.</p> <p>Implemented elements of our agreed Quality Assurance Framework (QAF) since September 2013 to evaluate the quality of the commission service provided by the Educational Achievement Service (EAS) and the impact in raising standards in schools.</p> <p>Collaborated with other authorities to identify good practice in measuring the impact of ALN services provided within schools and by the authority</p> <p>Commenced our review of Monmouthshire's ALN strategy and will complete by June 2014.</p>	<p>identifying areas of concern.</p> <p>Having established a baseline position we will be able to evaluate the impact of new improvement initiatives more efficiently.</p> <p>Fortnightly and termly meetings with the EAS have enabled officers to monitor the progress of individual schools, the impact of System Leaders and quality of the support provided by curriculum teams on outcomes for learners.</p> <p>The ALN provision mapping tool has enabled schools and the authority to monitor and evaluate the effectiveness of interventions for pupils with Additional Learning Needs. This means that we will be able to identify the most effective support for pupils and target resources appropriately.</p>	<p>Evidence through:</p> <ul style="list-style-type: none"> • RWI baseline position • Quality Assurance Framework • Minutes of fortnightly and termly meetings • Intervention Plan monitoring • ALN Provision mapping tool 	<p>That processes for evaluating the quality and impact of partners that provide services to the authority are as robust as those for the directorate and assure the same level of confidence to officers and elected members.</p> <p>Monmouthshire will have a consistent tool to evaluate the impact of intervention strategies for pupils with ALN. In doing so it will enable the authority to target resources more effectively and hold schools to account for expenditure of delegated band ALN funding.</p> <p>Monmouthshire's ALN strategy will ensure that:</p> <ul style="list-style-type: none"> • all pupils will have fair access to the allocation of ALN resources through an agreed criterion based protocol; • support will be available for pupils without the need for statutory assessment • ALN provision in Monmouthshire will meet the needs of pupils within the county wherever possible 	<p>Continue to implement the QA framework to ensure that the service provided by the EAS is fit for purpose and is having the expected impact on outcomes for pupils.</p> <p>Pilot the ALN provision mapping tool with a small group of schools in Monmouthshire in the summer term 2014 and implement across all schools in Monmouthshire from September 2014.</p> <p>Evaluate the outcomes from the ALN review to shape a new ALN strategy / service for the future.</p>	<p>The EAS do not secure the expected improvement in our schools and improve outcomes for learners.</p> <p>Changes to the ALN strategy will not result in improved outcomes for learners.</p>
	5.2 The lack of rigour in self-evaluation means that key areas for improvement have not progressed well	We have implemented a Performance Measurement Framework (PMF) to monitor and evaluate key	The Performance Measurement Framework has provided the service and elected members with	<p>Evidence through:</p> <ul style="list-style-type: none"> • Performance Measurement 	Processes for self-evaluation are embedded as an integral part of continuous service improvement throughout the	Review the key indicators in the PMF to ensure that the measures are appropriate.	Potential that self-evaluation is not robustly applied across all service teams and does not impact

Self-Evaluation related to Recommendation 5: Improve corporate planning to strengthen links between the authority's priorities and service level targets							
Actions completed					Future Action		
Ref	What is our final destination / Where do we want to be & by when?	What have we done so far / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know?	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)and timescales	What are the barriers / risks?
enough		performance indicators on a quarterly basis.	a comprehensive view of services having a positive impact on outcomes for learners and where not.	<p>Framework (adopted May 2013)</p> <ul style="list-style-type: none"> Quarterly Reports 2013/2014 Service Plans 2014 - 2017 Chief Officer Annual Report 2014 	CYP directorate.		on outcomes for learners.
5.3 The authority does not use performance data well enough to make sure that outcomes can be analysed effectively.		<p>We have extended the range of performance data to ensure that we monitor impact of services on the achievements of all learners, particularly those eligible for free school meals and looked after children.</p> <p>Continually revised the content and context of our reports to CYP Select Committee to include a summary analysis for elected members and officers.</p> <p>Included performance data in all team relevant service plan scorecards to ensure that data is monitored and evaluated quarterly by the directorate to track progress and evaluate impact.</p>	<p>Access to a wider range of data has enabled officers and elected members to scrutinise pupil performance in a wider context, particularly in relation to vulnerable groups of pupils.</p> <p>Addition of a summary and analysis to quarterly performance reports has enabled officers and members to focus on the key features arising from the analysis of data.</p> <p>A greater team awareness of the strengths and weaknesses of CYP and more effective targeting of capacity to address identified weaknesses.</p>	<p>Evidence through:</p> <ul style="list-style-type: none"> Performance reports Quarter reports CYP Annual Reporting Schedule Individual school stocktake reports and minutes of meetings <p>CYP select committee members have fed back they feel more informed and have a more accurate view of the strengths and weaknesses of CYP services in delivering outcomes for learners.</p> <ul style="list-style-type: none"> CYP Select Committee minutes Service Improvement Plans CYP Annual Reporting Schedule Performance Reports 	<p>Officers and elected members are confident that processes for analysing data provide an accurate and reliable understanding of the performance of the CYP directorate and the impact performance has on outcomes for learners.</p>	<p>Continue to review the data capture to ensure it provides the right information to accurately evaluate performance, update the service plans 2014-17, the CYP measures framework and the annual reporting schedule</p> <p>Extend the range of data captured centrally to include Safeguarding/Youth Service/Flying Start/Early Years/Acorn Project We will review the capacity of the data team to meet the increased demand.</p> <p>Implement a data led reporting mechanism for the early identification of learners at risk of becoming NEET in line with the Engagement and Progression Framework.</p> <p>Continue to improve the quality of analysis</p>	<p>A need to ensure the capacity to meet the demand for extending the range of data collection, analysis and reporting</p> <p>The EAS may not develop target setting / pupil tracker systems for implementation within agreed timescales which will inhibit the analysis of essential data</p>

Self-Evaluation related to Recommendation 5: Improve corporate planning to strengthen links between the authority's priorities and service level targets

Self-Evaluation related to Recommendation 5: Improve corporate planning to strengthen links between the authority's priorities and service level targets							
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						<p>provided to officers and elected members in making informed decisions.</p> <p>Link performance outcomes to performance appraisal processes through more regular review of team service plans and the associated measures scorecards.</p> <p>Continue to develop the capacity of CYP directorate to accurately evaluate and analyse the impact of services in increasing effectiveness and the impact on outcomes for learners.</p>	

Monmouthshire 2013/2014

Introduction

The following information provides a detailed account of the work of the EAS in Monmouthshire during this academic year. We have identified the key areas of System Leaders work, which identifies the performance of schools, the quality of self-evaluation and planning, delivery and impact of improvement activities and the leadership of the school. Further information is provided on the core elements of support Monmouthshire schools have received from the Brokerage, intervention and support division of the service.

System Leader Engagement

There are currently 10 system leaders (SLs) 3 fulltime, 2 part time 4 consultant and 1 partner SL working within the schools in Monmouth. All system leaders have the same core function of challenge and support and work with the schools to secure improved outcomes for the pupils. The work of the System Leaders has focussed on the following areas:

Autumn term 2013

A rigorous agenda was undertaken with all schools in the Autumn term 2013. The agenda was shared with HTs to ensure their preparation for the visits and all SLs briefed on the agenda to ensure consistency and rigour of approach. The focus was on assessing standards, target setting, reports to governing bodies and where appropriate headteacher (HT) performance management

The target setting process has been particularly rigorous with SLs challenging strongly schools on their minimum and aspirational targets. A clear emphasis has been to 'drill down' to pupil level data to ascertain the targets. It was a challenging process for some of our schools which was unfortunately compounded by some technical difficulties of entering data onto school secure.

The report to governors was an additional benefit. It engaged the governing body with regard to standards and the overall categorisation process and provided a level of knowledge and understanding of the schools position .

Spring Term 2014

An emphasis of the termly core agenda related to book scrutiny to assess both provision and standards. Book scrutiny exercise was carried out in pairs or teams to ensure consistency and rigour for the process.

It provided an opportunity to extrapolate issues around assessment provision and the quality of leadership at both senior and departmental level.

Progress against targets is a constant feature of the core strategic dialogue with schools and the review against progress was also part of the spring term agenda.

Summer Term Visit

The focus of the summer term visit will be to ascertain the effectiveness of school improvement planning through examination of school self evaluation and school development planning and discussion with the HT. SLs will be required to make judgements on the new National Model Framework – capacity to improve. This will involve scrutiny of evidence analysis of last term’s book scrutiny and the standards categorisation of 2013. The capacity to improve can be no more than one categorisation above standards. Progress against targets is also to be undertaken and is a constant theme of the core strategic dialogue

School Categorisation

Schools have been categorised according to the Education Achievement Service (EAS) intervention framework based upon discussions with the HT SMT and scrutiny of documentation. Standards of the school are a key driver in determining the category as are the standard of leadership. How the leadership acts in addressing the issue of standards plays a key role in identifying the overall category of the school in terms of its capacity to improve. Categorizations have been updated and where appropriate amended.

The schools’ categorisation continues to determine the level and entitlement of support. Schools categorised as red or purple and deemed to be in greatest need have formal intervention plans. These are drawn up in consultation with the school and signed off by the LA officers. Progress against the plans is reviewed at formal meetings held with LA officers HT and Chairs of Governors. Schools not deemed to be not making sufficient progress will be subject to greater scrutiny and challenge as identified in the schools causing concern protocol.

Senior System Leaders (SSLs) and SLs broker support for schools from within Brokerage Intervention and Support (BIS) of EAS and or externally for example through the Lead and Emerging School Project

SLs also challenge HTs on participation at training events, conferences and seminars to ascertain the level of engagement and any link to performance of the school. Monmouth schools have not been the most proactive in their participation of events and SLs will be challenging schools on this.

Brokerage Intervention and Support Teams:

Literacy and numeracy

The literacy and numeracy teams have worked with individual schools on bespoke packages to improve the quality of teaching and learning in English maths and the introduction of the literacy and numeracy frameworks. Impact reports are provided for scrutiny by the PSL and the LA to measure the level of progress made.

Primary, Welsh Second Language

All primary schools receive support sessions by Welsh in Education Officers,

Spring Term Core support involved 82 sessions and Enhanced support for identified schools 39 sessions

Formal reviews have also been undertaken at Llanfair Kilgeddin, Pembroke and Llanvihangel

Schools receiving enhanced support include: Castle Park Deri View Dewstow, Pembroke, The Dell, Thornwell, Llanfair Kilgeddin Our Lady of St Michael's and Overmonnow

Secondary Welsh Second Language

3 Of the 4 secondary schools received a Welsh book audit visit during the spring term with recommendations made

Cymraeg

Review of reading test marking procedures conducted at Y Fenni. Recommendations made to ensure reliability. Representatives from Y Ffin and Y Fenni present at an EAS Welsh PLC looking at developing reading test strategies.

14 -19

Since its inception the EAS 14-19 team has provided the following support to providers in Monmouthshire along with the other four LA areas of the region:

- **Support for the LAN, providers and learners** – EAS officers have attended and advised the curriculum panel (minutes available to the RB on request) and provided support to the LA in the delivery of the post-16 Planning requirement
- **Support for the bidding process for recurrent 14-19 grants** – the team has supported the curriculum panel with advice on interpretation of the grant terms, administration of the grant and presentation of options to the 14-19 Regional Strategic Executive to support prioritisation of the reduced grant in 2014-2015
- **Welsh Government Reporting** – the team has undertaken statutory reporting responsibilities relating to the 14-19 grant in each of the financial years since its inception. In the first two years of operation, the team has been focused on administrative support for the grants, some direct support to learners and providers, support for the Local Area Networks in their work to coordinate provision and a limited degree of support and challenge to providers. In the six months from the start of the 2013-14 school year, however, the emphasis of the work of the team has shifted to provide more focused and strategic support and challenge to providers.

BIS regional initiatives

Development of the Excellence in Teaching Framework to support classroom observation of the standards and quality of teaching and learning. Training has been provided to all schools and bespoke training has been offered to schools on an individual basis to ensure effective implementation

Excellence in Leadership programme: Caldicot School have been identified as a model to share good practice throughout the region

Schools are engaging with the securing good aiming for excellence teaching programme to improve the quality of teaching within our schools

Governor Support

- Training has been provided in the following areas:
- Role of the Chair, Induction, Performance Management, Safeguarding, Data, Finance
- Evaluation has been primarily positive concerns exist over the venues and insufficient time to discuss areas
- 254 governors trained academic year 2012 2013
- Governor support provide to individual schools re redundancy health
- 77 schools attended training since sept 2013
- Individual support is also given to schools on areas such as Disciplinary, Pupil Exclusion, ill-health dismissal Redundancy , Complaints, Quality Mark support Capability appeal Dismissal (Capability), Grievance.
- System Leaders Principal System Leaders and the Managing Director of EAS provide consultative support and guidance to Governing Bodies for the key appointment of Headteachers in Monmouth school.
- Recent training has been provided on the new pay policy through Regional HR and System Leader involvement

Engagement with the LA

Regular meetings are timetabled to discuss schools of concern and any schools doing particularly well which could feature in the future development of school to school support.

