

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING  
FOR MEMBERS OF THE CHILDREN AND YOUNG  
PEOPLE SELECT COMMITTEE AT 2.00PM**

County Hall  
The Rhadyr  
Usk  
NP15 1GA

4<sup>th</sup> February 2015

**Notice of Meeting:**

**Children and Young People Select Committee**

**Thursday 12<sup>th</sup> February 2015 at 2.30pm  
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.	Apologies for absence.
2.	Declarations of Interest.
3.	To confirm and sign the following minutes (copies attached):  (i) Special Meeting of the Children and Young People Select Committee dated 9 <sup>th</sup> October 2014.  (ii) Ordinary Meeting of the Children and Young People Select Committee dated 27 <sup>th</sup> November 2014.
4.	Public Open Forum.
5.	To scrutinise the Children and Young People Self Evaluation Update Report (copy attached).

<b>6.</b>	To scrutinise the Children and Young People Performance Summary November 2014 (copy attached).
<b>7.</b>	To scrutinise the Revenue Monitoring 2014/15 Month 9 Outturn Forecast Statement (copy attached).
<b>8.</b>	Work Programming (copies attached):  i) The Select Committee's Work Programme for 2014 – 2015. ii) The Cabinet Forward Work Planner.
<b>9.</b>	To note the date and time of the next meeting of the Children and Young People Select Committee:  Thursday 16 <sup>th</sup> April 2015 at 10.00am.

**Paul Matthews,  
Chief Executive**

# Children and Young People Select Committee

## County Councillors:

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

## Added Members

### Voting on Education Issues Only

Canon. 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

## 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 goal

**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the Special Children and Young People Select Committee held in the Council Chamber, County Hall, The Rhadyr, Usk on Thursday 9<sup>th</sup> October 2014 at 10.30a.m.**

**PRESENT:** County Councillor P. Jones (Chairman)

County Councillors: P.R. Clarke, P.S. Farley, D.W.H. Jones, M. Powell and A.E. Webb

County Councillors P.A. Fox, E.J. Hackett Pain and J.L. Prosser attended the meeting by invitation of the Chairman.

**ADDED / CO-OPTED MEMBERS:**

Revd. Dr. S. James (Church in Wales)  
Mr. K. Plow (Monmouthshire Association of School Governors)

**ALSO IN ATTENDANCE:**

Mr. S. Davies - Managing Director, South East Wales Education Achievement Service  
Mrs. Nicola Allan - Principal Challenge Adviser, South East Wales Education Achievement Service

**OFFICERS IN ATTENDANCE:**

Ms. S. McGuinness - Chief Officer, Children and Young People  
Mr. S. Burch - Chief Officer, Social Care and Health  
Mrs. T. Jelfs - Head of Children's Services  
Mrs. N. Wellington - Children and Young People Finance Manager  
Mrs. D. Mountfield - Head of Achievement and Learning  
Ms. S. Randall-Smith - Head of Achievement and Attainment  
Ms. H. Illett - Scrutiny Manager  
Mrs. S. King - Senior Democratic Services Officer

**APOLOGIES FOR ABSENCE**

1.- Apologies for absence were received from County Councillor L. Guppy and R.G. Harris.

**DECLARATIONS OF INTEREST**

2.- Declarations of Interest are identified under the relevant minute.

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

**EDUCATION ACHIEVEMENT SERVICE**

3.- County Councillor P.S. Farley declared a personal, non-prejudicial interest in this item under the Members' Code of Conduct, as he is a governor of Chepstow Comprehensive and the Dell Primary Schools.

County Councillor M. Powell declared a personal, non-prejudicial interest in this item under the Members' Code of Conduct, as she is a governor of King Henry VIII Comprehensive School.

We met the Managing Director of the Education Achievement Service (EAS) for South East Wales. In order to ascertain a more detailed overview of the Education Achievement Service, a question and answer session ensued, as follows:

**The Managing Director, EAS, was invited to discuss issues raised at the Children and Young People Select Committee meeting held on 17<sup>th</sup> July:**

- **The extent to which the new SIMS is up and running and whether there is consistency in its application**
- **The picture post-restructure – whether we have secured a greater consistency in System Leaders and Challenge Advisors**
- **Key Stage 4 – whether the improvement in attainment is delivered – i.e. whether your optimism has become reality**
- **A specific breakdown of how the 69k underspend will be spent this year (see question 6)**
- **A specific breakdown of the financial picture (down to unit cost) to clearly show how Monmouthshire money is being spent**
- **Evidence to clearly show satisfaction levels through self-assessment**
- **Evidence to confirm that training to governors has been provided**

The Managing Director responded, as follows:

- An electronic system was being developed which enabled collection of pupil level data targets, concerns had been expressed regarding the interface of system and how data was collected by the EAS. The system was trialled mid 2013 and continued into early 2014, outputs of data would be tested by the five authorities, clinics and courses would be available for staff. The system would enable a stronger indication of the process for achievement and data would be collected easily, however, the process would have to be refined.
- A meeting regarding the picture post-restructure was held in early September and pre-planning structure meetings had been held with Directors. A permanent principal challenger had been appointed, with a smaller team of challenge advisors and a team who would be able to respond promptly. Since structures in place, the assistant director had visited director and senior staff, to plan interface of meetings and sharing of information.
- The role of the Challenge Advisor role was critical, particularly in relation to the school set of published criteria which defined the position of the school and could be used for monitoring and learning. There was a need to extract raw

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

data and for it to be evaluated through Challenge Advisors engagement with School Chair of Governors. All schools would have a categorised colour, which would determine the intervention of the school, schools within red zones would have targeted intervention plans and extensive support, which would be monitored by the lead members for education. Schools within the orange level, would have intervention support plans but would unlikely to go to the red level, it was expected that schools would move through from orange to yellow then green.

- There was a need to ensure that challenge advisors are effective in their role and all officers would work to templates and procedures, in addition to Welsh Government training. It means that, challenge advisors would shadow Internal Monitoring Board officers to understand operations and what evidence should be identified. Quality assurance process would be reassured, in the visit followed by submission to senior officer and regional moderation process. An important element was for bespoke support plans and levels of support to be identified. There was a stronger position in terms of knowledge and the EAS worked closely with Estyn to accelerate out of special measures.
- The level of improvement at KS4 was an indicative figure in Wales, there had been good news and more to be achieved. Improvements had been achieved at GCSE level 2, English and Maths, Monmouthshire was highlighted as best improved authority. There were good levels of improvement across the region and aspirations were high.
- Quartiles would assist in the positioning of schools, compared to similar schools in Wales. There were four groups, 1 being the top 25% and 4 being the bottom 25%, of schools with similar characteristics. This was encouraging as schools had moved significantly into upper quartiles. The authority had improved and would still continue to be supported so that ambition could be achieved.
- In terms of 69k breakdown, there had been an under spend of £600k in overall budget for EAS last year, not all from core budget. EAS has significant amount of resource from grants, which are retained. Some require all money spent in one year, in some areas it would be legitimate to leave some and the budget was agreed by the board. The board agree and approve the budget and challenge in terms of spending. The three areas where the under spend could be allocated, were identified as 1) staffing – inherited structure 5 Local Authorities, Monmouthshire County Council contributed approximately £13k. 2) Management Information System, linked to SIMS system and extended to support schools in what was required around school development planned spend of grants and links with monitoring evaluation. There was planned expenditure and activity with directors, which would be undertaken in the financial year. 3) school to school work, this was the part of work that the EAS were expected to do. Some schools doing exceptionally well, in aspects of teaching/learning. Freeing up staff, by doing outreach or schools visit and engage to see work in practice.
- A breakdown of the financial picture for core money, £400k, was provided. The finance would be split between challenge advisors, literacy/numeracy programmes and governance. The EAS would look to refine value for money model, Monmouthshire County Council contribution 12.6%. The challenge advisor would be responsible for tracking the process and EAS could be accountable by individual schools and for the EAS by the challenge advisor. A

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

higher percentage of the SEG grant was going to schools, it was 72% when inherited and had now increased to 85%.

- The evidence for self-assessment contained main headlines and areas for where concerns were raised, areas of strengths and developments. 23 schools had responded (anonymity was an important factor) 91% agreed that the head was fully aware of school improvement direction (EAS and MCC partnership), 65% agreed they were clear on relative roles of EAS and MCC, there are actions for EAS to identify the role and distinction between MCC and where there is partnership working. 81% thought that the system leader knew the school well and 70% challenged well. High feedback was received in what had been responded by the system leader and 87% feedback had been provided in a timely manner. There had been considerable improvement at KS4 in Monmouthshire. Areas for development, 60% felt support for SEG PEG and WEG needed more support to ensure systems of EAS and LA come together to make most of it. Developed School Improvement Dashboard (SID), 65% schools felt it had been effective in planning and it would be developed further to use as a more effective tool. Response back identified key areas of training in more detail, national curriculum subjects and tackling poverty and disadvantage, eligibility of free school meals and underperformance. A key part of categorisation was how to make a difference to those more vulnerable. Responded that 92% agreed governing body was able to access quality advice from EAS. Strong messages were received in relation to what had been done and where were the areas to be improved.
- Meetings held with challenge advisors, discussed feedback and 10 key messages were identified across the region.
- In terms of training to governors, 100% of schools had accessed training. Issues had occurred in relation to data and statutory training and prior to 2013 governors would have one year to be trained or would be removed. A common governor data base had been created and those who had not received training would be contacted. The Chair of Governors would be contacted in relation to those who had not received training. Secondary schools had performed lower and the full governing bodies would be contacted to undertake training as a whole. The EAS were committed that for all red/orange schools, the governing bodies would be visited to take through categorisation.

The Chairman thanked officers for information received and invited the committee to ask questions:

- In response to a question in relation to how the role was delivered, primarily managerial or whether there was a presence in school in own right, we were advised that the role incorporates challenge advisor for 7 of the schools and there was a need for continued contact with the job, to ensure that work was moderated. The key part would be to support, ensure quality assurance and challenge other challenge advisors, in addition to encouraged partnership working with the Local Authority.
- A member queried whether anything could be done to bring governor training to the cluster instead of wider. We were informed that there was difficulty for it to be delivered locally across a regional plan. Challenge advisors would work



**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

individually with governing bodies. The core statutory element would be delivered from Usk and this had proved effective.

- We welcomed further information of cross border or quality assurance that could be compared with other schools. It was noted that schools should not be prevented from undertaking work if cross boundaries, however, there were major differences in terms of accountability and inspection for Wales and England.
- Further information as required regarding how quality of teaching was ensured. We were advised that this was the responsibility of the school and part of the moderation process is for schools to have their own quality assurance process. There was a need to be confident of systems in place and governors have key responsibility which the governing body should be aware of. It would be within the remit of the school to check quality of teachers, this would ensure that progress would be monitored and the role for the EAS would be to check whether a school had delivered, there was a role to support but not directly observe.
- We were advised that the local authority would provide ALN support, quality would be monitored and performance management was in place. There was a need to increase capacity of schools to ensure a more effective model going forward, which was an area of responsibility for the Local Authority.
- It was highlighted that there was a need for the level of responsibility to be communicated to governors and a member queried whether feedback from training was considered seriously. The EAS had been encouraged by several events and focused that more public events were required, in order to promote to people who wanted to be involved. It was highlighted that there were areas where communication could be improved.
- We thanked officers for the presentation and requested a timeline for when results would be expected. Members were informed that the EAS had fundamentally changed pieces of work for target setting. EAS deadlines were 17<sup>th</sup> October and would be returned to the Local Authorities by 24<sup>th</sup> November, after being quality assured. Issues had been discussed and collaborative working would ensure that relevant information was available.
- A question was raised on what was considered as core business for the EAS and how this was funded. In response, we were advised of teaching, learning and leadership. The EAS focused on these outcome areas and rounded measures and were encouraged regarding judgements about schools, the criteria for colour related to leadership and learning by governors and head teachers. The heart of the job would be how to positively influence, through leaders, heads, middle leaders (department heads). Every secondary school within the region had been visited and discussed the systems that were in place and whether accountabilities and additional responsibilities were clear. There was a need for it to be modelled in terms of the service. Some services would be charged for, this was dependent on resources available through grants.

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

- Clarification was requested regarding how schools would be affected following underspends. The committee were informed that a new budget had been set and finance had been committed and allocated for school to school work. It was not anticipated that there would be a subsequent over spend position.
- Further information was requested in relation to how the overall criteria was assessed. We were informed that ultimately judgement would be made by the Local Authority, however, if there was a need for evidence then the first stage could not be changed, the second stage would be clear set criteria and best fit. Evidence would be considered and head teachers were making judgements in order for evidence to be brought forward. Improvement strategies would already be considered, and there was an opportunity for challenge. The final judgement would be the stage when the school were informed, however, judgement would have to be agreed by the Welsh Government. A process was in place where moderation would be agreed and work could be observed by other regions. This would be operated so that Welsh Government would be provided with confidence that it is being achieved, however, ultimately the judgement would be made by the Local Authority. Monitoring and moderation was being considered, to assess confidence and rigour of monitoring system.
- A question was raised in relation to what measures were in place to ensure consistency, and how was it correlated with national assessments. This was identified as a challenge during the primary phase. Some authorities were at the top of league on teacher assessment. Issues had been discussed with Welsh Government and had moved into a new programme of study, in previous year the moderation process had been strengthened. There was a need for processes to be standardised and modernised. The Welsh Government had invested in contract and categorisation, confidence would have to be demonstrated to challenge advisors by the schools. There was a need for strong foundation.
- A key aspect within the working relationship was that a joined up message on moderation an assessment was provided to heads. Support of the Local Authority would be important to ensure that everyone was engaged in opportunities during the following year. There was positive correlation within Monmouthshire County Council generally, but where this was not in place then support would be provided. Work would be undertaken through the Cabinet Member with responsibility for Schools and Learning. We welcomed the response and it was noted that governors would be pleased with information.
- The Chief Officer, advised that in conjunction with the Cabinet Member, the EAS had been contacted and considered year 6 and year 9 outcomes, so that there was a clearer picture of teacher assessments in schools. The role was to support, from a teachers perspective, as it was a huge responsibility along with governance. Practitioners would be supported to become better at what they do, which was identified as intrinsically linked with teaching in classrooms.

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

- A query was raised regarding unspent funds. We were advised that processes would be transparent through the EAS Board. Money would be spent, however, it would be used more effectively and creatively.

On behalf of the Select Committee, the Chairman thanked the Managing Director for his attendance and providing the Committee with answers to the questions put to him.

We welcomed the Cabinet Member for Schools and Learning and members were invited to ask questions, during discussion we noted the following:

- **Intervention Plans** - we were advised that as part of an ongoing process intervention plans were being discussed. Schools were being reviewed to ascertain the appropriate intervention required and if a significant amount was needed then a plan would be produced. The Head would be called in and accountable to actions, the schools would be informed of the process.
- Progress would be demonstrated through evidence produced of performance and regular meetings would be held with officers. A warning letter would be issued if there was no progress.
- Officers would report progress to the Cabinet Member and schools of concern would be picked up with the Education Achievement Service (EAS) Evidence from Challenge Advisors would be considered and discussed with the Principal Challenge Advisor, which included the impact of any intervention. Information would be summarised and reported to the Cabinet Member, progress would be frequently reviewed to ensure that effective collaborative working arrangements were in place
- We were informed that target setting from the EAS is structured and impact has improved. Expected impacts were demonstrated within the intervention plans and progress could be monitored.

We welcomed the Chief Officer, Children and Young People and members were invited to ask questions, during discussion we noted the following:

- **EAS service delivery** – A query was raised regarding how the EAS was challenged on service delivery and how it would be held accountable.
- In response, we were advised that process had vastly improved and robust quality assurance processes were in place. Timelines were in place, for meetings and challenge meetings with EAS. The purpose of meetings would be for a number of issues to be considered e.g. personnel, school categorisation, inspection, inclusion ALN.
- Wider stakeholder views would be obtained and value for money on the commission service would be surveyed. Results had improved, which demonstrated a clear indicator of value for money, however additional factors had to be considered. A number of issues would be considered, alongside performance of schools.
- Difficult conversations had been held over time and there was a confidence that a service was now being received which met the needs of the Education Authority. Improvements had occurred in recent weeks and the collaboration was on an upward route.

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

- The Chairman welcomed the information.
- **Survey responses** – Responses had been received anonymously from schools, however, further information was requested regarding satisfaction rates.
- The committee were informed that 100% of schools did not respond and it was perceived that the number of responses received may be dependent on how they were challenged.
- Further work would be undertaken, with schools/heads/governing bodies, in the area of how challenge was communicated.
- Straightforward flow charts were being developed which would demonstrate clear responsibilities of the EAS and Local Authorities and where some areas would be linked, there was a need for responsibilities to be clarified.
- Issues would be continually discussed with any school that had been challenged and the local authority would ensure that appropriate processes were followed.
- **Challenge Advisors** – A query was raised regarding recently introduced roles of Challenge Advisors and whether improved quality could be demonstrated through this avenue.
- Members were advised that this was crucial to the success of schools and the process was in early stages, however, improvements had been exhibited.
- Dialogue had been difficult, but the authority had ensured that the best quality was available in terms of Challenge Advisors. The Principal Challenge Advisor worked at a managerial and operational level.
- Joint visits to schools would be frequently conducted by officers and data shared with EAS.
- **Areas for improvement** – We were advised that some areas could be improved, such as the crucial quality of how teachers were assessed. Work would be undertaken closely with the EAS and it was hoped that it would impact on the quality of teaching across the Country and a consistent approach will be adopted alongside training provided by a regional consortia.
- Improved scrutiny procedures for grant expenditures were being considered and the Authority was to be proactive to ensure that grants were spent appropriately.

We welcomed the Leader of the Authority and members were invited to ask questions, during discussion we noted the following:

- **EAS Board** – Information was requested regarding the role of the EAS Board.
- We were informed that the role was fundamental to the evolution of consortia, improved standards of education across Wales were required and a crucial part of the role was how the company was formed and developed.

## **Minutes of the Special Children and Young People Select Committee dated 9<sup>th</sup> October 2014 - continued**

- The improvement function would be maintained and included challenge, budget management and monitoring.
- There was a need to ensure that the service was efficient and operated in line with procedures and regulations.
- We were advised that Councillor Fox had recently stepped down and he had recognised the need to take a key objective perspective on areas to hold to account.
- The Deputy Leader had replaced Councillor Fox and would be formally appointed to the board, governance arrangements would be strengthened.
- **Value for Money** – Members were reassured that the authority were confident in the high quality service being delivered by the EAS. The company had changed and matured, rationalised staffing and schools had improved.
- Focus had been on individual authorities and school standards had improved. A strong robust improvement service was in place and challenge was being delivered, value for money was being received.

We thanked the Chief Officer and Executive Members for attendance.

### **CHILDREN'S SERVICES UPDATE**

4.- We welcomed the Head of Children's Service and the committee were presented with a report which advised regarding development work within Children's Services and presentation which provided members with the opportunity to consider recent developments, we noted the following:

#### **Children's Services Pathway to Change – August 2014**

##### **•Our Purpose -**

•“Enabling families and communities to keep children and young people safe and to reach their full potential.”

##### **What are the requirements?**

- Child focussed
- Statutory Obligations
- Working to a prescribed framework – intervention which is compulsory
- State intervention which is compulsory and contested

##### **Impact on Children's Services**

- Time spent on making it right instead of getting it right in the first place
- Duplication of tasks
- Bad PR with other agencies, internally and Courts
- Lack of capacity to develop / lack of drive to achieve good practice
- Lack of consistent and known process
- Staff morale

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

**Impact: Children's experience**

- Feeling abandoned when case is transferred
- Loss of accessibility and continuity of social worker
- Telling their difficult story on lots of occasions & not being heard or seen
- Not understanding why we are involved and the reasons for decisions about them
- Parents Experience this too!