The Managing Director meets regularly with the Chief Officer Children and Young people.

The Principal system leader (PSL) and Monmouth CC SMT meet on average every fortnight with a general intelligence meeting held termly where SLs are invited to speak about the own schools and any issues or causes for concern.

Opportunities for Monmouth SMT to challenge the work of EAS are provided through the regional adopted Quality Assurance process.

The schools have reacted favourably to the level of support and challenge from the SLs and the service as a whole.

A school survey to ascertain the effectiveness of support and challenge is being undertaken with schools to quality assure our engagement. Results and recommendations will be collated during the summer term

SUBJECT:	DRAFT REVENUE BUDGET OUTTURN 2013/14
MEETING:	Children & Young People Select Committee
DATE:	12th June 2014
DIVISIONS/WARD AFFECTED:	All Authority

1. PURPOSE:

1.1 The purpose of this report is to provide Select Committee Members with information on the revenue outturn position of the Authority at the end of the 2013/14 financial year.

2. RECOMMENDATION:

2.1 That Members consider the information contained within this report noting that the figures may be subject to adjustment through the external audit process.

2.2 That Members note the contribution the surplus balance of £877,000 on the revenue account to general reserves.

2.3 That Members note £500,000 of the Single Status and Equal Pay reserve being used to replenish the Pension and Redundancy reserve.

2.4 That Select Committees scrutinise the outturn position for the services within their remit.

3. KEY ISSUES:

3.1 The services covered within this report for scrutiny of budget monitoring comprise:

- Social Care & Health Directorate – Children’s Services – Includes services to help the most vulnerable children and families, including Child Protection, Children in Public Care, Home Finding, Youth Justice, Family Centres and Aids & Adaptations for disabled children.
- Children & Young People Directorate comprising:
 - School Improvement – Special Support Services, Pupil Support Services and School Improvement Service
 - Resources & Performance Management – Management, Governor Support, Health & Safety, Financial and ICT Services, School Planning, Transport, Admissions, Student Grants and School Meals;
 - Individual Schools Budgets – Schools delegated budgets

- Schools – comprising all of the Authority’s schools individually managed budgets

3.2 The 2013-14 net expenditure budgets attributable to Children & Young People Select Committee oversight are £59,623,000. The related annual net expenditure outturn was £59,809,000, and introduces a £1,186,000 overspend, as summarised in the table below, the most volatility adverse situation of all Select portfolios.

Table 1: Children’s Services Outturn 2013/14 – Summary Forecast Net Direct Expenditure Position at Outturn.

	Actual Outturn	Revised Budget	Over/(Under) Spend	Forecast Over/(Under) Spend at Month 09	Variance M9 to Outturn
	£000’s	£000’s	£000’s	£000’s	£000’s
Children’s Services	7,586	6,572	1,014	991	23
Net Directly Managed Expenditure	7,586	6,572	1,014	991	23

Table 2: Children and Young People Directorate Outturn 2013/14 – Summary Forecast Net Direct Expenditure Position at Outturn.

	Actual Outturn	Revised Budget	Over / (Under) Spend	Forecast Over/(Under) Spend at Month 9	Variance Month 9 to Outturn
	£000’s	£000’s	£000’s	£000’s	£000’s
Individual School Budget	43,325	43,544	(219)	134	(353)
Resources & Performance	2,201	1,914	287	137	150
School Improvement	6,697	6,593 0	104	275	(171)
Net Directly Managed Expenditure	52,223	52,051	172	546	(374)
Total Net Directly Managed Expenditure	59,809	58,623	1,186	1,537	(351)

3.3 The CYP service had £645,000 savings attributed to it in during the 2013-14 budget process. At outturn £385,000 savings have been made in full, £165,000 will be delayed into 2014-15 and £100,000 is regarded as unachievable. This reflects the same position reported at month 9. Further detail of these savings is included in Appendix 4. SCH budget savings were earmarked to Adult rather than Children Services.

3.4 At outturn, the significant aspects affecting the services were as follows,

- Social Care & Health Directorate – Children’s Services exhibited a significant n adverse £1,014,000 position, an adverse movement of £23,000 against month 9 predictions largely consequential to the costs incurred in retaining the services of Dr Paul Thomas principally to review Children’s Services provision, a cost approved to be reserve funded. The nature of the spending pressures is included in more detail

in Appendix 1, but as previously reported manifests itself in a continuing pressure on the external placement budget, Young Peoples Accommodation, and other Children's area over spends on work experience schemes, transport and legal costs, 'in house' fostering allowances and family contact costs.

- Children & Young People Directorate – Children and Young People Directorate exhibited an adverse £172,000 position at the end of the year, a beneficial movement of £374,000. The outturn position is favourably skewed by £383,000 expenditure intended to be reserve funded that has not occurred. The consequence of which, if adjusted for, is that the Directorate overspent by £555,000 predominantly the effect of redundancy costs, circa £470,000 within schools and the Directorate. This was reported to Cabinet last October where a caveated use of reserves was agreed for any costs not met by compensatory savings in the Directorate. Unfortunately mitigating the draw upon reserves wasn't possible as despite making significant savings, these compensated for other spending pressures such that the Directorate was not able to make the full extent of net staff efficiency savings presumed in the 2013-14 budget, introducing a further £77,000 pressure.

- 3.5 The net year-end position on Schools was generally a positive one, with an overall reduced reliance on reserve funding totalling £251,000 against the original budgeted draw against reserves of £752,000. The 2 most notable variances against budget was an underspend against a budgeted use of reserves by Deri View of £175,000, but rather more worrying was an additional unbudgeted draw upon reserves of £196,000 incurred at Chepstow Comprehensive, which only had a £2,000 surplus reserve at the start of the year, meaning it has manufactured a £214,000 deficit reserve at year end.

Whilst beneficial this year, much of the volatility in school balance usage can be attributed to grant eligible expenditure instead being coded against schools budgets. Earlier consideration and coding of such resources are anticipated to enable Schools to refine and improve their early year (month 3 and month 6 monitoring) outturn predictions.

- 3.6 Further details concerning the outturn and movements since month 9 are included in Appendix 1.
- 3.7 Whilst the focus for information provision above is on the specific Select area, it is rather artificial to consider that in isolation without also appreciating the holistic situation, which is provided below in tabular form, and results in a general surplus of £877,000 for the financial year. This is an improvement from the month 9 position of a £336,000 overspend, which has resulted from continued close management of Directorate budgets.

Table 1: Council Fund Outturn 2013/14 – Summary Total Net Expenditure Position		Outturn	Revised Budget	Over/(Under) Spend at Outturn	Forecast Over/(Under) Spend at Month 09	Variance Month 09 to Outturn
		£000's	£000's	£000's	£000's	£000's
Social Care & Health	1	37,216	36,384	832	880	(48)
Children & Young People	2	52,223	52,051	172	545	(373)
Regeneration & Culture	3	27,812	28,022	(210)	233	(443)
Chief Executive's Unit	4	10,516	11,027	(511)	(304)	(207)
Corporate Costs & Levies	5	16,884	18,394	(1,510)	(1,128)	(382)
Net Cost of Services		144,651	145,878	(1,227)	226	(1,453)
Attributable Costs – Fixed Asset Disposal	6	103	199	(96)	(17)	(79)
Interest and Investment Income	6	(93)	(30)	(63)	(59)	(4)
Reduction in Heritable Investment Losses	6	(73)	0	(73)	0	(73)
Interest Payable and Similar Charges	6	3,670	3,798	(128)	(130)	2
Charges Required Under Regulation	6	4,950	4,970	(20)	(88)	68
Other Investment Income	6	(25)	0	(25)	0	(25)
Contributions to Reserves	6	1,276	125	1,151	790	361
Contributions from Reserves	6	(3,293)	(3,446)	153	149	4
Capital Expenditure financed from revenue	6	76	76	0	0	0
Amounts to be met from Government Grants and Local Taxation		151,242	151,570	(328)	871	(1,199)
General Government Grants	7	(74,755)	(74,755)	0	0	0
Non-Domestic Rates	7	(28,376)	(28,376)	0	0	0
Council Tax	7	(54,763)	(54,508)	(255)	(285)	30
Council Tax Benefits Support	7	5,775	6,069	(294)	(250)	(44)
Net Council Fund (Surplus)/Deficit		(877)	0	(877)	336	(1,213)
Contribution to/(from) Council Fund		877	0	877		
Total (Surplus)/Deficit		0	0	0		

4. REASONS

4.1 To present the revenue outturn position for 2013/14 for Select Member scrutiny.

5. RESOURCE IMPLICATIONS

5.1 As contained in the report.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 There is no equality or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

7. CONSULTEES:

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

8. BACKGROUND PAPERS:

Appendix 1 – Explanation of forecast variances
Appendix 2 – Movements from original budget to revised budget
Appendix 3 – Budget savings 2013/14

9. AUTHORS:

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10. CONTACT DETAILS

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APPENDIX 1 Summary Explanation of Year-end Position

The outturn position on the net costs of services (including Corporate Costs) shows an under spend of £1,227,000. Explanations for forecast variances are included in the relevant sections within this Appendix. The principal reasons for the year end position are summarised as follows:

- a) Social Care & Health – An over spend, at outturn, of £832,000. The majority of this overspend relates to the Children’s Services Division which over spent by £980,000. Throughout 2013/14, this Division has seen the considerable pressure continue from 2012/13, most notably within the external placement budget (£398,000) and internal fostering budget (£114,000). Also, the purchase of Adoption Placements has over spent by £81,000 and there was an £141,000 over spend in regard to younger peoples accommodation costs for 16-25 years olds. There has been a four fold increase in Legal Proceedings which has led to a £122,000 over spend in regard to legal costs due to the increased number of cases and a un-forecasted rise in legal fees, and the Council has incurred an overspend of £60,000 in relation to child and parental transport and £64,000 in respect of overspends on premises and staffing efficiency savings assumed but not materialising.
- b) Children & Young People – An over spend, at outturn of £172,000. This outturn position contains £383,000 of un-incurred reserve funded costs given a true outturn position of £555,000. Pressures in Resources and Performance due to on-going delays in staffing restructures (£77,000), SRS ‘data hall’ costs (£86,000) and SEN transport costs (£18,000) contributed to a £287,000 overspend. Also, the School Improvement Division has to bear the cost of redundancies this year which has resulted in a £446,000 over spend on Premature Retirement Costs. Though, the School library Service and ALN Management overspends of £44,000 and £41,000, have been offset by savings within .Additional Learning Needs (£264,000) and Collaborative Arrangements (£85,000).

Movement from the Month 9 Forecast

The holistic table above shows a positive variation of £1,453,000 on net cost of services from the forecast under spends reported at month 9. Of the factors of consideration by this Select Committee, some of the principal reasons for the variation from month 9 relate to the following:

- a) Children & Young People – A positive variance of £373,000. Individual School budget Division’s outturn improved by £353,000, as a previously agreed budget funded from reserves was not spent this year. The over spend against the School Improvement Division reduced by £171,000. This positive movement is predominantly a combination of additional income for Collaborative arrangements from the Visually Impaired Service and Communication and Intervention Service of £78,000 and £10,000 retrospectively. and a reduction of £92,000, reflecting changes in placements at non-maintained schools, which compensated from the increased costs of £150,000 experienced in the Resources and performance division.

Whilst not pertaining to the Council finances directly, also

Schools

Each of the Authority’s Schools is directly governed by a Board of Governors, which is responsible for managing the schools finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools.

At the end of the 2013/14 financial year schools drew £251,000 from school balances in total against a budgeted draw of £752,000, resulting in year-end school balances decreased to £989,000. The following information is worthy of note:

- At the beginning of the financial year, schools reserves amounted to £1,240,000, with 5 of our 37 schools in a deficit position. By the end of the financial year the number of schools in a deficit position has risen to 6 with Chepstow Comprehensive being of a major concern with a £216,589 draw on reserves and the overall school reserve balances standing at £989,000.
- The impact of school budget recovery plans and opportunities for schools to make in year savings have made a significant contribution to the year end position for many schools.
- The pressure within the central Children and Young People's budget to cover School Based Redundancies (SBR) has continued from 2011/12. It is anticipated that the level of SBR will continue to be high for 2014/15 as it has been in 2013/14.

Further information is provided in section 8 of this appendix, including the school balances note which itemising individual school balances.

Table 2: School Balances Outturn Position 2013/14	Opening School Balances	Contribution to/ (from) School Balances	Closing School Balances
	£000's	£000's	£000's
Comprehensive Schools	339	(248)	91
Primary Schools	775	68	843
Special School	126	(71)	55
Totals	1,240	(251)	989

SOCIAL CARE & HEALTH

The directly managed position for the Social Care & Health Directorate at outturn is to over spend by £832,000 for the 2013/14 financial year. This overspend includes £34,000 of Children's Services expenditure which is subject to reserve funding.

Chief Officer Comments:

This outturn report marks the end of a challenging financial year for SCH with some encouragement, since it records the first decrease in the Children's Services overspend since 2010/11. Excluding reserve funding arrangements, Children's Services recorded a small (£11,000) decrease, with the overall position improving since month 9 by £82,000.