**Views of Children's Services from others**

- Loss of confidence in our service
- Limited communication
- Lack of understanding about our service
- Impact of constant change and developments within the multi-agency practice
- Perception of the service from others within MCC
- Lack of shared priorities and focus

**The vortex at the beginning of 2014!**

**Barriers**

- KPI's / Database / Tools
- Change
- "Overspend"
- Staffing

**What the service wanted**

- Focus on children and young people
- To be heard
- Keen to improve
- Appropriate resources to deliver the service

**What are we working to solve?**

- Accommodation that meets our needs
- Change in culture
- Staffing – competency, confidence, attitude
- Developing new ways of working – sabbaticals, reducing emails, focus on what matters
- IT
- Responses to external criticisms

**Accommodation**

- Accessible to our service users
- Contact venues that are family friendly
- Able to be together as a whole service
- Visible to the rest of the Authority
- Staff and service users valued
- Safe for our staff
- Presenting ourselves as professional service to other organisations and our service users

**Culture Change**

- Clear focus on our purpose and doing what matters
- One service not four teams

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

- Consistent policies and practices across service
- Enabling, trusting and respectful culture within a framework of high expectations
- One tea fund and stationery cupboard

**IT**

- New system developed by Staff
- Experimenting with agile technology
- Direct work apps including children who are non verbal

**Children and families**

- Staff trained to play with children
- Re-emphasis on direct work with children and young people
- Apprenticeship scheme for care leavers
- Young women's well-being group for children and care leavers
- Football group for looking after children and care leavers
- Garden party for families with a disabled child
- Inspirational speakers from care leavers
- New IT system to record children's stories effectively

**Business Cases**

- 0.5 safeguarding post
- BASE
- SGO Social Worker
- Senior Practitioner in Children with Disabilities
- Social Worker in Fostering
- Placement and Contracts Officer
- Additional administration

**This is our perspective of what the best Children's Services looks like:**

Full of quality staff

Working together to achieve the best outcomes for the child

Safe, sound, fair

On the ball

Focused on children and young people

Child first

Interactive

Reflective & learning environment

We were advised that the pathway to change related to how the service would be developed, in terms of critical framework, child focus, staff morale, culture change, accessible service, family friendly. Additional issues were being considered regarding the IT system within the service and engagement with children.

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

- Members thanked the Head of Children's Services and welcomed the information contained within the report and presentation, we recognised that a significant amount of work had been undertaken.
- We highlighted that the service had improved and staff were commended.

**Minutes of the Special Children and Young People Select Committee  
dated 9<sup>th</sup> October 2014 - continued**

- The committee were informed that whilst improvements had been made, some areas were still to be developed. The CSSIW inspection would be carried out in November, which would demonstrate how the service had progressed.

Members thanked officers and received to note the information.

**SCHOOL BALANCES**

5.- We welcomed the Children and Young Peoples Finance Manager and the committee were presented with a report which provided Select Committee Members with information on the school balances for both the 2014/15 budget and the latest forecast at month 3 (end of June) for the financial year 2014.

The committee were informed that school balances had increased year on year until last year when the balances dropped. Information was contained within the report which compared Monmouthshire to other authorities and officers were awaiting further statistical information. School balance figures were appended to the report and some schools were identified in a deficit position, the majority of these schools had recovery plans in place, with the exception of King Henry and Chepstow Comprehensive schools.

Members thanked officers for the report and we noted that this was an update document. Further scrutiny would be undertaken at the 6 month stage.

We received the report.

**The meeting ended at 1.10 pm.**



**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the Children and Young People Select Committee held in the Council Chamber, County Hall, The Rhadyr, Usk on Thursday 27<sup>th</sup> November 2014 at 10.00a.m.**

**PRESENT:** County Councillor P. Jones (Chairman)

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

**ALSO IN ATTENDANCE:**

County Councillor E.J. Hackett Pain - Cabinet Member for Children and Young People.

County Councillor R.J.W. Greenland - Chairman of the Education Achievement Service (EAS).

Mr. E. Price – Challenge Advisor, Education Achievement Service (EAS).

County Councillor V.E. Smith.

**ADDED / CO-OPTED MEMBERS:**

Mr. K. Plow (Monmouthshire Association of School Governors)

**OFFICERS IN ATTENDANCE:**

Mrs. D. Mountfield	-	Head of Service: Achievement & Learning Infrastructure
Mrs. N. Wellington	-	Finance Manager
Ms. S. Randall-Smith	-	Head of Service, Children and Young People
Mr. M. Gatehouse	-	Policy and Performance Manager
Ms. H. Ilett	-	Scrutiny Manager
Mr. R. Williams	-	Democratic Services Officer

**APOLOGIES FOR ABSENCE**

1.- Apologies for absence were received from Canon Dr. S. James, Ms. S. McGuinness, Chief Officer for Children and Young People and Mrs. T. Norris, Policy and Performance Officer.

**DECLARATIONS OF INTEREST**

2.- Declarations of Interest are identified under the relevant minute.

**Minutes of the Children and Young People Select Committee  
dated 27<sup>th</sup> November 2014 - continued**

**MINUTES**

3.- The minutes of the following meetings were confirmed and signed by the Chairman:

- Children and Young People Select Committee dated 18<sup>th</sup> September 2014
- Special Meeting - Children and Young People Select Committee dated 14<sup>th</sup> October 2014.
- Special Meeting - Children and Young People Select Committee dated 6<sup>th</sup> November 2014.

**PUBLIC OPEN FORUM**

4.- There were no items raised by members of the public.

**QUARTER 2 PERFORMANCE REPORT 2014/15: IMPROVEMENT OBJECTIVE AND OUTCOME AGREEMENT**

5.- County Councillor L. Guppy declared a personal, non-prejudicial interest in this item under the Members' code of conduct in relation to information contained within the report regarding Flying Start. Councillor Guppy is an employee of Aneurin Bevan Health Board as a health visitor for Monmouth Flying Start.

We scrutinised a report, presented by the Policy and Performance Manager, in which Select Committee Members received quarter 2 performance data for the Improvement Objective and Outcome Agreement objectives under the remit of this Select Committee.

Select Committee Members were informed that the scores based on half year performance for 2014-15 indicated that:

- Improvement Objective 1 had been scored cautiously as Level 3 Adequate - Strengths just outweigh weaknesses.
- Outcome Agreement theme 1 had been scored as Partially Successful.
- Outcome Agreement theme 3 had been scored as Partially Successful.
- Outcome Agreement theme 5 had been scored as Fully Successful.

Scores for the half year across the five themes in the Outcome Agreement was "Fully Successful" based on scoring 8 points out of a possible 10. At this point this was a cautious indication. However, we were on course to receive full funding.

Having received the report the following points were noted:

**Minutes of the Children and Young People Select Committee  
dated 27<sup>th</sup> November 2014 - continued**

- In response to a Select Committee Member's question regarding reducing budgets and maintaining minimum targets, the Policy and Performance Manager stated that reducing council budgets throughout Wales was a common theme and that tough decisions had to be made. However, the Authority had a legal duty to maintain and improve services. It might be necessary to look at providing some services differently at times. With regard to some areas of performance, a minimum standard might need to be set with regard to the statutory requirements of these services.
- The Authority was constantly striving to increase attainment in schools.
- The funding provision for the 21<sup>st</sup> Century Schools Programme was on target and within budget. There were five stages to go through with regard to the business case and the Authority was at stage 5.

We resolved to receive the report and noted its content.

**USE OF 2013-14 EDUCATION ACHIEVEMENTSERVICE UNDERSPEND**

6.- We scrutinised a report by the Finance Manager in which Select Committee Members received an update on the proposed use of the 2013-14 underspend from the Education Achievement Service (EAS). The total under spend for the EAS was £534,528. The Monmouthshire County Council share of this figure was £69,000.

Select Committee Members were informed that at the end of the financial year 2013-14 the EAS had notified the five authorities within the South East Wales consortium that they had not spent their budget and as the EAS was a non-profit organisation the agreement allowed for this to be transferred back to the relevant local authorities.

The EAS had asked for an in principal agreement that this underspend would be transferred back to them during 2014-15 for use within the service. This had been agreed by the directors.

Monmouthshire County Council had informed the EAS of the process to transfer this underspend back to them, explaining that use of reserves would require approval by Members and confirming that this would require a plan of how these funds were to be used which would need to be approved by Members.

During recent weeks the Welsh Government had informed all authorities that it was intending to cut some education grants in the current financial year. For the EAS region this totalled £822,856. The EAS and Authorities had been reviewing areas that could be cut to meet the in year reduction and a paper had been agreed in principle detailing these areas.

The schools have already agreed grant plans and have programmes of work to deliver on these plans. Any cuts to Monmouthshire schools could have an effect on these programmes and impact on the pupils in Monmouthshire schools. In

**Minutes of the Children and Young People Select Committee  
dated 27<sup>th</sup> November 2014 - continued**

addition, some of the grants were being used to employ staff, therefore any reductions might lead to redundancies.

Given this background and the desire to minimise the cuts to Monmouthshire schools grants, the proposal was to use 50% of the under spend to fund part of the in year grant cuts. Schools would still be facing a 4.75% grant cut and were adjusting their plans to achieve this.

The remaining 50% will be split in two ways, firstly to support a new development in ICT and secondly to fund restructure costs that have been incurred by the EAS.

The ICT investment for the region was £116,000 and relates My School Improvement Dashboard (MySID). MySID phase 2 was a development from the first phase in 2013-14, which delivered a technology environment in which schools could set out their planned activities for school improvement as funded by all their grant plans. Phase 2 would enable schools to use the same environment to see their categorisation, set out their self-evaluation and planning priorities, then select the set of actions to deliver their improvement priorities. In addition, the environment would enable the school to monitor the financial aspect of their plan, and evaluate the impact of the actions on their priorities and self-evaluation.

The restructure costs were incurred by the EAS over the summer 2014. In total the cost equated to £176,000 for the region. If these costs were not met by the under spend then the EAS would need to make further cuts to services to fund these costs.

Having received the report, the following points were noted:

- This process was a joint approach by the five authorities within the South East Wales consortium.
- It was not anticipated that there would be an under spend in the EAS budget for 2015/16.
- This matter would be discussed at the next Cabinet Meeting.

We resolved to receive the report and supported the proposal for the use of the under spend.

**QUARTER 2 2014/15 PERFORMANCE MANAGEMENT FRAMEWORK REPORT**

7.- We received a report, presented by the Policy and Performance Manager, in which Select Committee Members received an update on progress against key measures of school performance in the 2013/14 academic year contained in the Planning and Performance Management Network. Select Committee Members also received a presentation by the Education Achievement Service (EAS) in respect of Pupil Performance 2013/14 – Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4 (Provisional).

**Minutes of the Children and Young People Select Committee  
dated 27<sup>th</sup> November 2014 - continued**

It was noted that significant improvement in schools' performance has been achieved, particularly in Key Stage 4, as follows:

Level 1 Threshold – ranked 5 in 2014 (ranked 18 in 2013).

Level 2 Threshold – ranked 5 in 2014 (ranked 16 in 2013).

Level 2 Threshold including English / Welsh & Maths - ranked 1 in 2014 (ranked 5 in 2013).

Core Subject Indicator - ranked 1 in 2014 (ranked 4 in 2013).

Capped Points Score - ranked 8 in 2014 (ranked 14 in 2013).

English L2 - ranked 1 in 2014 (ranked 4 in 2013).

Mathematics L2 - ranked 1 in 2014 (ranked 4 in 2013).

Having received the report and presentation, the following information was noted:

- In response to a Select Committee Member's question regarding cluster collaboration, it was noted that the EAS, via its challenge advisors, works with the school leadership to ensure that the monitoring and quality of teaching in schools was maintained.
- It was noted that for a number of years Monmouthshire's secondary schools have been working closely with its feeder primary schools which has been proving to be very successful.
- Schools work closely with the EAS as part of the excellent teacher programme.
- In response to a Select Committee Member's question regarding pupil attainment, the Challenge Advisor informed the Committee that at Key Stage 2, the more abled pupils could achieve Level 6. Whilst at Key Stage 3, the more abled pupils could achieve Level 7.
- The local Authority was looking at Level 6 achievement with a view to maximising outcomes at all levels, especially the more abled pupils.

On behalf of the Children and Young People Select Committee, we thanked Mr. Price for providing the Committee with an interesting and informative presentation.

We resolved to receive the report and presentation and noted their content.

**Minutes of the Children and Young People Select Committee  
dated 27<sup>th</sup> November 2014 - continued**

**WORK PROGRAMME**

8.- We received the Children and Young People Select Committee Work Programme. In doing so, the following points were noted:

- **Special Meeting – Children and Young People Select Committee dated 10<sup>th</sup> December 2014 – Agenda items:**
  - Budget Mandates:
    - Home to School Transport
    - Schools Delegated Budgets
    - School Music Service
    - Children’s Additional Learning Needs
    - Youth Service
  - Whole Authority Risk Log
- **Ordinary Meeting – Children and Young People Select Committee dated 8<sup>th</sup> January 2015 – Agenda Items:**
  - Schools Funding Formula
  - Risk Assessment (invitation to be extended to the Cabinet Member to attend)

We resolved to receive the work programme and noted its content.

**CABINET FORWARD WORK PLANNER**

9.- We received the Cabinet Forward Work Planner and noted its content.

**NEXT MEETINGS**

10.- The next meetings of the Children and Young People Select Committee will be held at County Hall, Usk, as follows:

- Special Meeting – Wednesday 10<sup>th</sup> December 2014 at 2.00pm.
- Ordinary Meeting – Thursday 8<sup>th</sup> January 2015 at 2.00pm.

**The meeting ended at 11.41am.**



**SUBJECT: CYP SELF-EVALUATION REPORT RECOMMENDATION 6 AND ANNEX B**

**DIRCTORATE: CHILDREN AND YOUNG PEOPLE**

**MEETING: SELECT COMMITTEE**

**DATE:**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

1.1 The purpose of this report is:

- to provide members with a self-evaluation report summarising the current position of CYP Directorate in relation to Recommendation 6 in the Estyn Inspection Report Monmouthshire County Council November 2012 and in Annex B in the Post Inspection Action Plan.
- to enable members to scrutinise the actions taken by the directorate and the progress made towards addressing Recommendation 6 and Annex B

**2. RECOMMENDATIONS:**

2.1.1 That Select Members scrutinise the information provided in this report to enable members, senior managers and stakeholders to ensure that the Directorate are making appropriate and timely progress towards addressing Recommendation 6 and the issues identified in Annex B.

**3. KEY ISSUES:**

3.1 The Directorate has implemented the new arrangements for Performance Management (Check in, Check out) including a Head of Service Challenge and Chief Officer Appraisal.

3.2 The Directorate are now clear about their priorities, the progress they are making towards addressing them and to hold managers to account.

3.3 The collection of data is more regular and covers a wider range across the Directorate. Skills of analysis have improved across the Directorate and

outcomes are now used to plan service strategically and target resources appropriately.

**3.4** There have been improvements in almost all performance measures for the areas covered within the report and where this is not the case, robust actions are in place and on-going.

**3.5** The Directorate recognised that work will need to continue to embed new procedures to ensure that progress is sustained and secured over time.

**4. REASONS:**

**4.1** To provide the Scrutiny Committee with information presented in a clear and concise format to facilitate effective scrutiny of CYP Directorate in response to the Estyn inspection of the authority in 2012.

**4.2** The Self-evaluation Report has been considered by CYP DMT and will be further scrutinised by Cabinet in February 2015.

**5. RESOURCE IMPLICATIONS:**

None

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

EQIA not applicable

**7. CONSULTEES:**

Cabinet Member  
Chief Officer Education  
Departmental Management Team  
Monmouthshire Recovery Board

**8. BACKGROUND PAPERS:**

- Estyn Inspection Report Monmouthshire County Council November 2012
- Monmouthshire's Post Inspection Action Plan
- Service Improvement Plans

**9. AUTHOR:**

Sharon Randall-Smith

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Monmouthshire County Council

## The Children and Young People's Directorate



# Self-Evaluation Update

Recommendation 6

March 2015

## Table of contents:

### Page

3	Introduction
5	Recommendation 6
	Part B
8	Additional Learning Needs
12	Inclusion
15	Looked After Children
17	Other Vulnerable Groups
20	Youth Support Services

## Introduction

Since November 2012, the Children and Young People's Directorate have acknowledged the shortcomings identified by Estyn and taken robust action to address them in a strategic and timely manner. We have aligned our Directorate vision to ensure that we focus on the right priorities and take appropriate actions to ensure that we deliver our objectives in our corporate strategic plans.

Over the last two years, we have increased the capacity of the CYP Directorate by strengthening the Directorate Leadership Team through the appointment of a Chief Officer, an additional Head of Service for Standards and a 21<sup>st</sup> Century Schools Programme Manager. We have internally reviewed and realigned staff members across service teams to ensure a better alignment of skills to enable us achieve our goals.

Estyn identified six recommendations to be addressed by the local authority as a matter of priority. This report provides an overview of our progress across the first five recommendations and an update of our current position in relation to Recommendation 6, Performance Management.

### Recommendation 1

We have reviewed and significantly strengthened our arrangements for safeguarding within our schools and across the authority.

### Recommendations 2 and 3

In partnership with our commissioned school improvement service, the Educational Achievement Service (EAS), we have significantly strengthened our challenge to schools and as a result, standards of attainment over the last three years have improved particularly in our secondary schools at the end of Key Stage 4. This has been supported by the overall categorisation of our schools where all are amber or above and the majority are now good overall. We have established and embedded robust processes for monitoring the progress of schools causing concern and where schools have been judged to have made insufficient progress we have used our powers of intervention.

### Recommendation 4

We have fully implemented corporate processes for Service Improvement Planning. In doing so, we have strengthened CYP service plans to focus on learner outcomes and to ensure that they reflect aligned outcomes, targets, timescales and risks in strategic corporate plans including the Single Integrated Plan and the Monmouthshire's Improvement Plan. All CYP plans achieved the required standards following corporate appraisal.

### Recommendation 5

As a Directorate team, we have improved our processes for self-evaluation and the use of data to monitor and evaluate our progress and to inform our future direction and expected outcomes. The range of data we collate, analyse and present to the CYP Select Committee is now more transparent, informative and constructive and enables members to challenge officers and to make evidence based recommendations to inform the decision making process.

Now that we have established solid foundations, and are more secure in addressing the issues identified within the first five recommendations, we have turned our attention to improving our procedures for our final recommendation - Performance Management.

## Part B

In addition to the six main recommendations, Estyn also identified the following aspects of our work that required further and/or significant improvement;

- Additional Learning Needs
- Inclusion
- Youth Offer

All three are included within our Post Inspection Action Plan in Annex B. Each of these areas is a priority within the relevant Service Improvement Plans and has been subject to regular monitoring and evaluation alongside the main Estyn recommendations.

## Recommendation 6 Performance Management

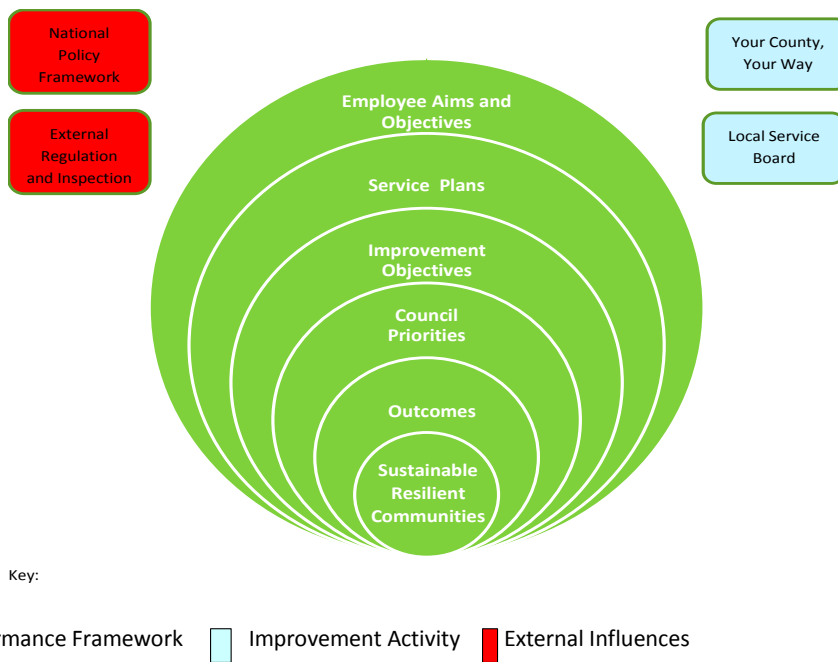
### Key Issues to address:

Estyn found that although the authority had a performance management policy in place, they were not effective in securing improvements. The key issues were;

- processes were not consistently implemented within the directorate
- leaders and managers were not always able to direct staff effectively or hold them to account well enough
- performance management systems lacked coherence and were not sufficiently linked to strategic corporate priorities

As a result, the Local Authority has introduced a new corporate Employee Performance Assessment System to supplement regular one to one staff appraisals and professional supervision that has clear links to the corporate strategic planning process.

The new staff appraisal system, Check In, Check Out (CICO) is based on all staff understanding their contribution to our key strategic priorities, being clear about what good looks like in their role, knowing what is expected of them in relation to their individual targets, and doing the right things at the right time.



CYP was the first Directorate to implement the new process. As a result, individual 'Check In, Check Out' (CICO) has been completed with all managers and staff where appropriate and group CICO where it is not. All managers now know the progress they have made against targets and measures and the quarterly

reviews ensure that where progress is slower than expected it is identified and addressed at the earliest stage. Positive outcomes include;

- **New arrangements for performance management enable managers to direct staff and staff hold them to account**
- **We know what progress we are making towards addressing our priorities and what we need to do if we are not**
- **Individual staff contributions to team objectives on learner outcomes are recognised and monitored**
- **The introduction of a Head of Service Challenge, alongside Chief Officer Appraisal, will be central to the on-going development of Performance Management across the authority**

We have aligned CICO to our service improvement and corporate plans and as a result, we are able to demonstrate and identify strong links that are concise and consistent between individual team members focused work and the wider corporate responsibilities and expectations. We have strengthened CYP service plans to focus on learner outcomes and to ensure that they reflect aligned outcomes, targets, timescales and risks in strategic corporate plans including the Single Integrated Plan and the Monmouthshire's Improvement Plan. Our plans set out the objectives, standards and performance measures for the Directorate, which in turn inform standard measures and targets relating to individual employee performance. See Appendix A

All plans are categorised at or above the required standard by the corporate Policy and Performance Team. This clear focus has enabled us to link explicitly the new appraisal system to individual targets and measures that align to our corporate priorities. In turn, this has helped us to embed a more robust understanding of individual accountability in delivering improvement in service areas.

During the past year, we have continued to develop our capability as a team to monitor and critically review our progress against priorities and targets both individually and as a team. This has ensured that staff understand the common focus and direction of travel for the Directorate.

Heads of Service in CYP have taken part in the new Head of Service Challenge. Early indications show the Heads of Service work plans are more focused as a result. A full evaluation of the impact will be carried out at the end of the first cycle in September 2015.

We have fully implemented the corporate performance management process across the directorate. We know that we need to continue to refine and embed our performance management processes to achieve further consistency and ensure that we address our priorities.

Following the Estyn report in February 2012, we commissioned a revised Performance Management Framework that would allow senior leaders and our scrutiny function to understand the performance of the directorate, the basis upon which decisions were taken and their impact.<sup>1</sup> This framework was the basis for all performance monitoring until we took the decision to expand the framework in late 2013. This expansion was designed to capture the broadest management information. More recently, we have recognised that

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<sup>1</sup> <http://www.monmouthshire.gov.uk/app/uploads/sites/11/2014/01/1.-CYP-Service-Planning-and-Performance-Framework.pdf>

some of this information is not useful to be monitored on a routine basis nor did it allow meaningful analysis. Because of this, we have commissioned a review of the framework by the central Performance and Policy team to reduce the number of measures. This work has been taken through the most recent cycle of the Select meetings and forms the basis of our Data Hub information.

**Next Steps:**

- Review the effectiveness of the new appraisal process in terms of outcomes, consistency and the ability to hold managers to account
- Continue to build the capacity of the directorate to monitor and critically evaluate progress against outcomes through team and 1:1 meetings.
- Evaluate the impact of Head of Service Challenge on strategic outcomes

## Part B

### Additional Learning Needs

#### Key issues to address

In 2012, Estyn judged that whilst statutory obligations for learners with additional learning needs were met, provision for these learners was unsatisfactory. The key issues were;

- strategic planning was weak
- use of data to track pupil progress and analysis of the impact of the interventions on outcomes for learners was underdeveloped
- there were too many statements of special educational needs and resources were directed towards the statutory assessment processes rather than improving the capacity of schools to address the needs of all pupils
- lack of specialist provision for pupils with Autistic Spectrum Disorder (ASD), behavioural difficulties and SLD
- limited training for mainstream teachers and teaching assistants
- information for parents and carers about services available to them was limited

The ALN service has worked through these issues systematically and has seen some marked improvements in our capacity to improve provision and outcomes for learners with additional learning needs.

Improvements include;

#### **1. Alignment of our operational strategic plan for ALN with the corporate plan**

The ALN plan now clearly links to the LA's vision to meet the needs of all learners by providing services locally. Priorities are now linked to learner outcomes, resources allocated, and tight timescales for delivery. The plan is reviewed and updated regularly. Information from the reviews is used to inform team meetings and 1:1 discussions with line managers as part of the corporate appraisal system.

#### **2. A new policy and strategy for ALN developed in partnership with a wide range of stakeholders**

This has resulted in changes to processes and practice in identifying and supporting pupils with additional needs. Resources are now prioritised and directed to meeting the needs of all pupils. The strategy is reviewed regularly as part of the corporate planning process.

The policy and strategy are part of a three-stage process, which will enable us to transform the way we meet the needs of our pupils with additional needs in the future. The second stage is to rationalise SNRB provision and develop a regional approach to delegation of funding for statutory processes and will be implemented by September 2015. The final stage is reviewing provision to ensure it meets a broader range of needs, including those with ASD, behavioural difficulties and SLD. This will be completed by September 2016.

#### **3. We have collected a wider range of data and introduced new procedures to begin to evaluate the impact of interventions on progress for pupils.**

As a service, we have completed an audit of school ALN expenditure and analysed the use of the delegated ALN budget to schools and the range of interventions in place to meet need. As a result, we can now track the impact of these interventions on outcomes for our pupils. From April 2015, in line with the new Strategy, Policy and Procedures document, all schools will complete a planning document detailing their use of their individual ALN budget, expected needs, intervention provision and details of specific pupils or cohorts of pupils whose progress may be cause for concern. This will be completed in a joint planning meeting at the beginning of the financial year between the local authority and school and will be held centrally and shared with the EAS. The plans will then support future planning for ALN and inform decisions on changes to policy and provision.



The Authority undertakes a range of pupil tracking and data analysis. This enables us to plan provision strategically and evaluate its impact effectively. The data analysis includes:

- Analysis of Key Stage 2 transition year 6/7 targets.
- Key Stage 1 and 2 Data Analysis for Statemented pupils
- Pupil progress of those attending other LA Special Schools
- Attainment/Progress Tracking of Pupils attending Independent Special Schools
- Key Stage 2 and Key Stage 3 Variation Analysis (Statemented pupils years 6 to 9)
- Effectiveness of Graduated Response of SEN Register (SA, SA+, Statement)
- Pupils Supported at SA and SA+ from SEN Delegated Budget and School Based Resources
- School Staff Development
- SEN School Audit 13/14 Analysis of School Audit Data.
- LAC Statement 2014/15
- SpLD pupil outcomes by school 2014

Pupils supported at SA and SA + are tracked for literacy and number support via the delegated lump sum. For example in 2012/2013 a total of 2,199 support sessions for literacy and numeracy were delivered. Of the pupils supported 20% showed improvement to a level where they needed no further intervention.

The Authority is currently working with the EAS on the data analysis of individual pupil target in order to evaluate further pupil progress on a school comparable basis at SA and SA+.

#### 4. A reduction in the numbers of Statements of Special Educational Needs

The downward trajectory in the number of statements has continued and we now have 3.6% of learners with statements of educational needs. This is a reduction of 63 statements when the number of requests has increased. Whilst our figures are still just above those nationally (a Welsh Government estimate of 3% for the last 4 years ending 2012/13), we anticipate the reduction to accelerate over this academic year because of our new strategy and expect to achieve 3% in 2015.

Year/Number of Statements Held	Request for Statutory Assessment	Refused	Statements of SEN	Note in Lieu
2014/399	59	22	31	6
2013/425	43	17	21	5
2012/462	44	11	27	6

Where schools have increased requests for statements, have not been following the new policy, they have been challenged, and support provided by specialist ALN officers to enhance their provision.

The Authority has continued to work towards meeting the needs of all of its pupils by the inclusion of pupils with statements in mainstream schools and as a result, the proportion of pupils within mainstream provision is 80%. The latest statistics available to us giving number of pupils with statements educated in mainstream schools nationally in 2012, was 65%. This means that compared to Wales in 2012, Monmouthshire is meeting the needs of a higher proportion of pupils within our mainstream schools.

Year	Statemented Pupils within Local Authority Mainstream Provision	Statemented Pupils within Independent Schools	Specialist other LA Provision
2014	319 (80%)	17	47
2013	332 (78%)	22	45
2012	371 (80%)	23	41

**5. Increasing the amount of training we provide for teachers and teaching assistants.**

We have reviewed the content, quality and frequency of the training we offer to schools and aligned it to the needs of the pupils we know we have within the county and in our schools. The uptake of training by schools has increased, all training provided by the ALN team is evaluated, and the impact on learners is analysed by our educational psychologists as in the table below:

year	ASD Friendly Schools Number of Schools Trained	ASD Friendly Schools Number of Staff Trained	Early Bird Plus Staff Trained	Strategy Policy and Procedure Training
2013	0	0	0	0
2014	17	122	5	0
2015	17	122	11	30/34 (as of 29/1/15)

ASD Friendly Schools – Average rating on scale 1-5 (5 best)

Year	How helpful was the course.	Did the training meet its aims?	Has the event helped to develop or refresh your knowledge, skills and understanding	I will be able to apply what I learned to the classroom when appropriate	What I learned will improve things for children I work with
2013	N/A	N/A	N/A	N/A	N/A
2014	5	5	4.95	5	5

In schools where training in ASD Friendly schools has been undertaken, an audit of ASD Friendly outcome for pupils, including wellbeing and staff skills, will be carried out during Spring/Summer 2015. Early feedback from EP visits indicates that training is having a positive impact on outcomes for pupils and teacher confidence in meeting needs in this area.

Training on the new policy and strategy and budget planning will be delivered in February 2015. This will ensure that schools identify how they will use the resources they have effectively and efficiently with the support of the Finance and ALN teams to improve outcomes for learners. In addition, the authority has undertaken a review of the management of risk policy and will deliver training to schools before the end of May 2015.

**6. We have improved our engagement with parents across all aspects of our work**

We have fully engaged parents in our ALN Policy and Strategy consultation process using surveys, a working group for parents and a using the monthly ‘drop-in’ session for parents. In addition, we have revised our paperwork including information leaflets, to ensure it is accessible to all key clients. As a result, the Parent and Carers group report that they consider they are valued and are contributing to the process at each stage. As a result, the number of tribunals has dramatically reduced over the last two years and currently stands at one (January 2015).

#### Next steps

- Consult all stakeholders on regional strategy for delegating funding to schools
- Complete school planning process for funding and provision for learners with ALN
- Continue to support and challenge schools to meet the needs of learners with ALN
- Gather comparative data on schools on the attainment and progress for learners with ALN and support and challenge schools where this is a concern
- Continue to develop processes for tracking the progress of pupils with additional needs both in the LA and within schools

## Inclusion

### Key issues to address

Judgements about well-being in the 2012 report noted that attendance was good and that there have been no permanent exclusions for over two years. The report did express concerns in a number of areas as follows;

- the high number of days lost to fixed term exclusions overall and in relation to pupils with a statement of special educational needs
- significant shortcomings in the pupil referral service
- lack of support for schools to understand and deal with cyber-bullying
- strategies for monitoring and tracking performance and outcomes of vulnerable groups was underdeveloped

Since 2012, the Inclusion team have continued to implement and embed a number of new processes to address concerns and as a result, outcomes for key performance indicators have shown improvement. A summary of where we are at this point is provided below.

#### 1. A reduction in the number of fixed term exclusions (FTE) for all groups over the last three years.

We have embedded our processes for setting individual fixed term exclusion caps and provided support to schools through targeted intervention programmes provided by Youth Access staff and the Pupil Referral Service (PRS). The Inclusion team have monitored fixed term exclusions on a monthly basis and provided support to SEN pupils including working where appropriate with the ALN team, to secure long-term provision.

As a result, secondary fixed term exclusion rates have fallen from 636 days in 11/12 to 277.5 days, in 2013/14 with current rates standing at 81.5 days for 2014/15 as at December 31<sup>st</sup> 2014.

Fixed term exclusions in primary schools have also fallen from 137 days in 11/12 to 60 days in 2013/14 with current rates standing at 16.5 days for 2014/15 as at December 31<sup>st</sup> 2014.

Over the past three years, FTEs in both primary and secondary schools have reduced significantly however; the slight increase in primary in 2014 is due to two pupils with complex needs. FTE for five days or less continues to fall and is in line with our statistical neighbours. Our expectation is that this will continue to fall in 2014 again given the overall reduction in FTEs.

#### Fixed Term Exclusions 2011/12 -2014/15

	2011/12	2012/13	2013/14	2014/15
<b>Primary</b>	137	50.5	60	16.5
<b>Secondary</b>	636	481	277.5	81.5
<b>WG data rate per 1000 pupils Monmouthshire</b>	49.9	41.4	Awaiting Data March 2015	
<b>WG data rate per 1000 pupils Wales</b>	66.6	56.5	Awaiting Data March 2015	

Similarly, the number of fixed term exclusions for pupils with statements of ALN has reduced significantly over the same period with the percentage of days lost due to fixed term exclusions for pupils with statements has fallen by 7.3% which comprises a fall of 28 episodes of FTE totalling 110.5 days. The

development of outreach support from the PRS has had a significant impact upon this fall therefore, we are confident that our systems are embedded and effective.

**Fixed Term Exclusions ALN Pupils 2011/12 – 2013/14**

Year	Episodes of FTE	Days lost due to FTE	Total number of days lost in LA due to FTE	Percentage of FTE attributed to stated pupils
11/12	52	150	773	19%
12/13	41	78.5	531.5	14.8%
13/14	24	39.5	337.7	11.7%

**2. Improvements to the Pupil Referral Service**

Following a Local Authority restructure of the service and intensive curriculum and self-evaluation support commissioned by the Local Authority from the EAS, Estyn judged that the Pupil Referral Service (PRS) had made sufficient progress against all five Estyn recommendations to be removed from monitoring within the year. The improvement in the PRS has been sustained over time and as a result, is now categorised as yellow overall. Further developments include the implementation of modular BTEc qualifications to enrich the curriculum on offer to young people.

**3. We have provided guidance, advice and support for schools on effective E safety**

We have disseminated the LA Bullying Prevention Policy to all schools via Governing Bodies and 86% of schools have adopted this guidance. Of those six schools that have not adopted MCC Policy, two have written policies using MC Guidance but not taken these to their Governing Body yet, two policies are currently being rewritten to include MCC definitions, a further policy will be due for renewal shortly and it is highly likely that this school will be adopting MCC Policy. The remaining school has not adopted MCC policy but its guidance evidences good practice in prevention, identifying and responding to incidents. The LA E Safety Guidance, which provides information on cyber bullying, has been updated since the inspection in 2012. The LA now commissions the EAS, as part of the core offer, to support and advise schools on effective E Safety. In October 2014, WG launched the comprehensive 360 degrees safe Cymru resource, which the EAS has recommended to all schools to utilise.

The LA continues to develop its system for tracking discriminatory incidents and bullying in schools. Schools currently have access to an electronic form to report incidents. The LA is also piloting the use of the behaviour management module in SIMS to record and report incidents ready for implementation across the authority by September 2015

There has been improved collaboration with the Police School Liaison Programme. In 2013/14 83% of primary schools participated in ‘Cyberbullying – Be Cyber Safe’, and 100% of secondary schools participated in ‘Internet Safety’ as part of the Police School Liaison Programme. All schools have been targeted to participate in the Internet Safety element of the Police School Liaison Programme in 2014/15; this target is currently on track to be achieved. These programmes have resulted in raising the awareness of the majority of Monmouthshire pupils in relation to what is and what is not, appropriate behaviour when on line.

**4. We have established and implemented procedures to track and monitor attendance, exclusion rates and outcomes for vulnerable learners**

This means that we know how well these pupils are progressing, monitor the impact of interventions and identify future priorities and take appropriate action to improve outcomes for all learners in a timely and effective way. The attendance tracking has allowed us to target EWO resources towards those schools requiring more intervention and as a result, Monmouthshire is now ranked first in Wales for attendance for both primary and secondary phases.

The analysis of FTE has enabled us to ascertain whether the Pupil Referral Service is working with the appropriate pupils in primary schools. The tracking of pupil outcomes has enabled us to measure the effectiveness of interventions provided by the Pupil Referral Service to ensure that we target resources appropriately and in a timely manner.

## Looked After Children

### Key issues to address

- In line with other local authorities across Wales, the performance of learners who are looked after is significantly below that of other groups and there are a number of other outcomes relating to access and well-being that need improving.

### Attendance

The Education Welfare Service makes it a clear priority to address the needs of vulnerable groups, particularly children who are looked after.

Primary aged LAC pupils' attendance fell in 2013/14 to below the LA figure for the first time in 4 years. To address this, the Local Authority has implemented new arrangements to alert the EWOS of any attendance concerns amongst LAC pupils when the PEPs are received into the authority.

Secondary aged LAC pupils' attendance also fell in 2013/14 following an increase in the previous 2 years; this was due to a small number of pupils who became disengaged with provision.

### Monmouthshire LAC Attendance 2010/2011 – 2013/2014

**Comment [EBV1]:** This could be an appendix (B) and isn't very clear!

	2010/11	2011/12	2012/13	2013/14
<b>Primary LAC</b>	94.9%	95.6%	95.5%	94.64%
<b>Primary LA</b>	94.4%	94.7%	94.4%	95.8%
<b>Difference</b>	(0.5%)	(0.9%)	(1.1%)	(1.16%)
<b>Secondary LAC</b>	90.1%	91.5%	92.6%	92.2%
<b>Secondary LA</b>	92.2%	93.0%	94%	94.5%
<b>Difference</b>	(2.1%)	(1.5%)	(1.4%)	(2.3%)

### LAC Fixed Term Exclusions

**Comment [EBV2]:** What is the data telling us? – maybe another appendix

In comparison with other Local Authorities in the SEWC, Fixed Term exclusions for LAC pupils in Monmouthshire are low with only 21 days lost last year and only four LAC pupils receiving an exclusion. When looking at FTE for LAC pupils across the SEWC, the number of days FTE per LAC child equates to 0.33 whereas in every other Local Authority it is greater than 1.0 therefore, LAC pupils in Monmouthshire are less likely to be subject to FTE.

### End of Key Stage Outcomes for LAC pupils

The proportion of LAC pupils achieving the expected level at the end of each Key Stage in Monmouthshire fluctuates significantly from year to year. This is due to small numbers of pupils, pupils entering and leaving care at different points and the relatively high number of LAC pupils with statements of educational needs. In 2012/13, the LA targeted the SEGLAC grant at pupils who were predicted to achieve just below the CSI. This resulted in 6/7 young people achieving the CSI which was in line with expectations.