In Community Care/Adults, it is a major achievement to have managed demographic pressures and savings requirements and come in under budget. This is due to the impact of new working practices to manage demand differently and it is exciting to see this impact on the budget as well as the quality of support that we offer.

In Children's Services the significant demand pressures continue, exacerbated by additional burdens around legal and housing costs as described below. There is intense activity within Children's Services to understand and respond to the pressures, including monthly analysis of key spend areas and external support and intervention via Dr Paul Thomas

As the demand led pressures in both Children's and Adult Services are set to continue into the current year, we are working hard to ensure the systems, resources and practice change required are in place.

SUMMARY EXPLANATION FORECAST OVER/ (UNDER) SPEND

Table 3: Children's Services Outturn 2013/14 – Summary Forecast Net Direct Expenditure Position at Outturn.

	Actual Outturn	Revised Budget	Over/(Under) Spend	Forecast Over/(Under) Spend at Month 09	Variance M9 to Outturn
	£000's	£000's	£000's	£000's	£000's
Children's Services	7,586	6,572	1,014	991	23
Net Directly Managed Expenditure	7,586	6,572	1,014	991	23

The over spend comprises the following notable over and under spends: -

Children's Services

At outturn the Division has over spent by £1,014,000, an increase since month 9 of £23,000.

However, within the outturn spend is £34,000 of expenditure relating to £32,000 of costs for the engagement work of Dr Paul Thomas and £2,000 Youth Offending Service overspend, which are subject to reserve funding. Hence the outturn after reserve funding shows this division overspending by £980,000, a slight reduction of £11,000 since month 9.

During this year, we have concentrated on a number of unit cost exercises to get a greater understanding of the budget. One unit cost calculated is around Looked after Children (LAC). Based on the 2012/13 LAC outturn position of £4,230,015 and a caseload of 107, an overall unit cost per LAC case of £39,533 was derived. Upon completion of the Welsh Government outturn, an update unit cost will be calculated for 2013/14.

There are a number of individual over and under spends, with the main areas contributing to the overspend position being: -

- The external placement budget incurred a £398,000 overspend. This budget incorporates independent fostering agency placements and also private and voluntary placements, which include residential and specialist school placements. The budget supported 55 external placements in total during 2013/14, an increase of one from 2012/13.
- The unit cost associated with external placements is greater than that associated with internal fostering placements. The unit cost of an external placement was calculated to be £58,965; hence the 2013/14 external placements budget of £1,335,356 would be able to support only about 23 external placements. Any opportunity to reduce external placements costs depends on growing the internal fostering market in the region. We already engage with the South East Wales Information Collaborative who negotiates costs on our behalf with external agencies to derive best value for money.
- Internal fostering costs, which include payments to carers such as weekly fostering allowances and birthday/holiday payments over spent by £114,000. At the end of 2013/14, we are supporting about 56 children within our in house foster carer service. The unit cost associated with in-house foster care is £33,300, which is £25,665 lower than that of an external placement.
- Purchase of Adoption Placements over spent by £81,000, relating to invoices for four adoptive placements that took place in the last financial quarter.
- There is a £141,000 overspend on younger peoples accommodation costs for 16-25 years olds. During the year all current young people in supported accommodation were reviewed to ensure those eligible to housing benefit entitlement were maximised. The Southwark Judgement has impacted on the budget which brings young people 16 plus into the care system because they are declaring themselves as homeless. Additionally, some of our post 18 asylum seekers had their appeals dismissed and we continue to have to maintain them until we have completed the legal process to cease maintenance. The following table illustrates the current activity and housing benefit received: -

Age of Young Person	Nos. Eligible and Claiming Housing Benefit	Nos. Not Eligible to Claim Housing Benefit	TOTAL
16-18	0	8	8
18-25	12	24	36
Asylum Seekers	0	15	15
TOTAL	12	47	59

- Travel costs incurred in providing children with home to school transport, allowing them to remain in their existing school and taking parents to facilitate contact with their children has over spent by £60,000.
- Legal costs over spent by £122,000. Legal costs are a particular issue, with 46 proceedings completed and 32 initiated during the year, compared to 11 proceedings initiated in 2012/13 and 4 for 2011/12. Recent changes in court fees, resulting in an increase in fees payable, have further added to pressures in this area. The Head of Children's Services has engaged with Newport City Council as to whether their legal department had spare capacity but unfortunately not; and in addition explored with Cardiff Chambers around fees payable, but Chambers have a fixed fee structure which is being applied.
- The remaining £64,000 overspend is a combination of spends in other areas such as staffing due to efficiency savings for staff turnover, and premises costs for the Therapeutic Service.

At outturn, the over spend increased by £23,000 since month 9, and below is a summary of some of the major contributory factors: -

- External placement costs decreased by £39,000, mainly due to a forecasted contribution to reserve at month 9 not required at year end and placement changes.
- In-house fostering costs reduced by £9,000 due to various movements in placements and lower allowances claimed than forecasted at month 9.
- Younger people's accommodation costs fell by £45,000. The main reasons for the fall are: one young person's accommodation costs were less than forecasted at Month 9, one young person's accommodation and support costs were forecasted at Month 9 had reduced significantly in the final quarter and Supporting People funding increased from £27,000 at month 9 to £50,000.
- Adoptive placement costs of £81,000 have been incurred as mentioned previously.
- Reserve funding for engagement cost for Dr Paul Thomas and Youth Offending Service overspend.
- The net cost of all other budget areas increased by £1,000.

CHILDREN AND YOUNG PEOPLE DIRECTORATE

The directly managed position for the Children & Young People Directorate, outturn is over spent by £172,000 for the 2013/14 financial year.

This includes the following specific amounts where requests are to be made at the end of the financial year for funding from reserves:

- School Library Service in year overspend £44,000

This also includes the following to be transferred back to reserves that have been transferred to the CYP Directorate in year:

- Transition funding amounting to £200,000
- Raising Standards funding not fully utilised £130,000
- ICT technician funding not fully utilised £28,000
- Commissioning funding for EAS service amounting to £69,000

Adjusting for these reserve funded items increases the Children and Young People Directorate over spend to £555,000.

Chief Officer Commentary:

The Directorate's outturn position is an over spend of £555,000, once reserve contributions have been taken into account. 82% of this overspend relates to Directorate Based Redundancy Costs.

Additional Learning Needs (ALN) remains a volatile area for the Directorate where movement in pupil placements has a considerable impact on budget. A decrease in the need for pupil placements outside of the Authority has resulted in a reduced spend for 13-14 as we have been successful in finding local provision at a lower cost.

Cost centre managers have increased efforts to improve value for money and have utilised their budgets with greater efficiency, where each service area has been able to contribute in some way.

SUMMARY EXPLANATION FORECAST OVER SPEND

Table 4: Children and Young People Directorate Outturn 2013/14 – Summary Forecast Net Direct Expenditure Position at Outturn.

	Actual Outturn	Revised Budget	Over / (Under) Spend	Forecast Over/(Under) Spend at Month 9	Variance Month 9 to Outturn
	£000's	£000's	£000's	£000's	£000's
Individual School Budget	43,325	43,544	(219)	134	(353)
Resources & Performance	2,201	1,914	287	137	150
School Improvement	6,697	6,593	104	275	(171)
Net Directly Managed Expenditure	52,223	52,051	172	546	(374)

The main areas of under or over spending are:

Individual School Budget

At outturn the Division has under spent by £219,000, a decrease in spend since Month 9 of £353,000.

Reserve funding of £100,000 was allocated to the Children and Young People Directorate in 13-14 to establish improved practices in the transition of children from primary to secondary education. Slippage from 12-13 amounting to £100,000 was also brought forward. Due to additional staffing changes within the directorate management team throughout the year, a plan of expenditure was not given adequate time to materialise, thus meaning that the funding was not utilised. This was not reported at Month 9 as plans were still being discussed.

Reserve funding of £150,000 was allocated to secondary schools in 13-14 to form improvements in the 14 to 16 standards. In addition, £19,000 of funding was brought forward from 12-13. £130,000 was not utilised and should be transferred back to reserves. This was not reported at Month 9 because the final plans were not agreed until after the report.

Reserve funding for £70,000 was allocated to the Children and Young People Directorate in 13-14 for the cost of ICT technicians required at Monmouthshire Schools. A brought forward amount of £9,000 was also available to spend. The actual cost of the technicians amounted to £51,000; therefore £28,000 should be transferred back to reserves. This was not reported at Month 9 as actual costs were not known until the end of the financial year.

The above under spends have been partially offset due to the following, which were reported at Month 9:

Restructuring at schools has resulted in staff protection costs to be compensated by the Local Education Authority amounting to £56,000. The staff protection policy has now been reviewed, the impact of which will be to reduce future cost implications. Efficiency savings of £56,000 were imposed and additional support to schools of £27,000 has also been delegated to schools. This, however, amounts to £5,000 more than reported at Month 9.

Resources & Performance

At outturn the Division has over spent by £287,000, an increase since Month 9 of £150,000.

- **Management - £216,000 Overspend.**

SEN transport provided by the Authority at the discretion of the Chief Officer amounted to £53,000, resulting in an over spend of £18,000. A review of SEN transport will be undertaken as part of a wider review of transport. This is £2,000 less than anticipated at Month 9 as actual costs were not known until year end.

Employee related efficiencies of £77,000 identified in the savings plan were not fully achievable in the financial year and have therefore resulted in an over spend for the Directorate. This includes staff savings that have been subject to previous Cabinet reports, and the part year effect of the costs associated with two Head of Service posts. This was reported at Month 9.

Costs associated with the schools' data hall in the SRS amounted to £86,000. Costs were not finalised until after Month 9. These costs have now been budgeted going forward.

Identified works at a primary school on fencing amounted to £24,000. These costs were met by the service as they had not been included in the property maintenance programme, and this was not known at the Month 9 stage.

Employee advertising costs amounting to £11,000 have been incurred due to the advertisement for the recruitment of Head of Service positions within the Children and Young People Directorate. This was not reported at Month 9 as we were awaiting final confirmation of the full cost.

A charge of £6,000 was incurred to Llantarnam Grange Arts Centre for the delivery of workshop sessions engaging with young people. This was not known at Month 9.

- **Youth Service - £10,000 Overspend.**

During the budget process the budget was reduced by £140,000, these savings were anticipated to be achieved through a staffing restructure which was put in place for the 1st September. The proposals were subject of a Cabinet paper on the 3rd April 2013, this paper provided details of how the savings were to be made and the timing around the restructure.

A £10,000 overspend has been incurred, however, due to the receipt of a backdated Rates bill, the cost of which was shared equally with the Adult Education Service. This was reported at Month 9.

- **Adult Education - £61,000 Overspend.**

Due to staff absence, cover costs have resulted in an overspend of £37,000. In addition to these costs, the service has recently received a backdated rates bill to 2010 for two sites (one of which is shared with the Youth Service), resulting in an additional, unanticipated spend of £50,000. The outturn position is £26,000 better than Month 9, however, due to a review of all non-essential spend, an increase in course fee income received, and the securing of additional grant funding.

School Improvement

At outturn the Division has over spent by £104,000, a decrease since Month 9 of £171,000.

- **Premature Retirement Compensation - £456,000 Overspend.**

Monmouthshire Schools, in an effort to remain efficient, have incurred a number of redundancies. This is due to a requirement in some schools to reduce a deficit and in others this is a result of staffing restructures. The total cost of the redundancies amounted to £422,000. As in previous years, redundancy costs are borne by the Directorate and no budget provision exists for these costs. A paper was agreed by Cabinet in October requesting that these costs be met from reserves. Two additional papers have been agreed by Cabinet to fund £7,000 central redundancy costs and £35,000 redundancy costs incurred due to a restructure of the Youth Service.

The actual invoice for Torfaen pensions was £8,000 less than originally anticipated. This was not reported at Month 9 as the invoice is not received until the end of the financial year.

- **Education Achievement Service - £96,000 Underspend.**

The contribution to the Education Achievement Service was £27,000 less than anticipated in the business plan. This was not reported at Month 9 as the final contribution amount was not agreed until the end of the financial year. In addition, late notification was received that the EAS had under spent and therefore a credit note will be issued for £69,000. It is anticipated that this amount will be transferred back to the EAS in 14-15 upon receipt of a plan of expenditure.

- **School Maternity & Supply - £6,000 Overspend.**

This scheme compensates schools when employees are on sickness or maternity leave. A service level agreement approach was agreed for this scheme and commenced at the start of the financial year. An overspend has occurred of £6,000 which was not known at Month 9 due to the requirement to compensate for additional absences late in the financial year. We will closely monitor the cost of the SLA to schools in 14-15, with the aim of achieving and maintaining a break-even position over time.

- **School Library Service - £44,000 Overspend.**

A reduction in contributions and no changes to service provision has resulted in the School Library collaborative arrangement incurring an overspend of £44,000. The service currently holds a deficit reserves balance and this will further increase the deficit. This service is subject to a budget mandate resulting in a complete review of provision for 14-15. This is an improvement of £1,000 compared with Month 9.