### Key Stage 2 CSI Outcomes

LA	10/11		11/12		12/13		13/14	LA figure
	LAC	LA figure	LAC	LA figure	LAC	LA figure	LAC	
Blaenau Gwent	2/6 33.3%	69.2%	1/5 20%	73.2%	2/4 50%	78.3%	(2/4) 50%	
Monmouthshire	3/6 50%	81.3%	1/4 25%	82.5%	6/7 85.7%	86.3%	1/4 25%	
Newport	6/12 50%	83.2%	3/9 33.3%	84.3%	6/13 46%	86.1%	3/7 42.86%	
Torfaen	6/11 54.6%	83.5%	8/14 57.1%	82.6%	14/18 59%	85.6%	9/15 60%	
Caerphilly	3/8 38.9%	78.5%	7/18 58%	79.7%	7/12 58.3%	82.7%	10/14 71.4%	

### Key Stage 3 CSI Outcomes

LA	10/11		11/12		12/13		13/14	LA figure
	LAC	LA figure	LAC	LA figure	LAC	LA figure	LAC	
Blaenau Gwent	3/8 37.5%	50.4%	1/9 11.1%	53.9%	2/9 22.2%	61.5%	3/6 50%	
Monmouthshire	1/7 14.3%	71.7%	1/7 14.3%	71.5%	3/8 37.5%	77.7%	3/11 27.27%	
Newport	1/7 14.3%	68.1%	6/19 31.6%	70.7%	6/19 31.6%	73.8%	7/20 35%	
Torfaen	5/11 44.4%	59%	7/18 38.8%	67.9%	6/15 40%	71.8%	5/15 33.33%	
Caerphilly	7/26 26.9%	57.1%	4/26 15.4%	62.4%	9/26 34.6%	68.4%	6/14 42.8%	

### Key Stage 4 Capped Points Scores

LA	9/10		10/11		11/12		12/13	
	LAC	LA	LAC	LA	LAC	LA		
Blaenau Gwent	182	340	238	405.4	309	N/A	263	
Monmouthshire	141.2	438	139.4	463.7	269	N/A	222	
Newport	216	422.6	255	490.1	190	N/A	244	
Torfaen	215	391.6	290	413.9	287	N/A	294	
Caerphilly	157		183	403.6	156.8	429.7	238	



## Other Vulnerable Groups

### Minority Ethnic Pupils

Monmouthshire has just under 2% of pupils are identified as being from an Ethnic Minority group. This is amongst the lowest in Wales. There are effective arrangements in place to monitor and track these pupils and as a result, outcomes are as follows:

#### Monmouthshire ME Attendance 2010/2011 – 2013/2014

The attendance of primary aged minority ethnic pupils has risen by 2.5% in the past 3 years and as a result, attendance is now very nearly at the overall figure for primary schools across the county.

The attendance of secondary aged minority ethnic pupils has risen by 4.8% over the past 3 years and is now above the overall figure for secondary pupils across Monmouthshire as a whole.

**Comment [EBV3]:** This could be an appendix (B) and isn't very clear!

	2011/12	2012/13	2013/14
<b>Primary ME</b>	93.2%	94.8%	95.7%
<b>Primary LA</b>	94.7%	94.4%	95.8%
<b>Difference</b>	(1.5%)	(0.4%)	(0.1%)
<b>Secondary ME</b>	90.2%	93.2%	95%
<b>Secondary LA</b>	93.0%	94%	94.5%
<b>Difference</b>	(2.8%)	(0.8%)	(0.5%)

#### Monmouthshire ME Fixed Term Exclusions 2012/13 – 013/14

The exclusions recorded in both 2012/13 and 2013/14 relate to individual pupils in a few schools and a particular incident in one specific area. Our analysis enable us to effectively identify and target schools and families requiring support so that we can provide appropriate support in a timely way and reduce the number of FTEs for this group.

Year	Number of Schools	Episodes	Days FTE	Days lost per FTE
12/13	3 mainstream	11	20	1.8
	1 special	6	12	2
13/14*	2 mainstream	24	32	1.3
	1 special	14	20.5	1.46

#### Monmouthshire ME Performance 2010/2011 – 2013/2014

The Local Authority commissions the Gwent Ethnic Minority Support (GEMS) Service in Newport to provide EAL support to schools through a robust Service Level Agreement. The GEMS service provides support, intervention and training to schools and tracks pupil attainment and progress reporting outcomes at regular intervals to the LA. In doing so, we regularly review our priorities, review the deployment of the service to ensure that we are meeting the needs of this group of pupils and as a result, outcomes at the end of FP, KS2, 3 and 4 are above Wales for all of the indicators and at or just below Monmouthshire as indicated below:

At the end of the Foundation Phase, Minority Ethnic pupils have been performing at just under the Local Authority average for the past 4 years and have been at or above the all Wales average.

Foundation Pupils	2010/11	2011/12	2012/13	2013/14
LA GEMS Pupils	88% 22/25	86.3% 44/51	83% 44/53	90% (27/30)
LA Pupils	88.7%	86.8%	89.5%	91.1%
All Wales	81.6%	80.5%	83%	85.2%

Minority Ethnic pupils at the end of Key Stage 2 have been performing at just below the Local Authority average and above the Wales average for the past 4 years.

KS2 Pupils	2010/11	2011/12	2012/13	2013/14
LA GEMS Pupils	82.1% 23/28	86.1% 31/36	86.7% 26/30	87.5% 28/32
LA Pupils	82.5%	86.3%	89.3%	89.5%
All Wales Average	80%	82.6%	84.3%	86.1%

At the end of Key Stage 3, the performance of Minority Ethnic pupils has been above all Wales and just above the LA average until 2013/14 where it dipped just below.

KS 3 Pupils	2010/11	2011/12	2012/13	2013/14
LA GEMS Pupils	69.2% 18/26	81.5% 22/27	87.9% 29/33	81.8% 18/22
LA Pupils	72.6%	77.7%	80.3%	83.9%
All Wales Average	68%	72.5%	77%	81%

For three out of the last four years Minority Ethnic pupils have been performing at just above the Local Authority average and above the Welsh Average at Key Stage 4 L2.

KS 4 Pupils	2010/11	2011/12	2012/13	2013/14
LA GEMS Pupils L2	80% 24/30	74.1% 20/27	77% 23/30	89.3% 25/28
LA Pupils	74.1%	74.1%	74.2%	87.4%
All Wales Average	67.3%	73%	77.8%	82.3%

Minority Ethnic pupils have consistently performed above the Wales average for the Key Stage 4 L2 (incl) for the last four years. Overall, the performance of these pupils is just below the Local Authority average.

KS 4 Pupils	2010/11	2011/12	2012/13	2013/14
LA GEMS Pupils L2 (incl)	55.6% 17/30	55.6% 15/27	53.3% 16/30 *	64.3% 18/28
LA Pupils	56.3%	56.3%	57.3%	65.6%
All Wales Average	51%	51%	52.7%	55.4%

### Gypsy Traveller Pupils

The Local Authority has used its Gypsy Traveller Grant effectively to target individual pupils so that intervention programmes can be delivered in schools to address numeracy, literacy or social emotional issues as required on an individual basis. As a result, expected outcomes for our Gypsy Traveller pupils are in line with the expected levels for all pupils in the FP, KS2 and KS3 and in line with WG targets and LA expectations.

The authority has provided specific targeted support for this group of pupils to enable them to access education regularly. Consequently in 2013/14, attendance for primary pupils is good (95.24%) and improving for secondary pupils (89.19%), all Gypsy Traveller pupils met the WG target of 200 sessions a year and there have been no fixed term exclusions.

#### Next steps

- Continue the reduction in the number of fixed term exclusions by addressing the complex needs of some pupils with ALN and providing bespoke training for schools
- Improve outcomes for LAC pupils across all phases
- Support the PRS with their improvement journey so that it is judged to be at least good with good prospects at the next inspection
- Survey schools to evaluate awareness of cyber bullying and e safety and provide further training as needed
- Continue to work with identified schools to improve outcomes for vulnerable pupils

## Youth Support Services

### Key issues to address

In 2012, we received feedback that we needed to improve our self-evaluation across all services and make better use of data and plan services strategically so that we could target resources appropriately. This was reflected in the delivery of youth services and a small number of issues emerged as a result;

- The pace in reducing numbers of young people not engaged in education, employment or training is lower than other authorities
- Although the service provides 'good targeted support for learners', the impact of interventions is not evaluated clearly enough or reported to members

We have taken steps to build on the good practice already in place and address the issues above through the **Youth Service** by;

#### **1. Making better use of data to evaluate and plan services strategically and target resources appropriately.**

The service has developed a management information system to gather data more systematically. Case studies are prepared monthly by youth service staff and young people and are included within our Management Information System (MIS). These case studies capture the distance travelled by the young person on a wide range of issues. Work to evaluate overall outcomes is planned to be completed by the end of the financial year 2014/15.

The impact of our provision to young people is monitored through our Service Improvement Plan (SIP) and 1:1 sessions; projects reports; Individual learning plans; Young People Core Score (YPCS) in counselling and engagement consultations with young people. Quarterly reviews to inform future service delivery. Effective examples include; Individual Learning Plan's (ILP) show continuous improvement in learners. YPCS consistently shows improvement from initial assessment to exit point. Where ineffective practice is identified, we evaluate and make necessary changes to ensure provision provides best value and outcomes to young people, service and communities.

The Cabinet member is kept well informed of Youth Service activities and the impact of work and interventions through monthly 1:1 meetings with the Youth Service Manager.

#### **2. We are developing effective systems for evaluating the impact of our provision on learners and services.**

The number of young people not engaged in education, employment or training (NEET) opportunities has reduced consistently over the last five years and now stands at 2.2%. This sustained reduction, 1% point per year, has been achieved on low numbers and means that Monmouthshire has consistently been below the consistently the Welsh average (3.2%).

To support the Youth Engagement Progression Framework (YEPF), the Local Authority (LA) Early Identification System (EIS) will be completed and operational from April 2015. The EIS will enhance the process and significantly reduce the number of young people most at risk of becoming NEET and the number of actual NEET's.

The Youth Service contributes well to the Apprenticeship scheme in pre-apprenticeship support work through the engagement and traineeship programmes offered. The LA and other providers such as CMC2; Learn About and Torfaen Training work together through the Post 16 Steering group for MCC to offer an

appropriate number of apprenticeships, however these are not always provided to meet the needs of young people as identified in the Labour Market Intelligence (ILM). Very recent work has begun with input from secondary head teachers to review curriculum provision and relationships with potential apprenticeship providers. This is anticipated to increase vocational pathways for young people across the authority.

We have also taken steps to build on the good practice already in place and address the issues above through our [Integrated Youth Offer](#). We have;

**1. We have reviewed the [Youth Support Services \(YSS\)](#) structure to enable us to map our services for young people and meet our statutory responsibilities more effectively.**

We have undertaken a mapping exercise, which has enabled partners to plan and prioritise their work well to benefit young people across the authority in a cohesive way.

All key partners, including the voluntary sector, consulted with young people and community members across Monmouthshire through a series of roadshows to identify needs, gaps and improvements required. Key findings have been analysed well and used to inform priorities and develop future work programmes. This resulted in several improvements, for example, youth shelters; increasing support for vulnerable young people in housing and fair pricing within local cinemas. The use of existing multi agency meetings in schools has enabled JAF and E&P referrals to be blended to avoid duplication and time of agencies attending. In addition findings have led to an improved meeting structure being put in place to address SIP priorities and better meet young people's needs.

There are good plans in place for the development of an app. so that young people can access local information and services available to them through their phone on demand. This will provide instant, up to date information on services available to young people in an appropriate and cost effective medium.

There is now more effective coordination of YSS and better sharing of information across the services. All partners have received appropriate information on local and national policy context and frameworks. This has led to individual services being able to complement current service delivery. There is now greater consistency in relation to the quality of services especially around safeguarding and health and safety. For example, all providers have clear safeguarding protocols in place.

The six operational subgroups within the Integrated Youth Offer work well to implement the vision of the LSB and the priorities of the SIP. Each subgroup has a clear and appropriate membership, purpose, roles, and responsibilities. The work of these subgroups has led to reduced duplication and improved focused delivery to young people in Monmouthshire. In addition, partners have been enabled to better link in with existing projects to enhance provision to young people, for example, ASB work and funding streams have been aligned effectively between youth service; YOS and police to provide support that is more effective to young people and increase staffing hours available to work within communities in Monmouthshire.

There is an appropriate range of youth support services represented through the Integrated Youth Offer Group. 11,082 young people were supported through the Integrated Youth Offer during the academic year 2013/14.

Currently there are 16 partner agencies signed up to the IYO. However, meeting minutes indicate that a few key partners attend inconsistently (Health; Children's Services and Education).

Members are informed of the effectiveness of the IYO through regular reports such as the Annual report 2013-14 Integrated Youth Offer on the work of wider youth support services available to young people in Monmouthshire.

#### Next steps

- Continue to address the needs of learners who are vulnerable to become NEETS
- Work with schools and other providers to address issues from monitoring visits
- Increase the number of key partners attending IYO meetings to ensure the IYO is as effective as possible

**SUBJECT: CYP Performance Summary November 2014**

**DIRCTORATE: CHILDREN AND YOUNG PEOPLE**

**MEETING: SELECT COMMITTEE**

**DATE: 12<sup>th</sup> FEBRUARY 2015**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

1.1 The purpose of this report is to:

- inform members of the judgements made of Monmouthshire Schools for the academic year 2013- 2014 by Estyn inspection teams and;
- provide a summary of Monmouthshire schools' inspection judgements since the introduction of the new Common Inspection Framework in September 2010.

**2. RECOMMENDATIONS:**

2.1 That Select Members scrutinise the information provided in this report and Appendix A, and B to enable members, senior managers and stakeholders to ensure that the Directorate track progress, review the impact of the Educational Achievement Service (EAS) to ensure improved outcomes for pupils.

**3. KEY ISSUES:**

3.1 The percentage of Monmouthshire schools inspected during this period judged as 'good' for all outcomes, is at least 48% or above for all indicators. However, this is significantly lower than the overall profile in Wales, compared to the latest available National data(September 2010 to August 2014).

3.2 The proportion of Monmouthshire schools judged 'excellent' across all indicators is much lower than across Wales as a whole.

3.3 Similarly, the proportion of schools judged 'adequate' is much higher than across Wales as a whole.

3.4 The proportion of judgements in the following quality indicators: standards, learning experiences, leadership, quality improvement and resource management are significantly lower in Monmouthshire compared to Wales overall.

#### 4. REASONS:

- 4.1 To provide the Scrutiny Committee with appropriate and timely information presented in a clear and concise format to facilitate effective scrutiny of CYP Directorate and the commission service provided by the Educational Achievement Service in relation to Estyn outcomes in Monmouthshire schools.

#### 5. Estyn Outcomes September 2010 to August 2014 Report for Children and Young People Scrutiny Committee

##### Introduction

- 5.1 Since September 2010, all schools and providers in Wales have been inspected using a new Common Inspection Framework (CIF) [Estyn Common Inspection Framework 2010](#).
- 5.2 The purposes of inspection are to:
- provide accountability to the users of service and other stakeholders through public reporting.
  - Promote improvement in education and training; and
  - Inform the development of National policy by Welsh Government

##### The Common Inspection Framework

- 5.3 The Common Inspection Framework (CIF) is used to inspect education and training in Wales. This framework covers three key questions and ten quality indicators and they are organised as follows:

##### Key Question 1: How good are outcomes?

- standards
- wellbeing

##### Key Question 2: How good is provision?

- learning experiences
- teaching
- care, support and guidance
- learning environment

##### Key question 3: How good are leadership and management?

- leadership
- improving quality
- partnership working
- resource management



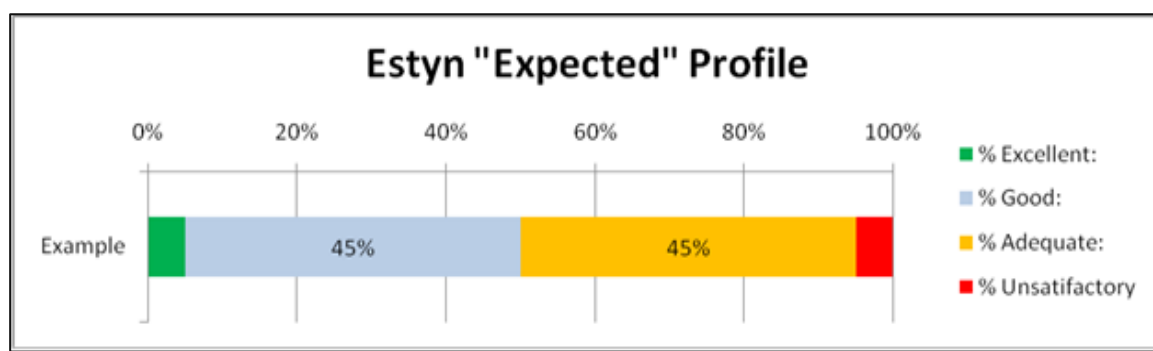
Inspectors also make two overall judgements about the **current performance** of the school and the **prospects for improvement**.

5.4 Each of the judgements and the 10 quality indicators are graded on the following four-point scale:

Excellent	many strengths, including significant examples of sector leading practice
Good	Many strengths and no important areas requiring significant improvement
Adequate	Strengths outweigh areas for improvement
Unsatisfactory	Important areas for improvement outweigh strengths

5.5 For a school or provider to be judged as ‘excellent’ for any indicator, the school or provider must demonstrate and evidence, ‘Sector-leading practice’. This means that the quality of the provision is at the forefront of the sector and that the provider is using this practice to offer leadership to the sector as a high-quality exemplar to others. ‘Sector-leading practice’ is ‘innovative and cutting edge work that pushes the boundaries but it does not have to be unique but it does have to be highly effective and its impact on learners progress and achievement should be clear. ‘Sector Leading practice on its own, should not secure an ‘excellent’ judgement.

5.6 Estyn expects the grade profile based on Estyn inspection outcomes across Wales will be different under the new framework. There is no quota of grades to be awarded across a term, year or area. Initial expectations were that the following profile across the four grades would look like the table below in the initial stage of implementation. We are now more than half way through the cycle, and as expected, the profile has changed over time with far more schools being graded as good or better.



5.7 The Welsh Government target for schools and settings is that, from September 2012, no school should be judged as less than adequate and by September 2015, no school should be judged less than good. At the end of August 2014, 71% primary schools, 51% of secondary schools and 96% of special schools inspected under the CIF, were graded to be good or better.

**5.8** In addition to the overall judgements, Estyn also identifies a number of recommendations in specific areas for the school to address. The recommendations are school specific and are the focus for monitoring visits for schools in follow up. A summary of the recommendations for Monmouthshire schools inspected under the new framework is included in Appendix A.

### **Follow-up Activity**

**5.9** If a school or setting receives any judgement, which is 'Unsatisfactory' or 'Adequate', there are four categories of follow up activity that can be applied.

The four categories are:

- Local Authority follow-up
- Estyn follow-up
- Requiring significant improvement
- Requiring special measures

In the last academic year (2013 -2014), nearly two-thirds of schools inspected by Estyn were identified as requiring some form of follow-up. The proportion of schools requiring significant improvement has remained at 5% (14 schools) which is the same as the previous year and those requiring special measures have decrease from 4% to 3%  
(eleven schools to eight schools)

**5.10** Schools in Estyn monitoring are revisited at between a year and eighteen months after the initial inspection. The purpose of the revisit is to evaluate the progress the school has made against the recommendations. Schools judged by Estyn not to have made sufficient progress against the recommendations by the time of the Estyn revisit, are highly likely to be placed in either 'significant improvement' or 'special measures'.