- **ALN Management - £41,000 Overspend.**

An agreement has been made that CYP will fund a safeguarding post currently employed by Social Care and Housing, the Directorate has no budget for this and has resulted in a £40,000 overspend. This was reported at Month 9.

The eligible expenditure for administration of the School Effectiveness Grant has reduced from £32,000 to £16,000. This resulted in an overspend of £16,000 which was reported at Month 9. The overspend has further increased by £16,000 since Month 9, however, due to the decision to allocate those grant monies to the CYP Finance team to better reflect where the actual costs were incurred.

The above have been offset by savings that have materialised due to a member of staff leaving and not being replaced. This was reported at Month 9.

- **Additional Learning Needs - £264,000 Underspend.**

During the budget process the budget for ALN was reduced by £150,000, these savings were anticipated through efficiencies and savings in placement costs and were indeed achieved.

At Month 9, it was reported that the service was anticipating an under spend of £151,000 due to a reduction in contingency funding allocated to schools and that additional savings of £22,000 were also expected due to a reduction in staffing levels as per a previous Cabinet paper.

In addition to those savings highlighted at Month 9, £92,000 of savings were achieved through reduced pupil placement costs at non-maintained schools.

- **Collaborative Arrangements - £85,000 Underspend.**

Due to a review of Collaborative Arrangements reserve funds, the Visually Impaired Service and Communication and Intervention Service has reimbursed the Authority, £78,000 and £10,000 retrospectively. A £3,000 additional spend was incurred against the Ethnic Minorities budget. This was reported at Month 9.

- **Flying Start - £2,000 Overspend.**

Due to an unexpected claw back of funding relating to the 2012-13 grant claim, a £2,000 overspend has resulted in this area. This was not known until year end and was therefore not reported at Month 9.

SCHOOLS OUTTURN REPORT

Chief Officer Commentary:

Given another difficult budget settlement for schools, I am encouraged that the level of school balances at outturn is £500,000 better than the budgeted position. The impact of budget recovery plans and opportunities for schools to make in year savings and utilise grant funding have made a significant contribution to the end of year position for many of the schools. Those schools holding higher surplus balances have invested funds with guidance from the EAS, and have thus contributed to an overall decrease in the level of schools' reserves.

It is disappointing that the number of schools in a deficit position has increased from five to six, however I am pleased that the majority of those schools have made considerable progress during 13/14 to reduce their deficits and have robust recovery plans in place, that are being monitored closely by the CYP Finance team.

School based redundancy costs were high for the authority in 2013/14 and are likely to remain high in 2014/15 as schools lose staff as numbers on roll decline.

SUMMARY EXPLANATION

At the beginning of the financial year, schools reserves amounted to £1,240,000, this included 5 of the 37 schools in a deficit position.

In-year contributions from reserves were required, as anticipated, resulting in a decrease in balances held by the schools as at 31st March 2014 to £988,000. The number of schools in a deficit position has increased to six. Two of these had not started the financial year in a deficit position and one school came out of a deficit position. The CYP Finance team will now be working closely with those schools in a deficit position by completing a Recovery Plan, which aims to bring the school back into a surplus over a three year period.

Table 10: Monmouthshire School Balance Summary

	Opening Balance	Budgeted Information		Outturn Information		Variance
	School Balances as at the 31st March 2013 Surplus/(Deficit) £000	Budgeted contributions to/(from) School Balances for the financial year 2013/14 £000	Budgeted School Balances as at the 31st March 2014 Surplus/(Deficit) £000	Outturn contributions to/(from) School Balances as at Month 13 for the financial year 2013/14 £000	Actual School Balances as at the 31st March 2014 Surplus/(Deficit) £000	Variance on Budgeted contributions to/(from) School Balances £000
School Type						
Comprehensive Schools	339	(112)	227	(248)	91	(136)
Primary Schools	775	(626)	149	68	843	694
Special Schools	126	(14)	112	(72)	54	(58)
Totals	1,240	(752)	488	(252)	988	500

Table 14 above is split into two elements, the original budgeted position for the schools and the outturn position. A more detailed school-by-school analysis is provided in table 15 below.

The budgeted Information shows that the School Balances as at 1st April 2013 amounted to £1,240,000 and during budget setting the schools identified that £752,000 of these balances would be utilised during the financial year 2013/14, leaving a budgeted closing reserves balance for all schools of £488,000.

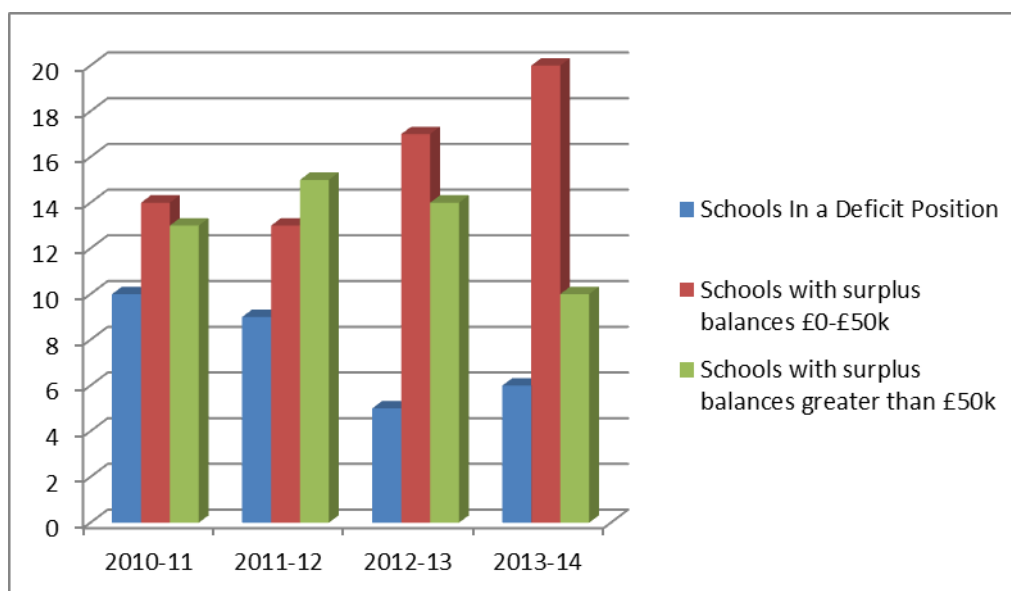
At outturn, school balances have decreased to £988,000, a significant variance of £500,000 from the budgeted position. Since month 9, the position has improved by £542,000.

CYP Finance continue to work closely with schools in order to look at potential savings areas with the aim of achieving a break even position over the next few financial years by periodically reviewing their Recovery Plan documents. Recovery Plans, which ensure schools achieve a break even position, are formulated over a three year period. Whilst school budgets are being set for 2014/15, all of those schools that are in a deficit position have incorporated a Recovery Plan into their agreed budget, which will be monitored on a termly basis.

The number of schools in a deficit position at the end of a financial year has reduced year on year, but has increased slightly this year from 5 to 6. Since month 9 however, one of the schools which had forecasted to go into a deficit position, has come out of this at year-end. No further schools have gone into a deficit since month 9.

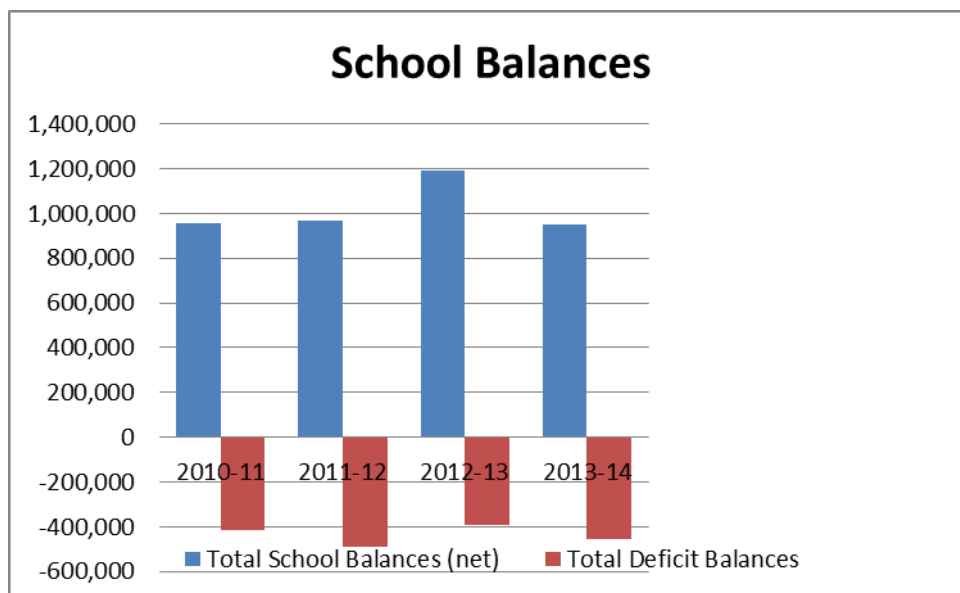
The schools in a deficit position will be monitored closely with the aid of a recovery plan, to ensure that they break even within the next 3 years.

Since 2012/13 the number of schools with surplus reserves greater than £50,000 has reduced from 14 to 10. This shows that most schools in this position are implementing their investment plans. Complimentary to this, the schools with surplus reserves between £0 and £50,000 has increased from 17 to 20.



In previous financial years there has been a substantial reduction to the draw on reserves, from the agreed budgets to the actual outturn position. This is the case again this year, with the call on reserves being £501,000 less than the budgeted position.

In 2011-12 and 2012-13 net reserve balances increased but the reserves balance has reduced by £252,000 by the end of 2013/14. As the graph also shows, the total balance of the schools in a deficit has increased slightly from £390,000 to £457,000.



Many of the savings seen throughout a financial year cannot be factored into the budget build as they are unknown and fluctuate throughout the year. The main reasons for changes to year end school balances are:

Supply and Maternity compensation budgets amounting to £486,000 are held centrally. The schools are compensated when a member of staff is off due to ill health or on maternity/paternity leave. Schools are liable for the first 15 days an employee is not in work due to ill health and are then compensated at agreed rates of pay. Maternity compensation compensates schools for the actual costs of the member of staff on maternity leave. Schools often benefit from these schemes as the replacement staff may be on a lower grade, not in the pension scheme or the Headteacher may not deem it necessary to seek cover for the post in the short term, generating savings from the vacant post.

Additional Learning Needs' contingency budget of £216,000 is held centrally to fund schools for pupils with Band D and E statements that are identified within the financial year. The funding is to cover additional staff to support the needs of the pupils with those statements. Schools are sometimes able to utilise existing staff to meet the needs of the statement. Schools also tend to be supporting the pupil prior to receipt of the funding and therefore the member of staff is already identified within the budget.

Nursery Top-Up Funding amount to £100,000, this funding is to support schools with a change in the number of pupils attending the nursery. The original funding is based on January plac data and additional top up is then provided in April, September and January. As the pupil numbers are not known at the time of building the budgets no top up income is included in the budget and therefore will be surplus income unless an additional nursery teacher is required.

Investment and Recovery Plans are completed once the year end balances and budget builds are known, therefore there are changes to the budget which are then reported throughout the financial year.

The School Effectiveness Grant, Welsh Education Grant and Pupil Deprivation Grant plans were not completed until after the budgets were set. Some schools as part of these plans identify staff that will be involved in the initiatives and can be funded from these grants instead of school budget.

Energy forecasts are provided by the energy officer. With contracts being renewed in October, any changes in rates identified will affect schools' budgets.

General Teaching Council Wales funding is routinely allocated to schools, although to pay for costs incurred due to supply cover, the supply cover is usually managed within the existing budget allocation.

The following table shows the brought forward balances and in year spends for each of the schools (columns 1 & 2). It also shows budgeted information and the actual carry forward balance for each school (columns 3, 4 & 5), then finally some month 9 information (columns 6 & 7). Recovery plans are required from all schools in a deficit position. Primary and Secondary schools are required to complete an investment plan if their surplus reserves exceed £50,000 and £100,000 retrospectively. Detailed reasons for the individual school changes are also provided.

Secondary Schools

Caldicot School

The school had budgeted to increase surplus from £37,000 to £43,000. This actually increased to £60,000 which is a favourable variance of £17,000.

The month 9 position was an in-year deficit of £35,000, giving a variance of £59,000.

The variance from month 9 is due to utility costs amounting to £11,000 less than anticipated. Exam fees £35,000 less than expected due to a reduction in modular entries and additional ALN funding of £13,000.

Chepstow Comprehensive

The school had budgeted to go from a £2,000 surplus to a £18,000 deficit. The year-end position is a £214,000 deficit, which is an adverse variance of £196,000.

This substantial adverse variance is due to additional investment in staffing, in order to raise standards. Also due to a loss of income that was expected from GTCW and the learning pathways grant, the vast majority of which was reported at month 9.

Month 9 position was a £192,000 deficit, which is £22,000 less than the year end position.

A meeting has recently taken place in order to address the substantial deficit balance and a recovery plan has now been drafted, in order to achieve a break even position in 3 years.