Around two-thirds of schools are removed from follow-up after a year.

### **Monmouthshire Schools inspected between September 2013 – August 2014**

**5.11** During the academic year 2013/2014, Estyn has inspected six Monmouthshire schools under the new framework. Reports for all of the schools have been published by Estyn and can be accessed on their website [www.estyn.gov.uk](http://www.estyn.gov.uk) under Inspection report search

**5.12** The table below shows the schedule and outcomes for Monmouthshire Schools inspected between September 2013 and August 2014.

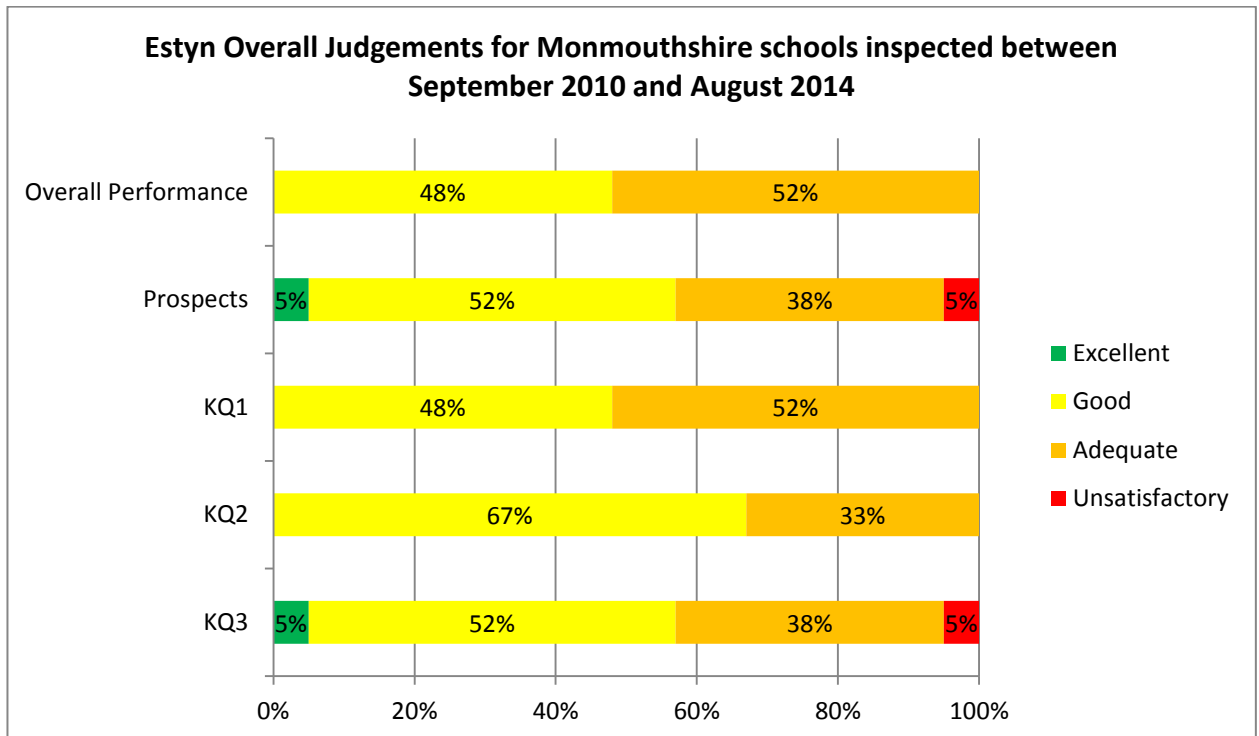
## Evaluation of Estyn Judgements from September 2010 to August 2014

School Name	Date of Inspection	Overall Judgement	Prospects for Improvement	Follow Up Category
Dewstow	October 2013	Adequate	Adequate	Significant Improvement
Llandogo	October 2013	Adequate	Adequate	Estyn monitoring
St Mary's	October 2013	Adequate	Adequate	Significant Improvement
Caldicot	November 2013	Good	Good	None
Thornwell	December 2013	Adequate	Adequate	Significant Improvement
Gilwern	January 2014	Good	Good	None

## Monmouthshire Schools Inspected between September 2010 and August 2014

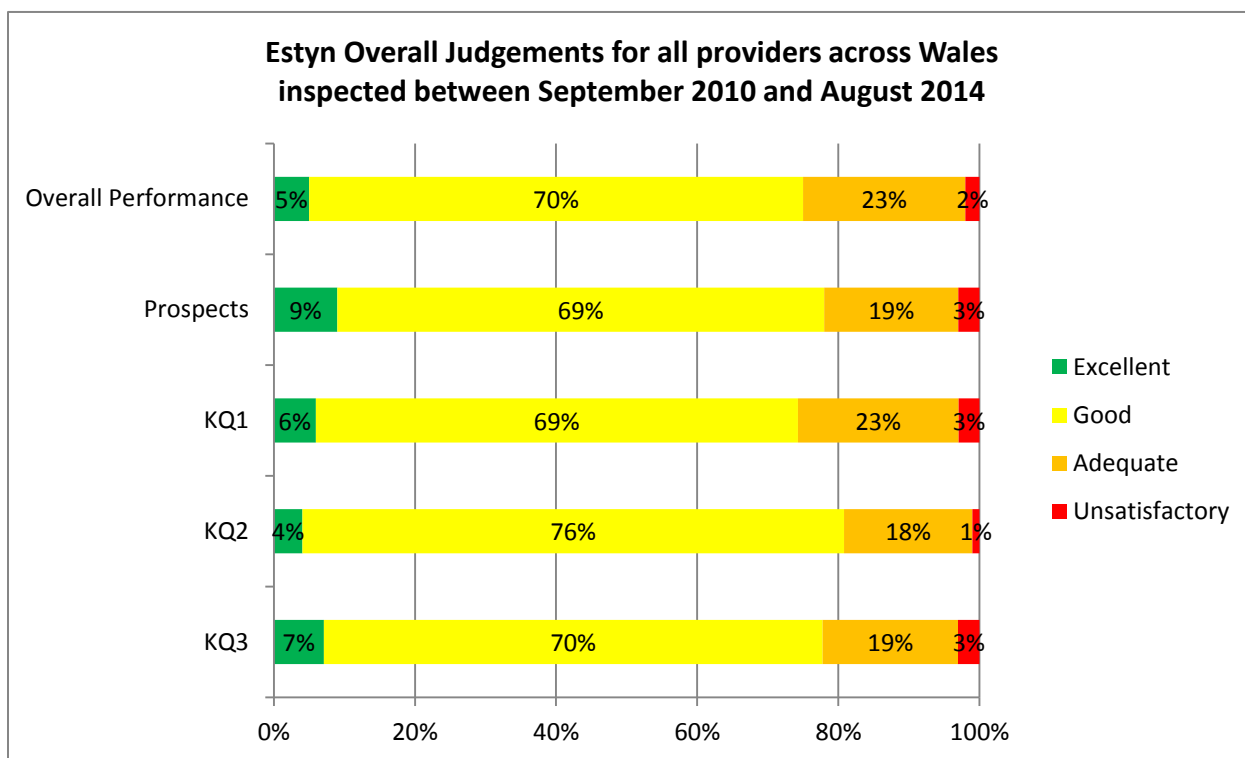
5.13 The table below describes the grades for the overall judgements and the key questions for the twenty-one Monmouthshire schools, including the PRU, inspected under the new framework between September 2010 and August 2014.

### Monmouthshire Summary:



5.14 The table below gives the overall National judgements based on the latest data covering the period September 2010 to August 2014.

**National Comparison:**



5.15 No Monmouthshire schools have been graded as unsatisfactory for overall performance, key question 1 or key question 2 during this period. However, there are no schools graded as excellent for these indicators.

5.16 The proportion of schools graded as good or better is significantly below the all Wales average all indicators with the greatest differential in overall performance (27 percentage points) and key question 1(26 percentage points).

5.17 At 20 percentage points below, grades for key question 3 are the nearest to the Wales average.

5.18 Only 5% of Monmouthshire schools have been judged 'excellent' for any of these measures in the last four years.

5.18 Only one Monmouthshire school inspected during this period was judged 'unsatisfactory' for any of the five judgements.

5.19 The percentage of Monmouthshire schools inspected during this period judged as 'good' for all outcomes is significantly lower than the overall profile in Wales compared to the latest available National data (September 2010 to August 2014).

**5.20** Similarly, the proportion of schools judged ‘excellent’ is lower than Wales as a whole for all outcomes. There are no schools judged to be ‘excellent’ for overall performance, or for Key Questions 1 and 2, however there are no Monmouthshire schools judged as ‘unsatisfactory’ for these indicators.

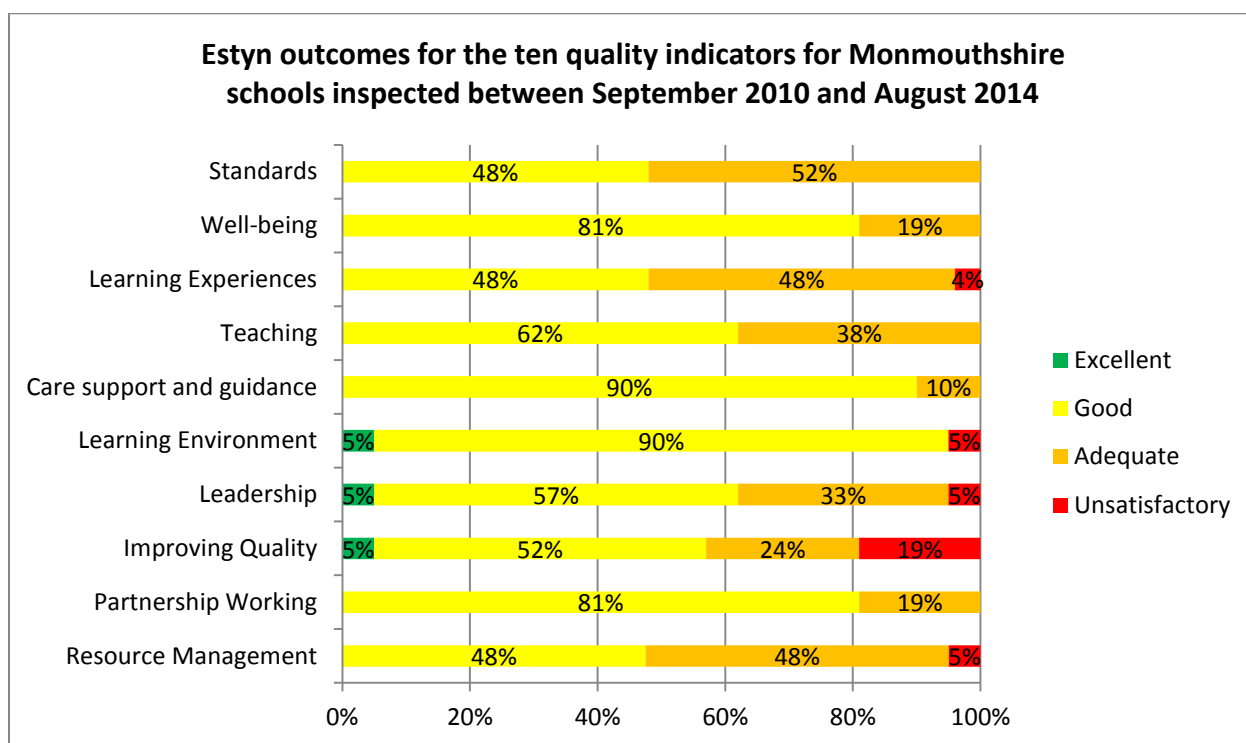
**5.22** The overall profile for Monmouthshire, based on the schools inspected under the current framework indicates that too few schools are judged ‘good’ or better when compared to other authorities and too many have been judged to be ‘adequate’.

**5.23** Similarly, too few schools to date have been judged ‘excellent’ across all indicators compared to Wales as a whole.

A summary of overall judgements for Key Questions and Quality Indicators is included in Appendix B.

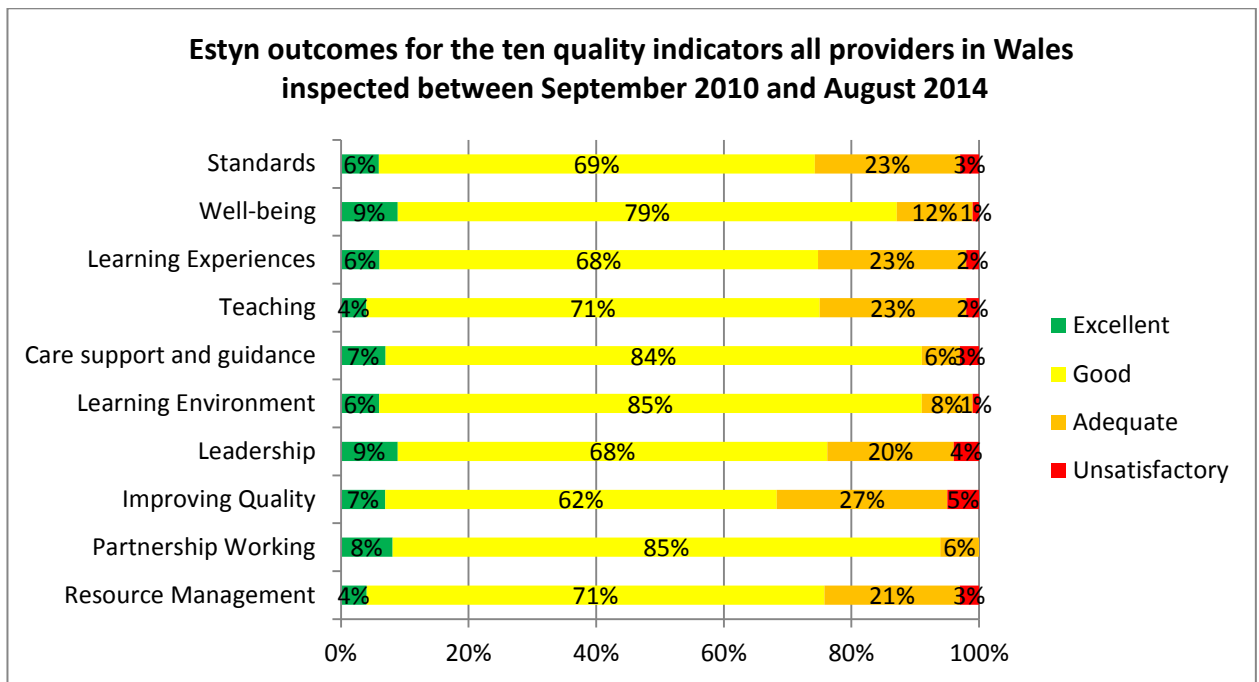
**5.24** The table below shows the judgements for the 10 quality indicators that contribute to the overall judgement for the three key questions for Monmouthshire schools inspected between September 2010 and August 2014.

**Monmouthshire Summary:**



**5.25** The table below shows the judgements for the 10 Quality Indicators for Wales as a whole, for those providers inspected under the Common Inspection Framework.

## National Summary:



**5.26** When comparisons are made between the proportion of quality indicators judged to be 'good' or better, Monmouthshire schools are similar for only two out of the ten (care, support and guidance and learning environment). This means that the proportion of Monmouthshire schools graded adequate or below is higher than Wales for the remaining eight indicators.

**5.27** Monmouthshire compared to Wales performs significantly lower in the following Quality indicators: standards, learning experiences, leadership, quality improvement and resource management.

**5.28** Only 5% (1 school) of Monmouthshire schools have been graded as 'excellent' across three indicators. This is far lower when compared to Wales as a whole.

**5.29** At 19%, the proportion of schools graded as unsatisfactory for improving quality is far higher in Monmouthshire than Wales as a whole.

**5.30** The overall quality indicator grade profile for Monmouthshire, based on the schools inspected under the current framework, indicates that too few schools are judged to be 'good' or better when compared to National data and too many have been judged to be 'adequate'. This is particularly evident in standards quality improvement, leadership and resource management and reflects the profile for overall performance and key questions. The LA will continue to support and challenge all schools, particularly in these areas, in partnership with the Education Achievement Service (EAS) to secure and sustain necessary improvements.

**5.31** As with the grade profile for overall judgements and key questions, too few schools to date have been judged 'excellent' across all indicators compared to Wales as a whole. The LA, in partnership with the EAS, will continue to facilitate and enable more schools to make the transition to 'excellent'.

### 5.32 Next steps

The LA in partnership with the Education Achievement Service (EAS) will continue to support and challenge schools graded as adequate to secure and sustain necessary improvements to be at least good for the majority of key questions and quality indicators.

The LA, in partnership with the EAS, will continue to facilitate and enable more schools to make the transition to 'excellent' within the shortest period of time.

### Summary of all Local Authorities in Wales (2010 - 2014)

#### 5.31 The table below gives a summary for each of the LAs in Wales for Overall Judgement, Prospects for Improvement and the three Key Questions

Performance of schools across all local authorities  
The distribution of inspection grades awarded to schools for each key question in each local authority  
2010-2011 to 2013-2014



**6. RESOURCE IMPLICATIONS:**

None

**7. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

EQIA not applicable

**8. CONSULTEES:**

Cabinet Member  
Chief Officer Education  
Departmental Management Team

**8. BACKGROUND PAPERS:**

- Estyn Common Inspection Framework
- Estyn Inspection Reports for individual Schools
- Her Majesty's Chief Inspector for Education and Training in Wales Annual Report 2013 -2014

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## Appendix A

### School Inspection Grades and Recommendations Summary September 2010 – August 2014

#### Primary Schools

Name	Date of last Inspection	Estyn framework pre and post September 2010	Grade	Recommendations <i>*Recommendation identified by school in SDP at time of inspection</i>
Caldicot Green Lane Junior School	July 2009	Current performance	Adequate	R1 Address inconsistencies in the use of incidental Welsh by members of Staff in key stage 2 and raise standards in bilingualism.* R2 Continue to share good and outstanding teaching practice to achieve greater consistency in the quality of teaching throughout the school.* R3 Further develop whole school assessment procedures and pupils' involvement in evaluating their own learning*
		Prospects	Good	
		Standards	Adequate	
		Provision	Good	
		Leadership/ Management	Good	
		Actions	School Action Plan Estyn will monitor school's progress	
Dewstow Primary School	September 2014	Current performance	Adequate	R1 Improve end of Foundation Phase outcomes R2 Raise standards of pupils' writing skills R3 Raise standards of Welsh as a second language R4 Ensure that the development of skills is planned systematically across the curriculum R5 Raise teachers' expectations of what pupils can achieve R6 Strengthen the role of the staff and governing body in the self- evaluation process R7 Use the outcomes of the self-evaluation process to inform the priorities for improvement.
		Prospects	Adequate	
		Standards	Adequate	
		Provision	Adequate	
		Leadership/ Management	Adequate	
		Actions	Significant Improvement Estyn Monitoring visit Expected December 2014	
Deri View Primary School	January 2013	Current performance	Adequate	R1 Raise standards of pupils' attainment in English, mathematics and science R2 Review the curriculum to ensure it is broad and balanced and that subjects receive an appropriate allocation of time R3 Improve the provision for the Welsh language and for the Welsh dimension across the curriculum R4 Improve the provision for thinking and independent working skills and, in particular, information and communication technology skills and ensure they are embedded across the curriculum
		Prospects	Adequate	
		Standards	Adequate	
		Provision	Adequate	
		Leadership/ Management	Adequate	