King Henry VIII Comprehensive

The school had budgeted to reduce from £220,000 surplus to £121,000. The year-end position had reduced to £114,000, which is a variance of £7,000.

The variance from month 9 is £75,000 less overspent. This is due to utility costs being £9,000 less than anticipated, £24,000 reduction in materials bought by subject leaders. Exam fees £18,000 less than expected due to a reduction in modular entries. Additional grant funding secured of £24,000.

Monmouth Comprehensive

The school had budgeted to retain surplus of £81,000. The surplus actually increased to £131,000. This is a variance of £50,000 to budget as well as to month 9.

This is due to a £16,000 saving against ICT, as a result of data storage and technician costs being met centrally. Also utility costs were £17,000 less than anticipated. There was also £12,000 additional grant funding received that was not known at month 9. The remainder was due to projects which were unable to be completed by year end, meaning these costs will be incurred in 2014/15.

Table 11: Monmouthshire School Balance Detailed Summary	As at 1st April 2013 Surplus / (Deficit)	Outturn Surplus / (Deficit) in Year	Revised Budget Surplus / (Deficit) In Year	Variance to Budget (Over) / Under Spend	As at 31st March 2014 Surplus / (Deficit)	Forecast Surplus / (Deficit) Spend at Month 9	Variance to M9 F/cast (Over) / Under Spend
	£'s	£'s	£'s	£'s	£'s	£'s	£'s
Comprehensive Schools							
Caldicot Comprehensive	36,934	23,686	5,989	17,697	60,620	(35,179)	58,865
Chepstow Comprehensive	2,000	(216,589)	(20,192)	(196,397)	(214,589)	(192,306)	(24,283)
King Henry VIII Comprehensive	219,715	(105,197)	(98,503)	(6,694)	114,518	(180,401)	75,204
Monmouth Comprehensive	80,538	50,437	26	50,411	130,975	26	50,411
Sub Total	339,187	(247,663)	(112,680)	(134,983)	91,524	(407,860)	160,197
Primary Schools							
Archbishop Rowan Williams Primary	(18,555)	40,546	26,882	13,664	21,991	52,879	(12,333)
Cantref Primary	75,384	(7,246)	(44,588)	37,342	68,138	(29,943)	22,697
Castle Park Primary	(97,802)	(196)	(11,165)	10,969	(97,998)	(11,541)	11,345
Cross Ash Primary	61,832	(13,845)	(26,192)	12,347	47,987	(14,255)	410
Deri View Primary	(170,667)	90,715	(85,211)	175,926	(79,952)	69,049	21,666
Dewstow Primary	94,370	11,743	(48,806)	60,549	106,113	(34,801)	46,544
Durand Primary	64,772	(20,047)	(28,677)	8,630	44,725	(23,855)	3,808
Gilwern Primary	54,827	(13,770)	(17,534)	3,764	41,057	(17,800)	4,030
Goytre Fawr Primary	7,809	(3,100)	(28,299)	25,199	4,709	(16,690)	13,590
Kymin View Primary	10,162	24,193	(6,271)	30,464	34,355	5,221	18,972
Llandogo Primary	7,539	(13,319)	(6,883)	(6,436)	(5,780)	(8,352)	(4,967)
Llanfair Kilgeddin Primary	23,474	(863)	0	(863)	22,611	(6,880)	6,017
Llanfoist Primary	18,234	14,699	(25,408)	40,107	32,933	13,291	1,408
Llantillio Pertholey Primary	105,594	(40,254)	(68,901)	28,647	65,340	(46,239)	5,985
Llanvihangel Crocorney Primary	(60,486)	19,830	(20,714)	40,544	(40,656)	14,581	5,249
Magor Church in Wales Primary	24,665	6,472	5,377	1,095	31,137	(9,183)	15,655
New Pembroke Primary	42,353	37,318	38,650	(1,332)	79,671	14,980	22,338
Osbaston Church In Wales Primary	36,343	12,369	(6,946)	19,315	48,712	(1,890)	14,259
Our Lady & St Michael's RC Primary	45,192	(21,529)	(11,453)	(10,076)	23,663	(20,787)	(742)
Overmonnow Primary	66,628	(32,899)	(37,754)	4,855	33,729	(51,181)	18,282
Raglan Primary	42,940	(1,681)	(28,354)	26,673	41,259	4,345	(6,026)
Rogiet Primary	71,372	11,780	(49,619)	61,399	83,152	(16,864)	28,644
Shirenewton Primary	75,178	6,390	(26,929)	33,319	81,568	(24,042)	30,432
St Mary's Chepstow RC Primary	2,952	(2,139)	(8,118)	5,979	813	(881)	(1,258)
The Dell Primary	21,699	28,408	(10,379)	38,787	50,107	(12,512)	40,920
Thornwell Primary	62,403	(46,267)	(47,858)	1,591	16,136	(37,065)	(9,202)
Trellech Primary	29,209	4,396	6,450	(2,054)	33,605	(185)	4,581
Undy Primary	7,189	2,928	2,031	897	10,117	(6,638)	9,566
Usk Primary	19,992	8,695	(12,559)	21,294	28,687	5,901	2,794
Ysgol Gymraeg Y Fenni	92,213	(60,052)	(47,272)	(12,780)	32,161	(77,333)	17,281
Ysgol Gymraeg Y Ffin	(42,365)	24,451	777	23,674	(17,914)	21,063	3,388
Sub Total	(774,450)	67,726	(625,763)	693,489	842,176	(267,607)	335,333
Special School							
Mounton House	76,592	(58,128)	(13,830)	(44,298)	18,464	(62,527)	4,399
PRU	49,815	(13,823)	0	(13,823)	35,992	(55,667)	41,844
Sub Total	126,407	(71,951)	(13,830)	(58,121)	54,456	(118,194)	46,243
TOTAL	1,240,044	(251,888)	(752,273)	500,385	988,156	(793,661)	541,773

Primary Schools

ARW Primary

The school has completed a recovery plan and has a carried forward surplus of £22,000, meaning that it has come out of a deficit position. This is £14,000 more than was budgeted.

The deficit variance from month 9 is £12,000.

Cantref Primary

The £75,000 brought forward surplus has reduced to £68,000, which is £37,000 higher than the budgeted amount. This is mainly due to building maintenance and IT hardware costs not coming to fruition in year as planned, plus some savings due to maternity leave.

There is also a £23,000 favourable variance since month 9 forecast.

Castle Park Primary

The school brought forward a substantial deficit reserve, which has remained stable at £98,000 in 2013/14. The 3 year budget projections show this deficit reducing and the school will have a small surplus at the end of 2015/16.

Subsequent to the school being invited in to meet with the directorate management team in order to discuss how the school can get back on track with the agreed recovery plan, the position improved from month 9 by £11,000.

Cross Ash Primary

The £62,000 brought forward surplus has reduced to £48,000, which is a £12,000 favourable variance to what was budgeted.

There is no variance on the month 9 position.

Deri View Primary

The £170,000 brought forward deficit has decreased to £80,000. This represents a favourable variance of £175,000 on the budgeted amount.

The improved financial position is due to Nursery top up income, the Pupil Deprivation Grant supporting existing staff and additional SEN funding. Additional income has also been received for the Integrated Children's Centre from the flying start grant. There has also been a restructure resulting in considerable staff savings.

The position improved another £22,000 since the month 9 forecast.

Dewstow Primary

The £94,000 brought forward surplus has increased to £106,000. This represents a favourable variance of £61,000 on the budget. The majority of this is due to SEG amounts identified in the last three months and expected building maintenance costs that did not come to fruition.

There is a £47,000 variance since month 9.

The budget has been set for 2014/15 and the vast majority of this surplus is forecast to be used. The finance team will monitor this on a monthly basis to ensure that this is delivered.

Durand Primary

The £65,000 brought forward surplus has reduced to £45,000, which is an £8,000 favourable variance on the budget set.

There was a £4,000 favourable variance since month 9 forecast.

Gilwern Primary

The £55,000 brought forward surplus has reduced to £41,000, which is a £4,000 favourable variance on the set budget.

There was a £4,000 favourable variance since month 9 forecast.

Goytre Fawr Primary

The £8,000 brought forward surplus has reduced to £5,000, which is a £25,000 favourable variance to budget. This is mainly due to IT planned expenditure not being incurred and some salary related savings.

There was a £14,000 favourable variance since month 9 forecast, for the same reasons as above.

Kymin View Primary

The £10,000 brought forward surplus has increased to £34,000. This is £30,000 better than the budget. The improvement from budget is due to nursery top up funding, additional SEN funding and changes to staff due to maternity leave.

There was a £19,000 variance from the month 9 forecast.

Llandogo Primary

The £8,000 brought forward surplus has reduced to a deficit of £6,000, which is £6,000 worse than the budgeted position.

A recovery plan was put in place since the month 6 reporting position, which is due to bring the budget back into surplus by 2015/16.

There is a £5,000 adverse variance since month 9.

Llanfair Kilgeddin Primary

There was a brought forward surplus of £23,000 and this is still the situation at year end. There was a slight variance of £6,000 from month 9 to year end.

Llanfoist Fawr Primary

The brought forward surplus of £18,000 has increased to £33,000. This is a variance to budget of £40,000.

Savings since budget are due to two staff on maternity leave and a full time caretaker budget only being utilised on a casual basis, a small increase in Foundation Phase funding and PTA donations being received for expenditure initially thought to be borne by the school's budget.

As the school was originally budgeted to go into a deficit, this is a marked improvement. The improvement that has been made is due to following the recovery plan, agreed with the finance team.

Llantilio Pertholey Primary

Investment plan has been largely adhered to for the 2013/14 year. Surplus has reduced to £65,000, a reduction of £40,000.

This was £29,000 less than budgeted but due to reduce below the £50,000 threshold in 2014/15. There was a £6,000 favourable variance since month 9 forecast.

Llanvihangel Crucorney Primary

The £60,000 brought forward deficit has been reduced to £40,500 in line with the recovery plan, which states that the school will be back in a surplus position by 2015/16. This is a £40,000 improvement on the original budget set. There is a £5,000 improvement since the month 9 forecast.

Magor Church in Wales Primary

The £25,000 brought forward surplus has increased to £31,000, which is in line with the budget set.

There is a £16,000 favourable variance from month 9 forecast.

New Pembroke Primary

The £42,000 brought forward surplus has increased to £80,000, which is in line with the budget set.

There is a £22,000 favourable variance from month 9 forecast.

The finance team will liaise with the Headteacher on a monthly basis, to ensure implementation of the investment plan, in order to reduce the surplus.

Osbaston Church in Wales Primary

The £36,000 brought forward surplus has increased to £49,000, which is £19,000 better than the set budget. No investment plan is required.

This is a £14,000 improvement on the month 9 position.

Our Lady & St Michaels RC Primary

The £45,000 brought forward surplus has reduced to £24,000, which is £10,000 more than budgeted.

There is no variance from the month 9 forecast.

Overmonnow Primary

The £67,000 brought forward surplus has reduced to £34,000, which is only £5,000 out from the budgeted position.

There was an improvement of £18,000 from the month 9 forecast.

Raglan Primary

The £43,000 brought forward surplus has reduced slightly to £41,000, which is £27,000 less than was budgeted.

There was a £6,000 adverse variance from the month 9 forecast.

Rogiet Primary

The £71,000 brought forward surplus has increased to £83,000, which is a £61,000 variance on what was budgeted.

The reasons for this are that there were a few different Headteachers in the financial year, which meant that there was a lack of co-ordination with the spend on the budget. In addition and due to this, within the in-year forecasts it was assumed that the SEG monies would not be claimed. When the substantive Headteacher returned following maternity absence after month 9, they were in a position to agree SEG expenditure with their systems leader, therefore improving the budgetary position considerably and thus contributing to a £29,000 variance from the month 9 position.

Shirenewton Primary

The £75,000 brought forward surplus has increased to £82,000, which is a £33,000 variance on what was budgeted.

The finance team will liaise with the Headteacher on a monthly basis, to ensure implementation of the investment plan, in order to reduce the surplus.

There was also a £30,000 variance from the month 9 position.

St Mary's Chepstow RC Primary

The £3,000 brought forward surplus has reduced to £1,000, which is £6,000 better on the budgeted position, where the school was budgeted to go into a deficit position.

This is in line with the month 9 forecast.

The finance team will meet regularly with the Headteacher in order to control this position, as the school is very close to going into a deficit position.

The Dell Primary

The £22,000 brought forward surplus has increased to £50,000, which is £39,000 variance on the budgeted position.

This is also a £41,000 variance on the month 9 position.

Thornwell Primary

The £62,000 brought forward surplus has reduced to £16,000, which is in line with what was budgeted.

There is a £9,000 variance reducing the surplus further, since the month 9 forecast.

Trellech Primary

The £29,000 brought forward surplus has increased to £34,000, which is in line with what was budgeted and also what was forecast at month 9.

Undy Primary

The £7,000 brought forward surplus has increased slightly to £10,000, which is in line with what was budgeted.

There was a £10,000 favourable variance since month 9.

Usk Primary

The £20,000 brought forward surplus has increased to £29,000, which is a £21,000 variance from what was budgeted.

There was a £3,000 favourable variance since month 9.

Ysgol Gymraeg Y Fenni

The £92,000 brought forward surplus has reduced significantly to £32,000, which is £13,000 more than what was budgeted.

There was a £17,000 favourable variance since month 9.

Ysgol Gymraeg Y Ffin

The £42,000 brought forward deficit has reduced to £18,000, which is a £24,000 improvement on what was budgeted.

There was a £3,000 favourable variance since month 9.

The recovery plan shows that the school will return to a surplus by the end of 2014/15.

Special Schools

Mounton House

The £77,000 brought forward surplus has reduced significantly to £18,000, which is an adverse variance of £45,000 on what was budgeted.

There was a £4,000 favourable variance since month 9.

PRU

The £50,000 brought forward surplus has reduced to £36,000, which is a £14,000 adverse variance on what was budgeted.

There was a £42,000 favourable variance since month 9.

Movements from Original Budget to Revised Budget

This appendix provides an overview of changes made to the Authority's revenue budget since the Original Budget was approved by Council on 13th February 2013. Changes comprise budget virements and budget revisions, and all changes made to the revenue budget between directorates up to the end of the 2013-14 financial year are included.

Table 1: Revised Budget analysis at 2013-14 outturn	Original Budget	Budget Virements	Budget Revisions	Revised Budget
	£000's	£000's	£000's	£000's
Social Care & Health	36,339	45	0	36,384
Children & Young People	51,984	67	0	52,051
Regeneration & Culture	26,667	1,355	0	28,022
Chief Executive's Unit	17,028	(6,001)	0	11,027
Corporate Costs & Levies	18,848	(454)	0	18,394
Net Cost of Services	150,866	(4,988)	0	145,816
Appropriations Section	6,773	(1,081)	0	5,692
Amounts to be met from Government Grants and Local Taxation	157,639	(6,069)	0	151,570
Financing Section	(157,639)	(6,069)	0	(151,570)
Council Fund (Surplus)/Deficit	0	0	0	0
Budgeted contribution from Council Fund	0	0	0	0
Budget Control Total	0	0	0	0

Budget virements and budget revisions are further illustrated below in separate tables that analyse the key movements:

Budget Virements

Table 2: Budget Virements analysis at Outturn (£000's)	Revised Budget as Month 09	Virement 1	Virement 2	Virement 3	Virement 4	Virement 5	Revised Budget at Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Social Care & Health	36,383	0	0	0	0	0	36,384
Children & Young People	52,108	(57)	0	0	0	0	52,051
Regeneration & Culture	27,550	57	307	45	0	62	28,022
Chief Executive's Unit	11,040	0	0	0	(12)	0	11,027
Corporate Costs & Levies	18,382	0	0	0	12	0	18,394
Net Cost of Services	145,463	0	307	45	0	0	145,878
Appropriations Section	6,106	0	(307)	(45)	0	(62)	5,692
Amounts to be met from Government Grants and Local Taxation	151,570	0	0	0	0	0	151,570
Financing Section	(151,570)	0	0	0	0	0	(151,570)
Council Fund (Surplus)/Deficit	0	0	0	0	0	0	0
Budgeted contribution from Council Fund	0	0	0	0	0	0	0
Budget Control Total	0	0	0	0	0	0	0

The key virements that have taken place to the 2013/14 original budget from Month 9 to outturn comprise:

CYP

- Virement 1 – Transfer of CYP Support Services Manager to Property Services (£57,679) cr

R&C

- Virement 1 – Transfer of CYP Support Services Manager to Property Services 57,679 dr
- Virement 2 – Movements between Capital and Revenue mis-postings £307,170 dr
- Virement 3 – Up-front Business Savings for Fuel Saving technology £40k dr and Commercial Sector £5k dr
- Virement 5 – Invest to Redesign initiatives funded from Reserves £62,341 dr

CEO

- Virement 4 – Transfer of Fees & Charges income budget to Local Land Charges (£12k) cr

Corporate

- Virement 4 – Transfer of Fees & Charges income budget to Local Land Charges £12k dr

Appropriations

- Virement 2 – Movements between Capital and Revenue mis-postings (£307,170) cr
- Virement 3 – Up-front Business Savings Investments for Fuel Saving technology (£40k) cr and Business Support to the Commercial Sector (£5k) cr
- Virement 5 – Invest to redesign initiatives funded from Reserves (£62,341) cr

Budget Revisions

There have been no budget revisions.

2013/14 Children & Young People Budgeted Savings progress at Outturn

DIRECTORATE	Saving included in 2013/2014 Budget £'000	Savings achieved £000s	Delayed savings £000s	Shortfall / (Surplus)
CYP	645	385	160	100
Total Budgeted Savings 2013-14	645	385	160	100

**SUBJECT: CAPITAL PROGRAMME 2013/14
OUTTURN STATEMENT**

DIRECTORATE: Chief Executive's Unit

MEETING: Children and Young People Select Committee

DATE: 12th June 2014

DIVISION/WARDS AFFECTED: Whole Authority

1. PURPOSE:

- 1.1 The purpose of this report is to present the capital outturn position for 2013/14, for schemes relating to this committee. Members are asked to note that the figures provided may be subject to change during the audit process.

2. RECOMMENDATIONS:

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

3. KEY ISSUES:

Overall Summary

- 3.1 The main schemes relevant to this Select Committee are:

- School development schemes – comprising Thornwell Primary, New Raglan Primary, Future Schools initiative and a number of other development schemes which are smaller or nearing completion.
- Asset Management schemes – numerous property maintenance schemes at school sites and Upgrade School Kitchens
- IT Scheme – SIMS development costs

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

- A revised budget of £8,144,000, of which £4,862,000 or 59.7% (39.0% at month 10) was spent by year end.
- Between report writing and presentation, slippage of £3,067,000 will be put to Cabinet for approval on 4th June 2014. This slippage mainly relates to:
 - Schools development schemes (£2,553,000), including Thornwell Primary School (£598,000) and Future Schools feasibility (£1,706,000) and
 - Property Maintenance schemes (£448,000) including Thornwell Sewerage Diversion (£349,000).

Further information is provided in Appendix 2.

- A net under spend at Outturn of £215,000, resulting from Schools development schemes which have completed underbudget (£136,000) and Property Maintenance schemes (£79,000).
- The net underspend of £215,000 is in addition to the virement, approved at month 10, of £247,000 within School development schemes between Green Lane school scheme and 21st century feasibility schemes to fund project team costs.

Appendix 1 to the report provides an explanation of the over and under spends at Outturn.

Useable Capital Receipts Available

3.3 The total capital receipts balance at 31st March 2014 is £7,853,000 (£7,620,000 at month 10), an increase of £2,775,000 from the estimated balance reported in the 2013/2017 capital MTFP proposals. This is mainly due to slippage of the Capital programme financed by receipts into future years (£2,957,000) and budgeted set aside of £1,000,000 not going ahead offset by a lower receipts balance brought forward (£1,184,000).

3.4 Based on the 2013/2014 outturn, the current capital receipts forecast and the capital budgets in place for 2013/2017, the total capital receipts balance at the end of the MTFP window is forecast to be £33,369,000 (£32,165,000 at month 10), broadly in line with the 2013/2017 capital MTFP of £33,362,000. This increase is due to a budgeted set aside not going ahead (£1,000,000) and an increase in total forecast receipts receivable (£449,000) offset by a decrease in receipts brought forward (£1,184,000) and an increase in receipts applied in 13/14 (£258,000) .

3.5 The Council is intent to earmark most of capital receipts, circa £32million, to the funding of the Future Schools programme, subject to a future Cabinet report and approval of detailed construction budgets.

3.6 Further information on capital receipts is contained in Appendix 3.

4. AREAS FOR POTENTIAL SCRUTINY

4.1 The main issues for Select Committee scrutiny are:

- The level of slippage on schemes, together with any notable movements in slippage from month 10 to outturn.
- The risks surrounding future capital receipt generation and the impact that this could have on the Future Schools programme.

5. BACKGROUND PAPERS:

Appendix 1 – Explanation of over/under spends

Appendix 2 – 2013/14 Slippage summary

Appendix 3 – Capital Receipts

Appendix 4 – Movement from Original to Revised budget

6. AUTHOR:

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1. EXPLANATION OF OVER & UNDER SPENDS AT OUTTURN

1.1 Table 1 below summarises the outturn variances for schemes relating to this committee and compares them with the variances forecast at month 10.

Table 1: Capital Programme 2013/14 – Summary Outturn Position

Scheme Type	Revised Budget	Slippage c/f	Adjusted Budget (Reduced by Slippage)	Actual Outturn	Over/(Under) Spend at Outturn	Forecast Over/(Under) Spend at M10
	£000's	£000's	£000's	£000's	£000's	£000's
Asset Management Schemes	1,896	492	1,404	1,432	28	(23)
School Development Schemes	6,053	2,554	3,499	3,364	(135)	(22)
ICT Schemes	87	21	66	66	0	0
Surplus Property Maintenance slipped from 2012/13	108	0	108	0	(108)	(108)
Total	8,144	3,067	5,077	4,862	(215)	(153)

1.2 The main schemes contributing to the under spend of £215,000 are as follows:

1.2.1 Asset Management schemes

Property Maintenance

Property Maintenance schemes have balanced to budget across the whole Authority at outturn, (as forecast at month 10). However, the following variances within the division are of note:

a) Electrical Services

An under spend of £7,000 in the electrical services section. This is mainly attributable to an under spend of £10,000 on the St Mary's RC Primary upgrade fire detection and emergency lighting scheme due to the re-utilisation of redundant equipment from a closed building. Offset by an over spend of £3,000 on Gilwern OEC - Upgrade drying room sup & wiring.

b) External Areas

An over spend of £10,000 in the external areas section. This is mainly due to a duplicate fee not being credited in year (£7,000) and Thornwell primary – new bin compound (£4,000) not having been budgeted.

c) External Walls, Doors and Windows

An over spend of £43,000 in the external walls, doors and windows section. This is mainly due to an over spend of £36,000 on the Chepstow Comprehensive, timber windows repair scheme. Upon commencement of the project additional emergency works were identified due to unforeseen dangerous structures. Also Osbaston Primary replaced EOL windows and doors, an over spend due to additional works being required (£7,000).

d) Internal Walls and Doors

An under spend of £5,000 in the Internal Walls and Doors section. This is attributable to a £5,000 under spend on the Hilston Park refurbish shower and changing rooms scheme.

e) Decoration

An over spend of £6,000 in the Decoration section due to additional works being required on Castle Park Primary – office refurbishment.

f) Mechanical Services

An overall under spend of £37,000 in the Mechanical Services section. This is mainly attributable to a £15,000 under spend on the Ysgol Y Ffin boiler replacement and kitchen heating scheme due to a revised scope of works and contingency not being required; and an under spend of £9,000 on the St Mary's RC Primary school boiler replacement scheme due to competitive tendering. The balance is the total of several other small under spends on heating or air conditioning system works mainly due to competitive tendering.

g) Ceilings

An over spend of £16,000 in the Ceilings section where Osbaston Primary replacement of suspended ceilings scheme over spent by £16,000. Upon commencement of the project, additional works were identified over and the above the initial budget allocation.

1.2.2 School Development schemes

School Development schemes have under spent by £135,000 at outturn, compared to a £22,000 under spend forecast at month 10.

a) New Caldicot Green Lane

The scheme has under spent by £71,000 (not reported at month 10). At month 10, the scheme was forecasting an overall under spend due to a favourable final settlement with main contractor which was then vired to the 21st Century Schools project. At outturn an additional £71,000 under spend has materialised due to an overstated retention value being included in the month 10 forecast. There has been no request to vire the additional sum to 21st Century Schools.

b) Caldicot Castle Park Remodelling

The scheme is complete and has achieved an under spend of £24,000 due to a favourable final settlement. (£9,000 reported at month 10)

c) Rogiet Primary

The scheme is complete and has achieved an under spend of £16,000 due to a favourable final settlement. (Not reported at month 10)

d) Pembroke Primary (Major Extension)

The post occupancy review has now been completed. The overall cost of works was lower than remaining budget allocation resulting in an under spend of £16,000. (Not reported at month 10)

The balance of £8,000 relates to other minor under spends on completed projects within this division.

1.2.3 Surplus Finance Slipped from 2012/13

A surplus of £108,000 remains at outturn. This is due to the slippage brought forward as a result of the late receipt of 2012/13 Welsh Government education maintenance grant. The grant was successfully claimed in 2012/13 as the Authority had already incurred sufficient maintenance expenditure to meet the conditions of the grant. The £108,000 surplus finance was not allocated in 2013/14 and therefore contributes to the reduced call on Capital receipts being recommended as part of this report. These capital receipts will therefore be available if required to finance major capital pressures identified elsewhere in this report should there be no other financing options available. (Reported at month 10)

2. 2013/2014 SLIPPAGE SUMMARY

- 2.1 For schemes within this Select Committee's portfolio, at the end of 2012/13, £2,907,000 was approved for slippage into the 2013/14 financial year. Of this, £2,422,000 related to School Development Schemes and £485,000 related to Asset Management Schemes.
- 2.2 For schemes within this Select Committee's portfolio, the total slippage requested from the 2013/14 capital programme into the 2014/15 capital programme is £3,067,000. This represents 38% of the revised capital budget for 2013/14 of £8,144,000. This compares with the approved 2012/13 slippage of £2,907,000 which was 35% of the revised budget for 2012/13 of £8,362,000.
- 2.3 The table below analyses the schemes with slippage requested by scheme category and compares the level of slippage with that estimated at month 10.