		<b>Actions</b>	<b>School Action Plan Estyn Monitoring School removed from Estyn Monitoring March 2014</b>	R5 Improve the skills of teachers and pupils in using assessment for learning R6 Implement an agreed recovery plan to resolve the school's budget deficit
Durand Primary School	February 2011	Current performance	<b>Good</b>	R1 raise the attainment of all pupils at key stage 1 to at least national averages; R2 increase the level of challenge for more able pupils at both key stages, especially in mathematics; and R3 provide more opportunities for pupils' to write at length and for different purposes across the whole curriculum and thereby improve their ability to apply their skills in range of contexts
		Prospects	<b>Good</b>	
		Standards	<b>Good</b>	
		Provision	<b>Good</b>	
		Leadership/ Management	<b>Good</b>	
		Action	<b>School Action Plan</b>	
Gilwern Junior and Infant School	February 2014	Current performance	<b>Good</b>	R1 Raise standards in pupils' use of the Welsh language R2 Improve pupils' numeracy and information and communication technology (ICT) skills across the curriculum R3 Ensure that planning and provision for science enable all pupils to achieve highly R4 Provide all staff with up-to-date, accurate job descriptions that clearly define their roles and responsibilities
		Prospects	<b>Good</b>	
		Standards	<b>Good</b>	
		Provision	<b>Good</b>	
		Leadership/ Management	<b>Good</b>	
		Action	<b>School Action Plan</b>	
Goytre Fawr Primary School	June 2012	Current performance	<b>Good</b>	R1 Raise standards in Welsh second language and develop pupils' confidence in speaking Welsh in a arrange of contexts; R2 Provide additional opportunities to develop pupils' numeracy skills across the curriculum; R3 Further develop assessment for learning strategies
		Prospects	<b>Good</b>	
		Standards	<b>Good</b>	
		Provision	<b>Good</b>	
		Leadership/Management	<b>Good</b>	
		Action	<b>School Action Plan</b>	
Llandogo C.P. School	October 2013	Current performance	<b>Adequate</b>	R1 Raise standards of achievement in the core areas of learning in both the Foundation Phase and key stage 2 to ensure that all pupils, especially the more able, reach their full potential R2 Improve standards in writing across the curriculum, particularly in relation to extended writing in key stage 2 R3 Raise standards in Welsh second language R4 Ensure that planning procedures are rigorous and consistent, particularly in relation to the planning of key skills across the curriculum
		Prospects	<b>Adequate</b>	
		Standards	<b>Adequate</b>	
		Provision	<b>Adequate</b>	

		Leadership/Management	<b>Adequate</b>	R5 Address the shortcomings identified in teaching R6 Improve procedures in assessment for learning, marking and reporting to parents R7 Develop self-evaluation procedures to ensure sustained improvement R8 Improve communication with all partners.
		Action	<b>School Action plan Estyn Monitoring</b>	
Llanfoist Fawr Primary School	April 2012	Current performance	<b>Good</b>	R1 Raise the standards achieved by more able pupils and by boys in their use of literacy, numeracy and information communication technology; R2 Ensure that pupils in the Foundation Phase are suitably challenged; R3 Develop assessment for learning strategies so that pupils know how well they are achieving and what they need to do to improve their work; R4 Continue to extend and distribute leadership roles in order to ensure that school improvement is sustainable; R5 Develop comprehensive systems for monitoring, evaluating and improving the standards of pupils' work and the quality of teaching.
		Prospects	<b>Good</b>	
		Standards	<b>Good</b>	
		Provision	<b>Good</b>	
		Leadership/Management	<b>Good</b>	
		Action	<b>School Action plan</b>	
Osbaston V.C. Primary School	March 2013	Current performance	<b>Adequate</b>	R1 Raise pupils' standards by the end of key stage 2 and particularly those of girls R2 Improve pupils' skills across the curriculum in the application of ICT and the resources available to do this R3 Raise standards in spoken and written Welsh, including pupils' use of Welsh across the school R4 Ensure that a range of assessment for learning strategies is used consistently across the school
		Prospects	<b>Good</b>	
		Standards	<b>Adequate</b>	
		Provision	<b>Good</b>	
		Leadership/Management	<b>Good</b>	
		Action	<b>School Action Plan Estyn Monitoring School removed from category September 2014</b>	
Overmonnow C.P. School	June 2011	Current performance	<b>Good</b>	R1: Improve standards in Welsh language by planning consistent opportunities for using Welsh incidentally in a wide range of class and whole school activities. R2: Ensure consistency of practice in promoting good behaviour in all classes and lessons throughout the school. R3: Improve provision for ICT by ensuring there are sufficient resources in classes for all pupils.
		Prospects	<b>Good</b>	
		Standards	<b>Good</b>	
		Provision	<b>Good</b>	
		Leadership/Management	<b>Good</b>	
		Action	<b>School Action Plan</b>	
Rogiet C.P. School	December 2010	Current performance	<b>Good</b>	R1 challenge more able and talented pupils to achieve higher standards in mathematics and science in key stage 1; and
		Prospects	<b>Good</b>	
		Standards	<b>Good</b>	

		Provision	<b>Good</b>	R2 develop the role of the governors in contributing more effectively to the school's self-evaluation process.
		Leadership/Management	<b>Good</b>	
		Actions	<b>School Action Plan</b>	
Shirenewton Junior and Infant School	November 2011	Current performance	<b>Good</b>	R1 improve the performance of pupils in mathematics and science to match their achievement in English; R2 continue to improve the provision for information and communication technology and further develop staff expertise and confidence in this area; and R3 monitor, review and evaluate the impact of the new SMT structure on standards and the quality of provision.
		Prospects	<b>Excellent</b>	
		Standards	<b>Good</b>	
		Provision	<b>Good</b>	
		Leadership/Management	<b>Excellent</b>	
Actions	<b>School Action Plan Excellent Practice Case</b>			
St Mary's R.C. Primary School	October 2013	Current performance	<b>Adequate</b>	R1 Improve the standards achieved by more able pupils R2 Improve pupils' attendance R3 Address the safeguarding matters noted in the inspection R4 Plan effectively for the progression and development of pupils' skills, particularly in numeracy, ICT and Welsh, across the curriculum R5 Ensure that governors are familiar with the school's performance data and documentation, and contribute effectively to the self-evaluation process R6 Develop more rigorous self-evaluation procedures that include effective monitoring and evaluation of pupils' standards and the quality of provision
		Prospects	<b>Adequate</b>	
		Standards	<b>Adequate</b>	
		Provision	<b>Good</b>	
		Leadership/Management	<b>Adequate</b>	
Actions	<b>Significant Improvement Estyn Monitoring Revisit December 2014</b>			
The Dell Primary School	July 2013	Current performance	<b>Good</b>	R1 In key stage 2, raise standards in English, mathematics and science at the higher levels R2 Improve standards in Welsh across the school and pupils' awareness of the culture and heritage of Wales R3 Use assessment for learning strategies consistently across the school R4 Develop leadership and management roles and responsibilities, so that procedures and practices across the school are consistent and coherent R5 Improve self-evaluation by adopting a rigorous and systematic approach to the gathering and analysis of first-hand evidence
		Prospects	<b>Adequate</b>	
		Standards	<b>Good</b>	
		Provision	<b>Good</b>	
		Leadership/Management	<b>Adequate</b>	
Action	<b>School Action Plan Estyn Monitoring School removed from category September 2014</b>			

Thornwell Primary School	September 2007	Current performance	<b>Adequate</b>	<p>R1 Improve standards of writing across the curriculum, especially for more able pupils</p> <p>R2 Improve pupils' presentation and handwriting</p> <p>R3 Ensure that planning develops pupils' skills progressively, especially in literacy and numeracy, as they move through the school</p> <p>R4 Improve the consistency and accuracy of teachers' marking and assessments</p> <p>R5 Ensure that the governing body holds the school to account more rigorously</p> <p>R6 Develop clear self-evaluation procedures to monitor and evaluate pupil performance more accurately and effectively</p>
		Prospects	<b>Adequate</b>	
		Standards	<b>Adequate</b>	
		Provision	<b>Adequate</b>	
		Leadership/ Management	<b>Adequate</b>	
		Action	<b>Significant Improvement Estyn Monitoring revisit February 2015</b>	
Usk CIW Primary School	November 2010	Current performance	<b>Adequate</b>	<p>R1 ensure that the quality of teaching is consistently good throughout the school so that pupils' standards of achievement are raised, particularly those of more able pupils;</p> <p>R2 use a wide range of assessment strategies more effectively to help pupils move forward in their learning;</p> <p>R3 develop rigorous self-evaluation procedures that include all interested parties, identify the most important targets for improvement and regularly evaluate progress towards meeting them;</p> <p>R4 enable senior managers and governors to participate more fully in determining the strategic direction of the school; and</p> <p>R5 continue to work with the local authority to reduce the deficit budget.</p>
		Prospects	<b>Adequate</b>	
		Standards	<b>Adequate</b>	
		Provision	<b>Adequate</b>	
		Leadership/ Management	<b>Adequate</b>	
		Actions	<b>School Action Plan LA Action Plan Estyn Monitoring removed from category June 2012</b>	
Ysgol Gymraeg Y Ffin	March 2011	Current performance	<b>Good</b>	<p>R1 ensure that staff expectations are consistent throughout the school;</p> <p>R2 continue to develop the provision for the more able pupils;</p> <p>R3 ensure that management responsibilities are distributed amongst the staff;</p> <p>R4 refine the self-evaluation arrangements in order to include monitoring and evaluating the teaching; and</p> <p>R5 refine the priorities in the school improvement plan.</p>
		Prospects	<b>Good</b>	
		Standards	<b>Good</b>	
		Provision	<b>Good</b>	
		Leadership/ Management	<b>Good</b>	
		Actions	<b>School Action Plan LA monitor school's progress Removed from LA Monitoring by Estyn April 2014</b>	

## Secondary Schools

Name	Date of Inspection		Grade	Recommendations
Caldicot Comprehensive School	October 2013	Current performance	Good	R1 Improve performance in the level 2 threshold and the level 1 threshold, and the standards achieved by girls R2 Address the shortcomings in teaching R3 Reduce the rate of fixed-term exclusions R4 Ensure that all teachers use the information on the specific educational needs of pupils effectively in lessons R5 Provide a daily act of collective worship
		Prospects	Good	
		Standards	Good	
		Provision	Good	
		Leadership/ Management	Good	
		Actions	School Action plan	
Chepstow Comprehensive School	January 2012	Current performance	Adequate	R1 raise standards in English and mathematics; R2 improve the achievement and progress of more able pupils; R3 ensure that there is a consistent and systematic whole-school approach to the improvement of standards in literacy; R4 improve standards in numeracy through a co-ordinated whole-school approach; R5 increase accountability for improving standards and quality, especially through rigorous line management arrangements; R6 improve the consistency of self-evaluation and improvement planning at middle management level; and R7 meet statutory requirements for the daily act of collective worship and for associate pupils' governors.
		Prospects	Adequate	
		Standards	Adequate	
		Provision	Adequate	
		Leadership/ Management	Adequate	
		Actions	School Action Plan Estyn Monitoring School removed from Estyn Monitoring October 2013	
King Henry VIII Comprehensive School 1 <sup>st</sup> December 2014	May 2011	Current performance	Adequate	R1 further improve performance in key indicators in key stage 3 and 4; R2 improve the performance of boys; R3 develop skills progression across the curriculum, in particular to improve pupils' reading and writing; R4 ensure that learning activities meet the needs of all learners and that all teaching matches the high expectations of the best practice in the school; and R5 make sure that marking is more consistent in quality and helps pupils to improve and make progress.
		Prospects	Good	
		Standards	Adequate	
		Provision	Good	
		Leadership/ Management	Good	
		Actions	School Action Plan	

			<b>Estyn monitoring Removed from Estyn Monitoring June 2012</b>	
Monmouthshire PRU	Current performance	Adequate	R1 provide pupils with curriculum that meets their needs and is at the appropriate key stage; R2 ensure that, in setting the strategic direction, leaders and managers focus closely on improving learning outcomes for pupils; R3 strategically plan and monitor the development of literacy and numeracy skills across the curriculum; R4 establish a rigorous system of self-evaluation and use this to inform planning for improvement; and R5 improve the learning environment.	
	Prospects	Unsatisfactory		
	Standards	Adequate		
	Provision	Adequate		
	Leadership/ Management	<b>Unsatisfactory</b>		
	Actions	<b>Significant Improvement Removed from category June 2013</b>		

**Table Key**


 Schools inspected under the old framework – pre - September 2010

 Schools inspected under the new framework – post - September 2012


 Schools due to be inspected in 2014


 Schools under notification of inspection

 Schools closed since last inspection

 School Action Plan and Excellent Practice Case/ Grades 1 and 2 no grade 3

 School Action plan/Mostly grade 2 and some grade 3

 School Action Plan and LA Monitoring/Mostly grade 3

 School Action Plan and Estyn Monitoring/Grades 3 and 4

 Significant Improvement and Estyn monitoring/Grades 4 and 5

## Appendix B

Overall Summary Key Questions, Overall Performance and Prospects for improvement – Monmouthshire Schools September 2010 – August 2014

School Name	Overall judgement	Prospects	KQ1	KQ2	KQ3
Caldicot Green Lane	3	2	3	2	2
Usk	3	3	3	3	3
Rogiet	2	2	2	2	2
Durand	2	2	2	2	2
Y Ffin	2	2	2	2	2
King Henry VIII	3	2	3	2	2
Overmonnow	2	2	2	2	2
Shirenewton	2	1	2	2	1
Chepstow	3	3	3	3	3
Goytre	2	2	2	2	2
PRU	3	4	3	3	4
Llanfoist	2	2	2	2	2
Deri View	3	3	3	3	3
Osbaston	3	2	3	2	2
The Dell	2	3	2	2	3
Dewstow	3	3	3	3	3
Llandogo	3	3	3	3	3
St Mary's	3	3	3	2	3
Caldicot	2	2	2	2	2
Thornwell	3	3	3	3	3
Gilwern	2	2	2	2	2



Overall Summary Quality Indicators – Monmouthshire Schools September 2010 – August 2014

School Name	Standards	Well-being	Learning Experiences	Teaching	Care support and guidance	Learning Environment	Leadership	Quality Improving Quality	Partnership Working	Resource Management	Follow-up category
Caldicot Green Lane	3	3	2	2	2	2	2	2	2	3	Estyn Monitoring
Usk	3	2	3	3	2	2	3	3	3	3	Estyn Monitoring
Rogiet	2	2	2	2	2	1	2	2	2	2	None
Durand	2	2	2	2	2	2	2	2	2	2	None
Y Ffin	2	2	2	2	2	2	2	3	2	2	LA Monitoring
King Henry VIII	3	2	2	3	2	2	2	2	2	3	Estyn monitoring
Overmonnow	2	2	2	2	2	2	2	2	2	2	None
Shirenewton	2	2	2	2	2	2	1	1	2	2	Excellent practice case
Chepstow	3	2	3	3	2	2	3	3	3	3	Estyn Monitoring
Goytre	2	2	2	2	2	2	2	2	2	2	None
PRU	3	3	3	3	3	4	4	4	2	3	Significant Improvement
Llanfoist	2	2	2	2	2	2	2	2	2	2	None
Deri View	3	2	3	3	2	2	2	2	3	4	Estyn Monitoring
Osbaston	3	2	3	2	2	2	2	2	2	3	Estyn Monitoring
The Dell	2	2	3	2	2	2	3	3	2	2	Estyn Monitoring
Dewstow	3	3	3	3	3	2	3	4	2	3	Significant Improvement
Llandogo	3	2	3	3	2	2	3	3	3	3	Estyn Monitoring
St Mary's	3	3	3	2	2	2	3	4	2	3	Significant Improvement
Caldicot	2	2	2	2	2	2	2	2	2	2	None
Thornwell	3	2	4	3	2	2	3	4	2	3	Significant Improvement
Gilwern	2	2	3	2	2	2	2	2	2	2	None



REPORT

<b>SUBJECT</b>	<b>REVENUE MONITORING 2014/15 MONTH 9 OUTTURN FORECAST STATEMENT</b>
<b>DIRECTORATE</b>	<b>Chief Executive's Unit</b>
<b>MEETING</b>	<b>Children &amp; Young People Select</b>
<b>DATE</b>	<b>12th February 2015</b>
<b>DIVISIONS/WARD AFFECTED</b>	<b>All Authority</b>

**1. PURPOSE**

- 1.1 The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of month 9 for the 2014/15 financial year. Revenue forecasting is being brought forward by a month against the usual timescale. Capital monitoring will be reporting against that usual timescale.
- 1.2 It also seeks to provide summary performance indicator information alongside financial data to allow Members a better opportunity to consider how services are provided and whether resources are being utilised efficiently.

**2. RECOMMENDATION**

- 2.1 That Members consider the position concerning 3rd quarter revenue monitoring (£144,000 deficit) and seek assurance of the action Chief Officers are taking to address the over spends in their service areas.
- 2.2 A caveated use of reserves is sought in relation to redundancy costs incurred by services this year totalling £545,000, whilst services will continue to find compensatory savings additional to the mandates to mitigate the net cost pressure by end of financial year.
- 2.3 That Members reflect upon the internal performance management information included alongside traditional financial data to consider whether it assists them in providing a better link between inputs and outputs and allows them to better consider whether resources are being economically and efficiently utilised.

**3. MONITORING ANALYSIS**

**3.1 Revenue Position**

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

### 3.1.2 Responsible Financial Officer's Summary of Overall Position

Table 1: Draft Council Fund Outturn 2014/15 – Summary Total Net Expenditure Position at Month 9	Appendix	Annual Forecast at Month 9	Annual Budget @ Month 6	Revisions since month 6	Annual Budget @ Month 9	Forecast Over/(Under) Spend at Month 9	Comparative Forecast Over/(Under) Spend at Month 6	Comparative Forecast Over/(Under) Spend at Month 3
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Social Care & Health	4&5	37,865	36,604		36,604	1,261	797	613
Children & Young People	5	52,243	52,302	(152)	52,150	93	45	26
Enterprise	3	10,212	10,285	(205)	10,080	132	55	232
Operations	2	17,964	17,857	4	17,861	103	182	385
Chief Executives Unit	2	6,991	7,376		7,376	(385)	(208)	(133)
Corporate Costs & Levies	2	17,758	17,941		17,941	(183)	(116)	(94)
<b>Net Cost of Services</b>		<b>143,033</b>	<b>142,365</b>	<b>(353)</b>	<b>142,012</b>	<b>1,021</b>	<b>755</b>	<b>1,029</b>
Attributable Costs – Fixed Asset Disposal	2	132	224		224	(92)	(47)	1
Interest & Investment Income	2	(88)	(29)		(29)	(59)	(58)	(48)
Interest Payable & Similar Charges	2	3,532	3,773		3,773	(241)	(235)	(231)
Charges Required Under Regulation	2	5,575	5,610		5,610	(35)	(35)	(35)
Capital Expenditure Financed from Revenue		16	16		16	0	0	0
Contributions to Reserves	2	275	70	204	274	1	2	5
Contributions from Reserves	2	(2,163)	(2,700)	353	(2,347)	184	382	0
<b>Amounts to be met from Government Grants and Local Taxation</b>		<b>150,312</b>	<b>149,329</b>	<b>204</b>	<b>149,533</b>	<b>779</b>	<b>764</b>	<b>721</b>
General Government Grants	2	(69,544)	(69,340)	(204)	(69,544)	0	0	0
Non-Domestic Rates	2	(28,984)	(28,984)		(28,984)	0	0	0
Council Tax	2	(57,169)	(56,780)		(56,780)	(389)	(415)	(348)
Council Tax Benefits Support	2	5,825	6,071		6,071	(246)	(233)	(154)
<b>Council Fund (Surplus)/Deficit</b>		<b>440</b>	<b>296</b>	<b>0</b>	<b>296</b>	<b>144</b>	<b>116</b>	<b>219</b>
Budgeted contribution from Council Fund		(296)	(296)		(296)	0	0	0
		<b>144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>144</b>	<b>116</b>	<b>219</b>

3.1.3 The bottom line situation, a £144,000 potential overspend, has continued to be mitigated significantly by anticipated net Council Tax receipts and favourable treasury considerations. The net cost of services pressure of £1,021,000, simplistically indicates a worsening of £266,000 since month 6, predominantly reflective of net Children's Services challenges within the Social Care budget which has evidenced pressures totalling £475,000 since month 6 report.

3.1.4 There are costs, such as redundancy payments, that aren't generally a budgeted expense. Such costs will, during quarterly monitoring, appear as an overspend in comparison to the annual budget. Specifically with regard to redundancy payments, the traditional expectation is that services bear such costs, that they are mitigated where possible through the year, and for any net balance to be considered and borne through a use of reserves during the outturn process. This is a little different for schools where instead a resource of

£300,000 is provided for by CYP, with schools only bearing any costs above that level. Currently school redundancy costs amount to £391,000, of which schools have borne £91,000.

3.1.5 The forecast costs included within the monitoring associated with redundancy payments for the rest of the Council amount to ,

Directorate	Amount £'000
Children & Young People	7
Social Care & Health	0
Enterprise	113
Operations	378
Chief Executives Office	47
<b>Total</b>	<b>545</b>

3.1.6 Given the relationship with service re-engineering and savings mandates, and an appreciation that it is often difficult for managers to predict such costs with certainty at the outset without prejudging interview processes and redeployment opportunities, it is proposed to include this analysis as a standing item in future reports.

3.1.7 Also given the significance of such costs, and whilst services continue to bear and mitigate in first instance, it is prudent to seek a caveated use of reserves to apply to any unmitigated costs included in the table 3.1.5 where necessary at the end of the year.

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

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

Service area	Indicative Forecast Position exclusive of savings not yet achieved	2014-15 savings not yet made	Forecast Position <b>net</b> of savings not achieved	Headline Cause
	Red=Adverse Green = Favourable		Red=Adverse Green = Favourable	
	£'000	£'000	£'000	
<b>Social Care &amp; Health (SCH)</b>				
Children's Services	1,188	32	1,220 (worsening of 475)	Looked after children activity and additional team and conveyance of client costs
Adult Services	-70	111	41 (improvement of 11)	Most notably historic Monnow Vale partnership cost apportionments and residential care costs exceeding recovery due to means testing considerations
<b>Sub Total SCH</b>	<b>1,118</b>	<b>143</b>	<b>1,261</b>	

<b>Children and Young People (CYP)</b>				
Standards	-17	0	-17 (improvement of 267)	Reduction in shortfall on income targets, but mainly reduced costs involved in out of county placement and additional income from other Councils using MCC services plus reserve funding of £104k has been allowed subsequent to month 6 report to cover cost of winding up school library
Individual schools budget	54	0	54 (worsening of 279)	Budget included anticipated reserve funding, month 6 recommendation sought to increase transparency and defer both expenditure budget and reserve financing to 2015-16
Resources and Performance	30	53	83 (worsening of 38)	Effect of Recovery Board and tribunal costs, unbudgeted IT migration costs, and reduction in SEG grant in year impacting adversely upon the level of grant administration costs that are recoverable
Youth Services	-28	0	-28 (improvement of 3)	Additional income and reduced transport costs
<b>Sub Total CYP</b>	<b>39</b>	<b>53</b>	<b>92</b>	
<b>Enterprise (ENT)</b>				
Community Led Delivery	47	0	47 (improvement of 23)	Net effect of restructure changes not fully implemented within Libraries and new agreement between Community Education and Coleg Gwent not according with original budget
Commercial & People Development	-57	23	-34 (improvement of 17)	Reduced shortfall in savings target presumed on SRS, in house reduced IT costs, reduced HR and training costs
Tourism, Life & Culture	115	37	152 (worsening of 51)	Continued pressure in tourism services, and in particular Caldicot Castle, together with net costs of cycling initiatives. The service is looking at ways to release additional revenue headroom elsewhere in the Directorate through capital recharging to mitigate the consequence where possible.

Development Plans	-33	0	-33 (worsening of 67)	
<b>Sub Total ENT</b>	<b>72</b>	<b>60</b>	<b>132</b>	
<b>Operations (OPS)</b>				
Highways	-489	116	-373 (improvement of 73)	Extra agency income
Property	-56	89	33 (worsening of 44)	Schools meals service transfer from CYP with significant pressure, main improvement in schools cleaning area caused by removing unbudgetted contract consultancy costs
Home to school transport	319	40	359 (worsening of 88)	Past budget saving reviews of home to school and SEN haven't taken place. Overspends are in Council provided transport, mainly employee and transport maintenance costs. External transport provider costs tenders are anticipated to provide net savings to compensate for Council's SEN transport overspend. A bad debt assumption has been made in respect of historic debts of £50,000
Transport	94		94 (improvement of 35)	Predominantly car parking income deficit
Waste	20		20 (improvement of 85)	Net effect of redundancy costs anticipated from restructure of the service. Prospective MRF contract concerns have re materialised from month 3 but are not quantified in forecasting.
Raglan training	70		70 (worsening of 20)	Mixture of redundancy costs, additional training costs and reduced income anticipated
Grounds	-100		-100 (static)	Additional income
<b>Sub Total OPS</b>	<b>-142</b>	<b>245</b>	<b>103</b>	

<b>Regulation &amp; Central Support Services</b>				
Chief Executives Office (CEO)	-384	0	-384 (improvement of 176)	Staff savings and increased income predictions in democratic services. Savings in audit and revenues team costs and housing benefit administration below budget levels
Corporate (CORP)	-183	0	-183 (improvement of 68)	Predominantly an underspend on external audit fees and small saving in precepts exhibited at mth 6, plus the saving effect from minor revisions in insurance cover
<b>Sub Total Regulatory Services</b>	<b>-567</b>	<b>0</b>	<b>-567</b>	
<b>Total – Net Cost of Services</b>	<b>520</b>	<b>501</b>	<b>1,021</b>	<b>Net overspend position is £1,021,000 on net cost of services</b>

3.1.10 More detailed monitoring information together with a narrative of more significant variance over £25,000 is provided in the Select Appendices 2 to 5.

### 3.2 Schools

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

Draft Council Fund Outturn 2014/15 – Summary Forecast Year-end School Balances Position at Month 9	Opening Reserves (Surplus)/ Deficit 14-15	In year forecast at Month 6 (Surplus)/ Deficit	Difference reported from Month 9 to Month 6 (Surplus)/ Deficit	In year forecast at Month 9 (Surplus)/ Deficit	Anticipated Reserves to be carried forward to 2015-16 (Surplus)/ Deficit
	£'000	£'000	£'000	£'000	£'000
<b>Clusters</b>					
Abergavenny	(285)	249	(77)	173	(112)
Caldicot	(242)	103	(36)	67	(175)
Chepstow	(14)	266	(11)	255	241
Monmouth	(394)	72	(15)	57	(337)
Special	(54)	11	53	65	10
	<b>(988)</b>	<b>700</b>	<b>(85)</b>	<b>616</b>	<b>(372)</b>

3.2.2 School balances at the beginning of the financial year amounted to £988,000 credit. The draw upon balances has been identified as being £616,000 resulting in closing school balances budgeted to be £372,000 credit, and an improvement of £84,000 on month 6 position, this is despite in year WG improvement grant reductions and net £91,000 redundancy costs borne by schools.



- 3.2.3 Within these summary figures, of particular note, is the deficit reserve position experienced in the Chepstow cluster, caused by a significantly worsening position at Chepstow comprehensive school, whose deficit is anticipated to be £385,000 by the end of year, a worsening of £10,000 on month 6 reported position. The school has prepared a draft recovery plan which has been endorsed by Governors, which is currently being analysed by Council with a view to being agreed. This level of deficit balance remains a risk to the Council going forward in the interim.
- 3.2.4 6 schools exhibited a deficit position at the start of 2014/15, and alongside Chepstow Comprehensive, Llandogo is predicted to exhibit a worsening position. However Deri View, Llanvihangel Crocorney, Castle Park are all forecast to improve their deficit balance position by the end of the year. Ysgol Gymraeg Y Ffin is predicting to come out of deficit by the end of the year
- 3.2.5. Of concern, King Henry Comprehensive and Mounton House are anticipated to move into deficit by the end of year.
- 3.2.6 Schools balances exhibit a reducing trend, and by definition can only be used once

Year	Net level of school balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15 forecast	(372)

- 3.2.7 There has been a significant reliance on reserve balances to supplement school spending plans in the last 2 years, and limited indication of significant replenishment. This isn't a sustainable prospect. As a rough guide, prior to 2010, Welsh Government advocated that school balance levels equated to 5% of budget share. Using 2014/15 delegated budget levels, this would equate to £2.2 million. Members may wish to seek a comfort that balances aren't being used to subsidise and sustain core costs such as staffing.
- 3.28 Further information on Schools is provided in Children & Young People Select appendix 5.

### 3.3 2014/15 Savings Progress

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

In summary they are as follows,

2014/15 Budgeted Service Savings Mandates Progress at Month 9						
DIRECTORATE	Saving included in 2014/15 Budget £'000	Savings achieved month 6 £'000	Savings achieved month 9 £'000	% progress in achieving savings	Delayed savings £'000	Savings not achievable £'000
Children & Young People	722	669	669	93%	0	53
Social Care & Health	1,030	877	887	86%	0	143
Enterprise	1,366	1,025	1,306	96%	0	60
Operations	1,412	1,007	1,167	83%	176	69
Chief Executive's	923	923	923	100%	0	0
<b>Total Budgeted Service Savings 2014-15</b>	<b>5,453</b>	<b>4,501</b>	<b>4,952</b>		<b>176</b>	<b>325</b>

3.3.2 There wasn't a great deal of change evident between quarter 1 and 2 report. Conversely at month 9, managers report an improvement in progress of circa £450,000. Part of this progress reflects the approval by Cabinet at month 6 to accept alternate savings.

3.3.3 The savings appendix also indicates a risk score as to whether savings are likely to be achieved or otherwise. The following savings mandates are still reported to be high or medium risk.

#### Operations (OPS)

- School meals -increase price, market and expand service – none of saving anticipated has materialised (£69,000).
- Transfer of facilities to other providers – engagement and consultation means £20,000 is reported as delayed saving
- Transport review and fleet rationalisation, £40,000 short of mandate requirements
- Highways – review of management arrangements are anticipated to exhibit a shortfall in savings of £116,000 against £405,000 originally reported

#### Enterprise (ENT)

- Museums, Shirehall & Castles and Tourism – the Tourism aspects exhibit a £37,000 shortfall
- SRS savings exhibit a £23,000, as original intention to divest a building haven't occurred, the service is seeking alternate staffing savings to compensate

#### Children and Young People (CYP)

- Grants to micro finance and rationalise numerous grants to single organisations – none of savings required have materialised (£37,000)

#### Social Care & Health (SCH)

- Community meals increase take-up – meal numbers are still below the 1,450 target introducing a £16,000 shortfall, although exhibit a reported improvement on month 6
- SCH children's staff restructuring – Re-introduction of a post volunteered by the service for deletion introducing a £32,000 shortfall on savings target

#### All

- Review of additional payments – Social Care and Health exhibit challenges in meeting any of their saving requirements of £95,000, CYP report making £15,000 of £31,000 requirement, CEO and Operations report intention to make their £163,000 in other ways but haven't specified how, ENT report having made their £48,000 in full.

## **4 REASONS**

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

## **5 RESOURCE IMPLICATIONS**

5.1 As contained in the report.

## **6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS**

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

## **7 SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

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

## **8 CONSULTTEES**

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

## **9 BACKGROUND PAPERS**

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

## **10 AUTHORS**

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### Appendices

Appendix 1	Savings Summary
Appendix 2	Strong Communities Select Committee portfolio position statement
Appendix 3	Economy and Development Select Committee portfolio position statement
Appendix 4	Adult Select Committee portfolio position statement
Appendix 5	Children and Young People Select Committee portfolio position statement

## 2014/15 Budgeted Service Savings Mandates Progress at Month 9

DIRECTORATE	Saving included in 2014/15 Budget £'000	Savings achieved month 6 £'000	Savings achieved month 9 £'000	% progress in achieving savings	Delayed savings £'000	Savings not achievable £'000
Children & Young People	722	669	669	93%	0	53
Social Care & Health	1,030	877	887	86%	0	143
Enterprise	1,366	1,025	1,306	96%	0	60
Operations	1,412	1,007	1,167	83%	176	69
Chief Executive's	923	923	923	100%	0	0
<b>Total Budgeted Service Savings 2014-15</b>	<b>5,453</b>	<b>4,501</b>	<b>4,952</b>		<b>176</b>	<b>325</b>

2014/15 Budgeted Service Savings Mandates Progress at Month 9

<b>CHILDREN &amp; YOUNG PEOPLE</b>							
<b>Budget proposals 2014/15</b>	<b>Narrative</b>	<b>Saving included in 2014/15 Budget £'000</b>	<b>Value of Saving Forecast at Month 9 £'000</b>	<b>Delayed savings £000s</b>	<b>Savings not achievable £000s</b>	<b>Assessment of progress as at Month 9</b>	<b>Risk of current forecast saving NOT being achieved ( High / Medium / Low )</b>
<b>Schools delegated budgets</b>	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	434	434	0	0	Fully Achieved	Low
<b>Review ISB - ALN contingency</b>	Currently a contingency budget is held centrally, proposals to reduce this budget by £75k and reduce staffing in the service by £65,000	140	140	0	0	On Target	Medium
<b>Grants to micro finance and rationalise numerous grants to single organisations</b>	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	37	0	0	37	These savings cannot be found from the grant areas as our grants cover a statutory provision.	High

<b>School library service - combine with general library service</b>	£50k is MCCs contribution to full year running costs of school library service, changes to service needs to be considered with TCBC	30	30	0	0	MCC savings have been achieved. Torfaen alongside MCC schools have now decided to withdraw from service, which will introduce additional severance costs (unquantified at present). These together with assets and deficit reserve balance of £100k, will need to be apportioned between MCC and TCBC	High
<b>School Music service - reduction in subsidy</b>	Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50	50		0	Saving achieved, working with the service to achieve future savings identified within the budget mandate.	Low
<b>Review of additional payments</b>	Target a 10% reduction in additional payments made eg overtime, standby etc	31	15	0	16	Given current pressures we are not able to achieve anymore of this saving.	High
		<b>722</b>	<b>669</b>	<b>0</b>	<b>53</b>		

2014/15 Budgeted Savings progress at Month 9

<b>SOCIAL CARE &amp; HEALTH</b>							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 9 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 9	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
Community meals increase take-up	Mainly about increasing customer base	30	14	0	16	Weekly sales are 1,300, 150 below target.	High
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	100	100	0	0		Low
Practice change - reduction in flexible budget/contingency	Working with individuals, families and communities to find sustainable solutions	277	277	0	0		Low
Redesign day provision in line with My Day/My Life	Reconfiguring day provision for people with Learning disability	160	160	0	0		Low
SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	Staffing efficiencies	163	163	0	0		Low

<b>SCH Transition project staff transfer to Bright New Futures</b>	Combining our initiative with Bright new futures to establish a shared service model	14	14	0	0		Low
<b>Review of additional payments</b>	Target a 10% reduction in additional payments made eg overtime, standby etc	95	0	0	95	Work not undertaken corporately on issues such as reviewing bank holidays.	High
<b>Sustaining Independent Lives in the community</b>	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	123	123	0	0		Low
<b>TOTAL ADULTS SELECT</b>		<b>962</b>	<b>851</b>	<b>0</b>	<b>111</b>		

### CHILDREN & YOUNG PEOPLE SELECT

<b>SCH children's staff restructuring</b>	Rationalising service delivery within children's services	68	36	0	32	Due to Dr Paul Thomas one of the two posts was reinstated, but mandate and/or additional funding not adjusted for.	High
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<b>1,030</b>	<b>887</b>	<b>0</b>	<b>143</b>
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2014/15 Budgeted Service Savings Mandates Progress at Month 9

ENTERPRISE							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 9 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 9	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
<b>DEVELOPMENT OF LEISURE SERVICES</b>	Income maximisation and staff review, developing the cycling offer, broaden leisure offer and explore new service provision options and models in the context of 'whole place'	125	125			Savings forecast to be achievable	Low
<b>Collaboration on housing services and development of careline services</b>	Commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness	30	30			Savings forecast to be achievable	Low
<b>Sustainable energy initiatives</b>	Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget	133	133		0	Savings achieved	Medium
<b>Museums, Shirehall &amp; Castles and Tourism</b>	Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models. Member consultation has indicated that the aspect of merging of museums and TIC (£150,000 in 2014/15) was not a preferable model, and will necessitate driving even further savings on other aspects of this mandate	245	208		37	Museums are on target to make the full 78k savings at M9. Shirehall are on target to achieve their 33,500 savings. TIC's 77k forecast. 13k not achievable due to ambitious income targets & reduced opening hours, although we have been forecasting the full 90k, at month 09 this doesn't look realistic with three months of the year left. Countryside 36,500 - Castle savings of 24k will not be met. 12,500 within countryside looks as though it will be met, but current underspends are offsetting overspends within the Castle and Old Station. The forecast overspend at M9 for Countryside is 89k.	Museums - Low Shirehall - Low TIC's medium

<b>Grants to micro finance and rationalise numerous grants to single organisations</b>	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	50	50			Third sector bodies have already been made aware that their grant will be less this year and this was reflected in the budget.	Low
<b>Strategic Property Review (phase 2)</b>	Target to be achieved by the Accommodation working group and reduction in office accommodation, consolidate in Usk	75	75		0	Savings achieved	Low
<b>R &amp; C Staffing restructures</b>	Senior management restructure to include new service groupings and alignments and green space concept	70	70			Achieved	Low
<b>R&amp;C - OSS and libraries - 10% reduction in staff budget</b>	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure	116	116			Savings achieved	Medium
<b>Additional Libraries and communications saving</b>	Libraries driver redundancy and media position deleted	80	80			Achieved	Low
<b>Review of additional payments</b>	Target a 10% reduction in additional payments made eg overtime, standby etc	48	48			Achieved	Low
<b>ICT</b>	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget	300	277	0	23	No plans to close Ty Cyd 3 means that savings will not be achieved. Additional CCTV income used in year 1 to purchase additional equipment. Further savings made by vacancies	Medium
<b>Adult Education</b>	Cost reduction through reducing overheads and premises costs	90	90	0	0	Savings through change of courses and reduction in premises costs	Low
<b>Planning, place and enterprise</b>	Increase in income from development plans (part of combined £32k savings)	4	4	0	0	Achieved	Low

<b>1,366</b>	<b>1,306</b>	<b>0</b>	<b>60</b>
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2014/15 Budgeted Service Savings Mandates Progress at Month 9

CHIEF EXECUTIVE'S UNIT & OPERATIONS								
Budget proposals 2014/15	Savings Proposal Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 6 £'000	Value of Saving Forecast at Month 9 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 9	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
<b>OPERATIONS</b>								
<b>School meals -increase price, market and expand service</b>	Increase in school meal to £2.00, currently £1.65 infants and £1.80 junior based on an estimated 397,058 meals	69	0	0		69	Saving based on increased sales is unlikely in first 12 months due to A4L menu compliance, reduced take up due to price increase and increased cost of providing meals. In addition any additional saving will be offset against cost of running a client/contractor joint service provision to the standards required to achieve WG compliance status	High
<b>Grants to micro finance and rationalise numerous grants to single organisations</b>	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	13	13	13	0	0	Achieved	Low
<b>Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors</b>	Reduction in management team and operate from 2 depots, reducing stand by payments and gritting frequencies. Reduce sub contractors and biodiversity policy on verges	405	274	289	116	0	Restructure of R&C will not allow whole year savings. Pressure from community groups are delaying savings in 2014/15. Some whole year savings predicted for 15/16 as mandate. Simpson review may not permit savings for MCC in Duty Officer mandate. Other offsetting savings will be made within Highways to meet the unachievable savings and the delayed savings.	High
<b>Street Light savings</b>	Review of turning off street lights at designated times	180	180	180			Achievable	Low