Table 1: Capital Programme 2013/14 – Analysis of 2012/13 and 2013/14 Slippage

	Slippage B/F From *2012/13 Approved Outturn 2012/13 £000	Slippage C/F Outturn 2013/14 £000	Provisional Slippage C/F Month 10 2013/14 £000	Slippage Increase/(Decrease) since mth 10 2013/14 £000
Asset Management Schemes	377	492	481	11
School Development Schemes	2,422	2,554	2,349	205
ICT Schemes	0	21	10	11
Surplus Property Maintenance slipped from 2012/13	108	0	0	0
Total	2,907	3,067	2,840	227

*Includes slippage b/f from 2008-11 and slippage b/f from 2011/12

2.4 The cause of the requirement for the slippage of £3,067,000 can be analysed into three categories:

Third Party

Authority – Controllable by Budget Holder

Authority – Uncontrollable by Budget Holder

Cause of Slippage	Number of Schemes	Slippage (£)
Third Party	0	0
Authority - Controllable	10	2,443,000
Authority - Uncontrollable	6	624,000
	16	3,067,000

2.6 Explanation of Slippage Requests

Details of all the slippage requests, together with reasons are provided. The following major slippage requirements in the 2013/14 capital programme are to be noted:

2.6.1 Asset Management Schemes

Total slippage of £493,000 is proposed for 7 schemes, which is £62,000 more than the provisional slippage reported at month 10. £349,000 relates to one property maintenance scheme – Thornwell Sewerage Diversion works.

Scheme	Slippage Outturn £	Slippage Month 10 £
Property Maintenance (6 Schemes)	448,000	431,000
Upgrade School kitchens	45,000	0
	493,000	431,000

2.6.2 School Development Schemes

Total slippage of £2,553,000 is proposed for 8 schemes, which is £204,000 more than provisional slippage reported at month 10, and can be summarised as follows:

Scheme	Slippage Proposed £	Slippage Month 10 £
School Development Schemes (8 schemes)	2,553,000	2,349,000
	2,533,000	2,349,000

2.6.3 IT Schemes

Total slippage of £21,000 is proposed for 1 scheme, which is £11,000 more than the provisional slippage reported at month 10, and can be summarised as follows:

Scheme	Slippage Proposed £	Slippage Month 10 £
School Development Schemes (8 schemes)	21,000	10,000
	21,000	10,000

3. CAPITAL RECEIPTS

4.

Capital Receipts received at Outturn – comparison to MTFP

3.1 In table 5 below, the 2013/14 actual capital receipts and the forecast capital receipts for 2014/15 to 2016/17 at outturn have been compared to the MTFP capital receipts forecast presented in the capital budget proposals approved by Cabinet on 13th February 2013.

Table 5: 2012/13 Outturn Capital Receipts forecast for 2012/13 to 2015/16 – comparison to MTFP 2012/16 capital receipts forecast

	2013/14	2014/15	2015/16	2016/17	Total
	£000's	£000's	£000's	£000's	£000's
Education Receipts	163	1,747	9,306	0	11,216
County Farms Receipts	1,749	565	100	0	2,414
General Receipts	127	17,520	0	0	17,647
Strategic Accommodation Review	490	1,500	150	0	2,140
Dependent on Outcome of LDP	0	750	4,000	4,000	8,750
Total	2,529	22,082	13,556	4,000	42,168
MTFP Capital Receipts Forecast	2,375	22,750	16,700	0	41,825
Increase / (Decrease) compared to 2012/16 MTFP Capital Receipts Forecast	154	(667)	(3,144)	4,000	343

3.2 The Capital receipts received in 2013/14 totaled £2,529,000, an increase of £128,000 from £2,401,000 forecast at month 10. Receipts received during 2013/14 become available for financing current and future years' capital programmes.

3.3 The expected total forecast Council fund and Education capital receipts for the year from the MTFP approved by Cabinet in February 2013 was £2,375,000. At outturn, this has increased by £154,000 compared to £26,000 at month 10, the movement primarily being due to the bringing forward of one receipt from the 2014/15 financial year.

3.4 Total forecast receipts for 2013/14 to 2016/17 have increased compared to the MTFP capital receipts forecast by £343,000 (a decrease of £688,000 at month 10). This is mainly as a result of:

- A net decrease in the forecast receipt values (£845,000). This includes a reduction in the forecast receipt value of £2,250,000 for one LDP site offset by an increase in the forecast receipt values for two significant disposals (£1,356,000) now that the conditional exchange and exchange stages have been reached.
- Actual or forecast receipts for twelve assets which were not forecast as part of the MTFP (£1,847,000).
- Eight receipts which were previously forecast for 2012/13 were delayed and are now being forecast in the MTFP window (£1,590,000)

Offset by:

- Receipts relating to one LDP site which is not currently expected to go ahead (£250,000) and receipts relating to two LDP sites which have been delayed beyond the MTFP window (£2,000,000).

3.5 All of the sales have obtained Member approval as part of budget setting through Council or through separate Cabinet reports being considered.

Useable Capital Receipts Available

3.6 In table 6 below, the effect of the changes to the forecast total Council Fund and Education capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2013/17 MTFP capital budget proposals.

Table 6: Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2013/14	2014/15	2015/16	2016/17
	£000	£000	£000	£000
Balance b/f 1 st April	6,552	7,853	16,141	29,533
Receipts received / forecast in year	2,529	22,083	13,556	4,000
Castlewood Properties	105	0	0	0
Deferred Capital Receipts	5	4	4	4
Less: Set aside Capital Receipts	0	(10,452)	0	0
Less: Receipts to be applied	(1,339)	(3,346)	(167)	(167)
TOTAL Actual / Estimated balance c/f 31st March	7,853	16,141	29,533	33,369
TOTAL Estimated balance reported in 2013/17 MTFP Capital Budget proposals	5,078	16,990	33,526	33,362
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	2,775	(849)	(3,993)	7

3.7 The Total Council Fund and Education Fund balance at 31st March 2014 has increased by £2,775,000 (£2,542,000 at month 10) compared to the MTFP due to:

- Slippage in the capital programme into 2014/15 which is financed by capital receipts (£2,957,000)
- A budgeted set aside of £1,000,000 did not go ahead as the related capital receipt did not occur in 2013/14
- An increase in receipts in 2013/14 (£261,000)
- An under spend of £272,000 financed by capital receipts;

Offset by:

- A lower receipts balance brought forward (£1,184,000)
- An increase in budgeted expenditure financed from capital receipts (£531,000)

3.8 With regards to total receipts, the above table illustrates that, based on:

- a) The 2013/14 outturn;
- b) The capital receipts forecast; and
- c) The capital budgets in place for 2013/17,

There will be a balance of available receipts at the end of the MTFP window of £33,369,000 (£32,165,000 at month 10). This is an increase of £7,000 compared to the MTFP, which is due to:

- An increase in the total forecast receipts (£449,000)
- A reduction in planned set aside as the related Capital receipt did not materialize (£1,000,000)

Offset by

- An increase in forecast applied receipts (£258,000)
- Decreased receipts brought forward at 31 March 2012 (£1,184,000)

However, as is shown below this is also very much dependent on the capital receipts forecasts provided materializing which in itself is a significant risk. To that extent the balance of total useable capital receipts at the end of 2014/15, currently £16,141,000, and other future year balances should be closely monitored.

3.9 Furthermore, the above forecast of available useable capital receipts does not take account of the following future pressures that have yet to receive formal Cabinet approval:

- The additional Authority contribution towards the 21st Century Schools programme.
- Any further ICT capital bids that may be required under the new ICT strategy.
- Any pressures anticipated in 2014/15 relating to the completion of schemes in the current year programme noted in this report.

3.10 Table 7 below summarises the risk factors associated with capital receipts materialising in the respective years of account and at the value forecast.

Table 7: Risk Factors associated with the Capital Receipts Forecast

Risk Factor – as at outturn	2014/15 £000	2015/16 £000	2016/17 £000
Low	0	0	0
Medium	17,472	100	0
High	4,610	13,456	4,000
	<u>22,082</u>	<u>13,556</u>	<u>4,000</u>
And as a percentage of in year receipts			
	%	%	%
Low	0	0	0
Medium	79	1	0
High	21	99	100
	<u>100</u>	<u>100</u>	<u>100</u>

- 3.11 Forecast receipts for 2014/15 onwards are usually marked as high risk in terms of the timing of receipt or of their value, unless further information is available which suggests otherwise.

Low Cost Home Ownership receipts

- 3.12 As in table 8 below, the balance of low cost home ownership capital receipts at the end of 2012/13 is £60,000. Of this, £47,000 is required to finance the expenditure slippage into 2013/14.

Table 8: Low Cost Home ownership 2012/13 Capital Receipts Forecast Outturn Position

	Low Cost Home Ownership £000
Balance b/f 1 st April 2013	60
Receipts received in year	109
Receipts to be applied	0
Balance c/f 31st March 2014	<u><u>169</u></u>

4. MOVEMENT FROM ORIGINAL TO REVISED BUDGET

4.1 The revised capital budget at outturn of £30,912,000 is made up of £15,265,000 of original budget, slippage from 2012/13 totalling £12,216,000 and £3,431,000 of budget revisions.

Table 9: Summary of movement from original to revised 2013/14 capital budget

<i>Scheme Type</i>	Original Budget £000	Slippage b/f from 2012/13 £000	Budget Virements £000	Budget Revisions £000	Revised Budget £000
Asset Management Schemes	2,783	1,049	9	1,189	5,029
School Development Schemes:	3,249	2,422	0	382	6,053
Infrastructure and Transport Schemes	4,611	592	0	89	5,292
Regeneration Schemes	3,300	6,746	(9)	765	10,803
Sustainability Schemes	0	0	0	303	303
County Farms Schemes	273	294	10	0	577
Inclusion Schemes	850	287	0	165	1,302
ICT Schemes	0	612	0	452	1,064
Other Schemes	198	214	(10)	86	488
Total	15,265	12,216	0	3,431	30,912
Memorandum: Vehicle Leasing	3,045	0	0	(1,385)	1,700

4.2 Virements made within the programme have, as expected, had no net effect on the programme. All virements have been processed in accordance with the virement rules outlined with the Authority's Financial Regulations.

4.3 The £3,431,000 of budget revisions during 2013/14 has decreased by £231,000 from the £3,662,000 reported at month 10 and comprises the following items:

- i. £1,189,000 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. Less capital expenditure transferred to revenue as deemed to be revenue in nature, £317,000.

- ii. £382,000 School Development Schemes - £349,000 New Raglan Primary 21st Century Schools, £33,000 Flying Start Minor Improvements, increase in grant.
 - iii. £89,000 Infrastructure and Transport schemes - £65,000 RTCG Road Safety, £80,000 Walking and Cycling scheme, £10,000 Rail Strategy Update. Less capital expenditure transferred to revenue as deemed to be revenue in nature, £66,000.
 - iv. £765,000 Regeneration schemes - £440,000 Section 106 schemes, £300,000 Caerwent House major repairs, £25,000 Woodstock Way Linkage scheme.
 - v. £303,000 Sustainability schemes – PV Schemes various sites
 - vi. £165,000 Inclusion schemes – Low Cost Home Ownership
 - vii. £452,000 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, £48,000 Agresso Upgrade, £13,000 Provision of online facilities (Revenues), £9,000 Feasibility Study for provision of Wi-Fi, £10,000 Development of digital strategy and action plan.
 - viii. £86,000 Other Schemes – £10,000 increase in asset disposal costs budget, £76,000 revenue expenditure transferred to capital as deemed to be capital in nature.
- 4.4 All of the revisions and future year changes are supported by Member decisions or awarding documentation where appropriate.

Children and Young People's Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
Budget Scrutiny		
<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 9 Revenue Budget Monitoring - Month 10 Capital Budget Monitoring - Revenue and Capital Outturn reports - No report - Month 3 Revenue & Capital Budget Monitoring - Month 6 Revenue & Capital Budget Monitoring - No report - No report - Month 9 Revenue & Capital Budget Monitoring - No report 	20 th March 2014 1 st May 2014 12 th June 2014 17 th July 2014 18 th September 2014 27 th November 2014 8 th January 2015 12 th February 2015 16 th April 2015 21 st May 2015
Initial Budget Briefing on MTFP 2015-2016	Report being presented to Cabinet 4 th September on Medium Term Financial Plan for year ahead.	September/October 2014
Budgetary Context Meetings	Context setting of next year's budget - Committee to discuss areas identified / proposals being put forward.	November 2014
Budget Setting	Consideration of capital and revenue budget proposals for the 2014/15 budget.	8 th January 2015
Statutory Reporting on Performance and Risk		
Social Services Annual Complaints Report	Committee is required to scrutinise annual complaints relating to social services.	TBC
Improvement Plan 2013-16	Full year 2013-14 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'.	17 th July 2014
	6 Months 2014-2015 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'.	Special in October or 27 th November 2014
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 Council will work towards, depending on performance (this is built into the	17 th July 2014

Children and Young People's Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
	medium term financial plan). The Select Committee is responsible for scrutinising performance of outcomes annually.	Special in October or 27 th November 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.	December 2014 (Special)
Corporate Parenting Report	Annual scrutiny together with discussion on the issues, actions proposed and strategies in place to manage placements and reduce MCC's dependency upon external agencies.	TBC
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.	1 st May 2014 - Jointly with Adults
Estyn Monitoring Letter	Response to recommendations in letter: <ul style="list-style-type: none"> - Safeguarding - Performance management, evaluation and corporate planning (recommendations 4 and 5) 	12 th June 2014
CSSIW LAC Inspection Report	Pre-CSSIW Looked After Children Inspection challenge - position report. Scrutiny of annual inspection report.	20 th March 2014 TBC
CSSIW Fostering Inspection Report	Scrutiny of annual inspection report.	October/November 2014 - TBC
Policy Development		
Youth Offer	Annual Report	18 th September 2014
Early Years Policy	Annual Report	October 2014 (Special)
Pre-decision Scrutiny		
School Meals	TBC	Special in July 2014

Children and Young People's Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
Monitoring Performance		
Secondary School Performance Challenge	- Challenge of secondary head teachers - Discussion with Officers and Cabinet Member	12 th February 2015 16 th April 2015
Education Achievement Service - Joint Scrutiny Panel established to oversee service outcomes.	<ul style="list-style-type: none"> • Report on role and impact - Challenge and monitor outcomes for Monmouthshire. • Foundation Phase Key Stage 2 and 3 outcomes • Foundation Phase Key Stage 4 and 5 outcomes • Education Target Setting 	12 th June 2014 17 th July 2014 16 th April 2015 16 th April 2015
Post Estyn Inspection Action Plan (PIAP)	On-going scrutiny of performance against the actions outlined in the PIAP. Committee to receive at every meeting: <ul style="list-style-type: none"> • Minutes of the previous meeting of the Internal Monitoring Board • A brief synopsis of progress (traffic light system document) 	Each Meeting
Performance Report comprising:	<ul style="list-style-type: none"> • Education Target setting - schools, Local Authority and EAS • Specific Groups of Pupils Performance Report • Foundation Phase Key Stage 2 and 3 outcomes • Foundation Phase Key Stage 4 and 5 outcomes 	16 th April 2014 March 2015 (Special)
Performance Data 6 monthly	Performance Report on Quarters 3 and 4	21 st May 2015
Performance Data 6 monthly	Performance Report on Quarters 1 & 2	27 th November 2014
Youth Offending Service	Monmouthshire and Torfaen Youth Offending Service - update report.	TBC
Budget Recovery Plan - Children's Services Overspend	The recovery plan process for the children's services overspend.	Delayed - TBC
Individual Schools Budgets	Breakdown on individual schools budgets 2014-2015.	Special in July 2014

Children and Young People's Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
Additional Learning Needs Children's Services/Special Educational Needs	Visit arranged on 13 th September.	Early to Mid-October 2014 (Special)
Performance - Safeguarding Children	Committee to challenge and monitor performance 6 monthly (May and November)	1 st May 2014
Collaboration Arrangements	Review of collaborative Arrangements. Proposed reduction in spending on 16-17 and 17-18.	TBC
Home to School Transport Policy and Catchment	Consultation undertaken February/March 2014. Cross party working group established, progress reported to the committee.	TBC
Inspection Update	Update on Inspection Outcomes for 2013 - 2014 and progress for schools with intervention.	September 2014

Budget Scrutiny of key proposals 2013

No.	Scrutiny of Work Areas to deliver 2014/15 and MTFP saving targets	Committee and Timescale	
7	School meals -increase price, market and expand service	CYP	Later scrutiny
18	School library service - combine with general library service	CYP	Later scrutiny
20	School Music service - reduction in subsidy	CYP	Later scrutiny
21	Review of other Education collaborative arrangements - visually impaired/hearing	CYP	Later scrutiny
22	SCH children's staff restructure	CYP	Later scrutiny



Council and Cabinet Business – Forward Plan

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

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

Subject	Purpose	Consultees	Author
28TH MAY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
Creation of a Strategic Transport Member/Officer Working Group	To create a member/officer working group to support the Cabinet member by considering and recommending on all strategic aspects relating to transport and to promote Monmouthshire's best interests . This will be in relation to all matters relating to public transport (local, regional and national) and strategic matters relating to the development of transport infrastructure (rail and road).	Cabinet Members Leadership Team Appropriate Officers	Roger Hoggins
4TH JUNE 2014 – CABINET			
Welsh Language Annual Monitoring Report 2013 -14	Reporting upon progress in achieving the actions specified in the Council's Welsh Language Scheme.	Cabinet Members Leadership Team Appropriate Officers	Alan Burkitt
Monmouth S106 Off Site Recreation Funding		Cabinet Members Leadership Team Appropriate Officers	Mike Moran

Subject	Purpose	Consultees	Author
Changes to the School Budget Forum Terms of Reference	To agree the proposed changes to the terms of reference for the school budget forum, including membership.	Cabinet Members Leadership Team Appropriate Officers	Nikki Wellington
Breakfast Club Proposals and Budget Changes	A full review of the operating of Breakfast clubs and proposals for future provision to ensure sustainability	Cabinet Members Leadership Team Appropriate Officers	Nikki Wellington
Revised budget monitoring arrangements for 2014/15	To review the arrangements for monitoring the budgets through Cabinet and Select Committees and propose a revised timetable and format		Joy Robson
Welsh Church Fund Working Group			Dave Jarrett
Capita Gwent Consultancy Ltd Pension issue	To outline the situation in respect of the outstanding pension liability following the termination of the Gwent Consultancy framework agreement and to seek approval to a negotiated settlement with Capita Gwent Consultancy within the parameters set out in this report		Joy Robson
MCC Safeguarding and Child Protection Policy	The Safeguarding Children in Education Policy November 2012 was signed off by cabinet on 23rd November 2012. It is good practice to review new policies within 12 months of implementation and consultation took place across agencies in August to September 2013 which was followed by a revised policy being developed in November 2013. The revised policy, Safeguarding and Child Protection Policy November 2013, contains minor amendments which were based on consultation feedback.		Simon Burch
Revenue Outturn Report	To provide members with information on the revenue outturn position of the Authority at the end of the 2013/14 financial year.		Mark Howcroft
Capital Outturn Report	To present the draft capital outturn expenditure for 2013/14 compared to the total budget for the year.		Mark Howcroft

Subject	Purpose	Consultees	Author
11TH JUNE 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
Proposed 20mph Speed Limits, Thornwell Area, Chepstow	To consider the proposed order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1994.	Cabinet Members Leadership Team Appropriate Officers	Paul Keeble
Establishment ASD Community Support Worker Post – Monmouthshire and Torfaen – Temporary until 31 March 2015	To seek permission to establish a new temporary post of Community Support Worker working across Monmouthshire and Torfaen for adults with Asperger's Syndrome or High Functioning Autism .	Cabinet Members Leadership Team Appropriate Officers	Bernard Boniface
The granting of an easement to Llangybi Allotment Society at Llangybi Recreation Ground			Gareth King
17th JUNE 2014 – SPECIAL CABINET			
Restorative Approaches			Will McLean
Programme Management	To review and update the authority's Programme Management structure.	Cabinet Members Leadership Team Appropriate Officers	Sian Hayward
People Strategy	To review and update the Authority's People Strategy.	Cabinet Members Leadership Team Appropriate Officers	Sian Hayward/ Marilyn Maidment
The Monmouthshire Lottery			Cath Fallon
Monmouthshire Enterprise Redundancy Provisions			Cath Fallon
CMC ² Business Plan			Peter Davies
Local Government Pension Scheme Discretions	To review and update the Council's HR policies reflective legislative and process changes.	Cabinet Members Leadership Team Appropriate Officers	Marilyn Maidment
Digital Road Map (iCounty Strategy)		Cabinet Members Leadership Team Appropriate Officers	Kellie Beirne/Matt Lewis

Subject	Purpose	Consultees	Author
Sale of Land at Mynydbach to MHA	Call-in from Strong Communities Select Committee	Cabinet Members Leadership Team Appropriate Officers	Deb Hill-Howells
25TH JUNE 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
Proposed 20mph Speed Limits, Thornwell Area, Chepstow	To consider the proposed order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1994.	Cabinet Members Leadership Team Appropriate Officers	Paul Keeble
Statement of Intent for Delivering Health and Social Care for Older People with Complex Needs		Cabinet Members Leadership Team Appropriate Officers	Simon Burch
The granting of an easement for a three phase electric supply at Llangovan		Cabinet Members Leadership Team Appropriate Officers	Gareth King
Establishment of Youth Service Post		Cabinet Members Leadership Team Appropriate Officers	Jason O'Brien
26TH JUNE 2014 – COUNCIL			
Poverty in Monmouthshire			Will McLean
Engagement Framework			Will McLean
21 ST Century Schools Capital Programme	Approve Programme of Works.		Simon Kneafsey
Chief Officer Annual Report			Simon Burch
Member Review and Development			Tracey Harry
2ND JULY 2014 – CABINET			
Private Sector Loan Scheme	To agree to participate in and support the	Cabinet Members	Steve Griffiths

Subject	Purpose	Consultees	Author
	administration of the Welsh Government Private Loan Scheme.	Leadership Team	
Integrated Housing Options Service with TCBC		Cabinet Leadership Team	Ian Bakewell
21 st Century Schools Capital Programme	To approve the capital budgets for Monmouth and Caldicot Comprehensive school projects subject to final approval of the full business case and 50% funding by Welsh government.		Joy Robson
Caerwent S106 Off Site Recreation Funding		Cabinet Members Leadership Team Appropriate Officers	Mike Moran
Future of Cemetery Provision in North East Monmouthshire	To update Cabinet on the current position regarding the proposed site in the North East of the County; For Cabinet to make a decision on progressing with this site given the information shown in the update; Depending on the outcome of 1.2, for Cabinet to make a decision regarding future burial provision in Central Monmouthshire.	Cabinet Members Leadership Team Appropriate Officers	Debbie McCarty/ Alan Browne
Options for future library provision and capital investment in Abergavenny		Cabinet Members Leadership Team HR, Unions, Finance Appropriate Officers	Roger Hoggins
JULY 2014 – SPECIAL COUNCIL			
Review of Constitution (including Financial Procedure Rules)			Murray Andrews/ Rob Tranter
9TH JULY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
Welsh Language Commissioner Standards Investigation		Cabinet Senior Leadership Team	Alan Burkitt
16TH JULY 2014 – CABINET			

Subject	Purpose	Consultees	Author
23RD JULY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
31ST JULY 2014 – COUNCIL			
21 st Century Schools Capital Programme	To approve the capital budgets for Monmouth and Caldicot Comprehensive school projects subject to final approval of the full business case and 50% funding by Welsh government.		Joy Robson
Monmouthshire County CAB	Presentation on arrangements for Monmouthshire County Citizens Advice Bureau	Cabinet Members Leadership Team Appropriate Officers	Shirley Lightbound/Bridgett Barnett
3RD SEPTEMBER 2014 – CABINET			
School Catchment Area Review	To consider the recommendations made by the Member Working Panel and to seek agreement to consult on those proposals.	Cabinet Members Leadership Team Appropriate Officers	Cath Sheen
Review of Public Protection	To review the arrangements for public protection implemented in March 2014 to ensure the service is fit for purpose.	Cabinet Members Leadership Team Appropriate Officers	Dave Jones/Graham Perry
New ASB Crime & Policing Act 2014 particularly in relation to the new Community Trigger		Cabinet Members Leadership Team Appropriate Officers	Andrew Mason
25th SEPTEMBER 2014 – COUNCIL			
MCC Audited Accounts 2013/14			Joy Robson
ISA 260 Report			Wales Audit Office
1ST OCTOBER 2014 – CABINET			

Subject	Purpose	Consultees	Author
Review of allocation policy		Cabinet Members Leadership Team Appropriate Officers	Ian Bakewell
Future of Recycling Services		Cabinet Members Leadership Team Appropriate Officers	Rachel Jowitt
5TH NOVEMBER 2014 – CABINET			
13TH NOVEMBER 2014 – COUNCIL			
DECEMBER 2014 – INDIVIDUAL DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995	Proposals		Joy Robson
JANUARY 2015 – INDIVIDUAL DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995	Results		Joy Robson
26TH FEBRUARY 2015 – COUNCIL			
Final composite council tax resolution			Joy Robson
Treasury Management Strategy 2014/15			Joy Robson