<b>Street scene and pest control</b>	Reduction in sweepers and number of cleaning rounds, opportunity for Town & Community Councils to contribute to service and full withdrawal of subsidy for pest control.	195	170	195			Achievable	Low
<b>Home to School Transport - fundamental review of policy</b>	Fundamental policy change - £420k - based around nearest school policy. Withdrawal of subsidy for post 16 transport.	47	47	47			These savings should be achievable as no travel grants will be issued to new applicants from sept 14	Low
<b>Facilities - transfer functions to other providers</b>	Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100	0	80	20	0	30k of mandate has been found from Town Councils, remaining has been found from additional grounds maintenance income	Medium
<b>Transport review and fleet rationalisation</b>	Increased income from private hire (Passenger Transport Unit), management and staff reduction	105	25	65	40	0	Budget problems within the PTU will require fundamental review of budget.	Medium
<b>Property services and procurement</b>	Staff efficiencies, systems review and procurement savings	115	115	115	0	0	Saving Realised.	Low
<b>Cost neutral waste service</b>	Route optimisation, green waste charges up from £8 to £10 and reduce spend on bags	60	60	60	0	0	Saving Realised	Low
<b>Review of additional payments</b>	Target a 10% reduction in additional payments made eg overtime, standby etc	123	123	123	0	0	£24k will be made in accordance with the mandate. In general managers have seen this saving as just a straight cut in budget and have reorganised spend patterns accordingly. E.g. £41k Highways/Swtra – by reducing service or increasing income. £9k Grounds – by reducing service or increasing income. £32k Waste – reductions in other manpower budgets. All these savings are now forecast to be achieved.	Medium

TOTAL

1,412	1,007	1,167	176	69
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2014/15 Budgeted Service Savings Mandates Progress at Month 9

CHIEF EXECUTIVE'S UNIT							
Budget proposals 2014/15	Savings Proposal Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 9 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 9	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
CEO Staffing restructures	Senior management restructure to include new service groupings and alignments and green space concept	70	70		0	Achieved	Low
CEO - efficiencies, including on line services, staffing structures	Staffing efficiencies and improving on line services, reduction in democratic services will mean that only decision making committees can be serviced, merging of roles supporting area work	595	595		0	Achieved	Low
CEO - Restructure (Customer Access) - 10% reduction in staff budget	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure	64	64		0	Achieved	Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	40	40		0	Achieved. In general managers have seen this saving as just a straight cut in budget and have reorganised spend patterns accordingly.	Low
Public protection	Service Reductions in Public Protection Division	89	89		0	Achieved	Low
Legal	Reduction in Legal Services employee hours and Commons and Village Green Inquiries – Inspectors' fees	37	37		0	Split £30k Legal & Land Charges, £7k Emergency Planning	Low
Planning, place and enterprise	Increase in income from building control & development control (part of combined £32k savings)	28	28		0	Achieved	Low
<b>TOTAL</b>		<b>923</b>	<b>923</b>	<b>0</b>	<b>0</b>		

**1. Revenue Outturn Forecast**

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

Service Area	Budget Mth 6	Virements	Budget Mth 9	Forecast Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive's office	7,375		7,375	6,991	(384)	(207)	(133)
Operations	17,857	4	17,861	17,964	103	232	385
Corporate	17,941		17,941	17,758	(183)	(116)	(94)
Appropriations	6,964	558	7,522	7,279	(243)	8	(307)
Financing	(149,032)	(204)	(149,236)	(149,871)	(635)	(648)	(502)
<b>Total</b>	<b>(98,895)</b>	<b>358</b>	<b>(98,537)</b>	<b>(99,879)</b>	<b>(1,342)</b>	<b>(731)</b>	<b>(651)</b>

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Chief Executives Office		384 (176 improvement)	Policy Division net underspend of £23,000 despite £47,000 redundancy costs, reduced cost in Democracy Division (£173,000) and £189,000 savings in Finance division
Operations – Highways		373 (73 improvement)	Predominantly extra highway agency income, supplemented by additional fee income earned in traffic management and traffic & development and reduced costs in highways operations
Operations – Property	33 (44 improvement)		Pressures from schools meals continues (£110,000), cleaning mainly conveniences (£26,000), additional call charges (£30,000) compensated by comparable savings in office services, redundancy costs of £18,000 mitigated by procurement team savings (£54,000) and net accommodation cost savings (£69,000)
Operations – Home to school transport	359 (88 worsening)		Overspends in employee costs £203,000, (includes £7,000 redundancy costs), unachievable staff efficiencies £22,000, fuel and repair £50,000 and reduction in income £32,000 and a provision for historic bad debts recovery of £50,000. Whilst past budget saving reviews of home to school and SEN haven't taken place, the rolling tender of external transporter costs exhibit a compensatory saving.
Operations – Transport	94 (35 improvement)		Predominantly car parking income deficit
Operations – Waste	20 (85 improvement)		Predominantly redundancy costs (£171,000), potential for MRF contractor

			dispute identified at month 3 but discounted at month 6 has been re-introduced (£50,000), compensated by reduction in transfer station expenditure
Training Unit	70 (20 worsening)		Mixture of redundancy costs (£40,000), increasing costs and reduced income predictions
Operations – Grounds		100 (static)	Additional income
Corporate		183 (68 improvement)	Predominantly saving in external audit fees (£87,000) and effect of NNDR revaluation of Council properties £65,000 (compensatory increased costs in Directorates), and insurance negotiation savings (£30,000) on contract extension
Appropriations		243 (252 improvement)	Predominantly net reduction in interest payable (£240,000). Asset sale slippage results in £92,000 savings in disposal costs deferred. £59,000 interest receivable due to higher rolling investment balance than anticipated, and £35,000 reduction in anticipated borrowing repayment costs caused by slippage of previous years capital programme which covers for a further reduced call from reserves of £182,000.
Financing		635 (13 worsening)	Predicted extra Council tax receipts and reduced CT benefits
<b>Total</b>		<b>1,342</b>	

## 2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in appendix 1, are not fully secured.
- 2.2 Operations savings totalling £1,412,000, £1,167,000 (an increase of £160,000 against that reported at month 6) are anticipated to be made, £176,000 deferred to 2015-16 (an increase of £20,000 on month 6) and £69,000 not achievable (an improvement of £180,000).
- 2.3 As at month 9, Operations Directorate are anticipating an adverse outturn £103,000, as deferred and not achievable savings total £245,000, the service is effectively making adhoc savings of £142,000 to compensate in part for the level of savings that it has reported but has yet to make.
- 2.4 Of Chief Executives savings totalling £923,000, the full extent continues to be reported as delivered.



### 3. Performance Monitoring

Policy & Engagement	2011/12	2012/13	2013/14	2014/15	Period
Revenue Budget	New service area	New service area	New service area	766,158	
Number of Staff Employed (FTE)	New service area	New service area	New service area	24.45	Q3
The percentage of national PIs improving or at maximum	63	63	70	74	Q2
Percentage Social Media Influence (Klout Score - higher is better)	not available	65	57	58	Q3
The percentage of Outcome Agreement Funding received	100	100	100	100	Q3
The percentage of people who agree that the local authority is good at letting them know how we are performing	not available	41	47	Not available until year-end	n/a
Average sickness days per FTE	New service area	New service area	New service area	0	

3.1 Performance improvement team report that 74% of the available national performance measures are showing improvement, this is a four percentage point improvement on the position in 2013-14.

Democracy & Regulatory Services	2011/12	2012/13	2013/14	2014/15	Period
Revenue Budget	New service area	New service area	New service area	4,445,262	
Number of Staff Employed (FTE)	New service area	New service area	New service area	92.08	Q3
Number of Building Control applications	343	306	306	296	year end forecast
Number of Planning applications received	1083	987	983	634 (by month 6)	Q2
Average days taken to Process Full Plan building control Applications	24	22	22	20	Q2
% High Risk Businesses Liable to Programmed Inspection that were inspected - Trading Standard	87	76	87	57	Q2
% High Risk Businesses Liable to Programmed Inspection that were inspected - Food Hygiene	100	N/A	100	43.7	Q2
% High Risk Businesses Liable to Programmed Inspection that were inspected - Animal Health	83	83	100	38 (by month 6)	Q2
Percentage Planning applications approved	93.6	93.7	93.7	94	Q2
Percentage Food Establishments are 'Broadly Compliant' with Standards	84.34	88.08	91.2	not available until year end	
Average sickness days per FTE	New service area	New service area	New service area	6.09	Forecast

3.2 Generally activity seems consistent with previous year, with the exception of high risk inspections involved with food hygiene and animal health which appear on a straight line projection to be less than equivalent last year.

Finance	2011/12	2012/13	2013/14	2014/15	Period
Revenue Budget for Finance section	-	-	-	2,164,014	
Number of Staff Employed	-	-	-	53.16	Q3
Percentage of council tax due in the financial year received	97.3	97.5	97.9	57.5	Q2
Percentage of new housing benefit claims decided within 14 days	83	87	94	98	Q3
Percentage of planned internal audits completed	82	74	62	41	Q2
Percentage of invoices paid within 30 days	79	83	87	86	Q2
Average sickness days per FTE	-	-	-	5.49	Forecast

3.3 More housing benefit claim decisions are being made within 14 day period. A similar percentage of invoices are being paid within 30 days between current and previous year. Planned audit activity reporting is ahead of equivalent activity in 2013-14, on a straight line basis. Council tax collection is marginally behind equivalent month 6 activity for 2013-14(which was 59%). The difference is attributable to a greater proportion taking up 12 month instalment payments rather than the traditional 10 month.

Operations	2011/12	2012/13	2013/14	2014/15	Period
Revenue Budget	New service area	New service area	New service area	17,849,000	
Number of Staff Employed (FTE)	New service area	New service area	New service area	478.07	Q3
Tonnes of overall Municipal waste collected	45632	46007	45962	26902 (by month 6)	Q2
Number Fly tipping Incidents Reported	497	358	423	171 (by month 6)	Q2
Total length of A,B & C roads maintained (KM)	-	-	-	1481	Q2
% Municipal Waste Prepared for Reuse/Recycled	54.97	55.52	62.94	67	Q2
% Highways and Relevant Land Inspected of a High/Acceptable Standard	95.7	98.4	99	Annual - not yet available	
% of Reported Fly tipping Incidents Cleared Within 5 Working Days	81.09	82.1	95.98	97.78	Q2
Average Number of Calendar Days Taken to Repair Street Lamp Failures in Year	3.09	2.71	4.6	3.5	Q2
% A,B & C roads that are in Overall Poor Condition	9.4	7.8	9.8	Annual - not yet available	
Average sickness days per FTE	New service area	New service area	New service area	11.98	forecast

3.4 Encouragingly despite making currently £1,167,000 savings from Operations Directorate performance activity reported in relation to month 6 indicates an improving trend on previous year activity, if extrapolated on a straight line basis.

3.5 Forecast average sickness days lost per FTE are equivalent to the overall Council sickness forecast, but are still significant at circa average 12 days per FTE.

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

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

[Revenue Monitoring Chief Executives Office Qtr 3](#)

[Revenue Monitoring Operations Qtr 3](#)

[Revenue Monitoring Corporate Qtr 3](#)

[Revenue Monitoring Appropriations Qtr 3](#)

[Revenue Monitoring Financing Qtr 3](#)

**1. Revenue Outturn Forecast**

Service Area	Budget Mth 6	Virements	Budget Mth 9	Forecast Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community led delivery	2,414	44	2,458	2,505	47	70	107
Commercial & people development	4,187	(147)	4,040	4,006	(34)	(16)	79
Enterprise management	103		103	103	0	0	0
Development Planning	508	(100)	408	375	(33)	(100)	0
Tourism, life & culture	3,073	(2)	3,071	3,153	152	101	46
<b>Total</b>	<b>10,285</b>	<b>(205)</b>	<b>10,080</b>	<b>10,212</b>	<b>132</b>	<b>55</b>	<b>232</b>

The net forecast outturn expenditure is predicted as £10,161,000, of which £8,915,000 had been incurred at the end of 3rd quarter.

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
<b>Community led delivery</b>	<b>47 (23 improvement)</b>		Net effect of restructure changes not fully implemented yet within libraries (£41,000), and net cost (£54,000) to Adult Education caused by Coleg Gwent franchise changes in September, £9,000 net effect of increased maintenance cost to industrial units and markets income under recovery not being mitigated in full by increased farm rental payments, mitigated in part by savings within Housing Services (£61,000)
<b>Commercial &amp; people development</b>		<b>34 (17 improvement)</b>	Savings in People Services (£54,000) compensating for additional rates costs on Innovation building (£6,000) and net cost on business growth and enterprise (15,000) caused predominantly by redundancy costs
<b>Tourism, Leisure &amp; culture</b>	<b>152 (97 worsening)</b>		Net saving/income within cultural services of £22,000. Leisure exhibits an adverse £56,000 situation, predominantly the net effect of cycling events. Managers are exploring whether alternate revenue spend can be capitalised to provide headroom to mitigate. But the predominant cost pressure remains in Tourism (£119,000) and most significantly Caldicot Castle and Country park, but this does include £23,000 redundancy costs which wouldn't be a

			budgeted expense.
Development Plans		33 (67 worsening)	Reduced draw upon reserve funded expenditure in 2014-15 to be undertaken in 2015-16
<b>Total</b>	<b>132</b>		

## 2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not all fully secured.
- 2.2 Of Enterprise savings totalling £1,366,000, £1,306,000 are anticipated to be made (an increase of £281,000 since month 6).
- 2.3 £177,000 savings were predicted to be deferred at month 6, at month 9 no savings are anticipated to be deferred.
- 2.4 Similarly £164,000 was recorded as not achievable at month 6, at month 9 the Directorate now reports that unachievable savings total only £60,000 and reflect a shortfall in Shire Hall, Museums, Castles and Tourism mandate and ICT savings.

## 3. Performance Management

Commercial & People Development	2011/12	2012/13	2013/14	2014/15	Period
Revenue Budget	New service area	New service area	New service area	4,187,312	
Number of Staff Employed (FTE) - Commercial and People Development	New service area	New service area	New service area	41	Q3
Average sickness days per FTE (Whole authority)	13.3	11.9	11	11.19	forecast
Number of new business start-ups where assistance was provided by Monmouthshire Business and Enterprise and Partners	57	60	103	61 (by month 6)	Q2
Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners	185	331	124	66 (by month 6)	Q2
Average sickness days per FTE (Commercial & People Development)	New service area	New service area	New service area	7.11	forecast

- 3.1 Forecast average sickness days per FTE taken for the whole authority indicates a largely static position against previous years, but is still significant at circa 11 days per FTE.
- 3.2 Job creation and business start ups performance indicate favourable activity against previous year activity (on a straight line basis).

Tourism, leisure & Culture	2011/12	2012/13	2013/14	2014/15	Period
Revenue Budget	New service area	New service area	New service area	3,073,865	
Number of Staff Employed (FTE)	New service area	New service area	New service area	115.97	Q3
Number of visits to leisure centres	525291	627020	742368	not available until year end	
Number of visits to Museums	71097	64215	65116	38631 (by month 6)	Q2
Percentage of Rights Of Way maintenance issues	61.94	62.99	66.02	64.85	Q2
% of children & young people who participate in physical activity (5 x 60 scheme)	N/A	40	41	Annual	
Total number of tourists per year	2,102,500	2,015,300	2,052,500	Annual	
Average sickness days per FTE	New service area	New service area	New service area	12.49	Forecast

3.3 Limited in year activity is provided in this service area to develop any meaningful conclusion about service activity in comparison with previous year, although number of visits to museums if extrapolated on a straight line basis indicates a significantly increased footfall than previously.

3.4 Anticipated average days lost to sickness per FTE are slightly more than the prediction for Council as a whole, and are recognised as causing financial pressures in employee costs monitoring by service lead.

Community led Delivery	2011/12	2012/13	2013/14	2014/15	Period
Revenue Budget	New service area	New service area	New service area	2,412,802	
Number of Staff Employed (FTE)	New service area	New service area	New service area	85.95	Q3
Number of Bryn -y -cwn and Severnside programme board meetings held	N/A	N/A	2	6	Q2
Total number of visits to libraries	642,466	666,129	666,361	678,000	year-end forecast
Homeless applications determined	361	417	388	240	year-end forecast
Amount of energy generated from renewable sources (kWh)	169,940	292,174	509,649	364,401	Q2
Percentage of Homelessness applications accepted	60	52	44	38	Q2
Total number of library materials issued	544,394	547,641	534,196	535,000	year-end forecast
Average sickness days per FTE	New service area	New service area	New service area	7.33	forecast

3.5 Visits to libraries, the extent of programme board meetings and amount of energy generated from renewable sources all indicate a positive trend between current and previous years.

3.6 Less homelessness applications have been accepted than previously and consequently number of homeless application determined has indicatively reduced on previous years. This should be viewed as symptomatic of Council's successful prevention work and aspects like shared house initiative which seeks to avoid the need for homeless presentation where possible. An increase in the prevention of homelessness for longer than six months has improved from 24% to 47%.

#### 4 **Director's Commentary (Kellie Beirne)**

I'm pleased with the position reported for Enterprise at month 9, with improvements in most areas and compensatory movements made explicitly across the service area to neutralise under and

over spends. Community Education remains a concern where indications suggest further reductions in franchise income going forward and a gap has opened up around the NOVUS project where grant income remains outstanding. Efforts are now focussed on addressing this situation and understanding options for the future operation of the service. Other issues around leisure (which has supported 6 major cycling events in year and yielded a ROI of £3m+) and tourism remain, however the gaps are closing with income levels remaining strong and I remain confident that year-end position will show a small surplus. Given that a good deal of our efficiencies are predicated upon income generation, this is a pleasing position to report and officers are performing at consistently high levels to sustain this.

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

[Revenue Monitoring Enterprise Qtr 3](#)

1. Revenue Outturn Forecast

1.1

Service Area	Budget Mth 6	Virements	Budget Mth 9	Forecast Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Services	6,830		6,830	6,961	131	163	128
Community Care	19,840		19,840	19,793	(47)	(38)	(8)
Commissioning	1,950		1,950	1,962	12	10	(6)
Resources & Performance	1,028		1,028	973	(55)	(83)	(83)
<b>Total</b>	<b>29,648</b>		<b>29,648</b>	<b>29,689</b>	<b>41</b>	<b>52</b>	<b>31</b>

The net forecast outturn expenditure is predicted as £29,699,000, of which £12,639,000 had been incurred at the end of 3rd quarter.

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Social Care – Adults			
Disability Equipment (Gwices)	1 (19 worsening)		
Day Centres		12 (21 improvement)	
Residential care	133 (21 worsening)		Employee efficiencies and savings not deliverable, Mardy Park partnership pressure
Community Meals	16 (13 improvement)		Shortfall in income
Domiciliary care		22 (47 improvement)	Predominantly the effect of one off intermediate care funding recently approved
Transition cooperative partnership		46 (static)	Secondment cost borne by partner
Management team	1 (15 worsening)		
Monnow Vale partnership	59 (6 improvement)		Historic agreement precludes passing equitable cost to partner
Community Care		47 (9 improvement)	Net effect of regional Frailty programme not spending to plan, results in loan repayment to WG being less than budgeted
Commissioning	12 (2 worsening)		
Resource and performance		55 (28 worsening)	Reduced premises and net salary saving
<b>Total</b>	<b>40</b>		



## 2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured. Of Social Care savings affecting Adults totalling £962,000, £851,000 are anticipated to be made, none deferred to 2015-16 but £111,000 not achievable. This exhibits a £10,000 favourable effect since month 6.

## 3. Performance management

Adult Social Care	2011/12	2012/13	2013/14	2014/15	Period
Revenue budget*	-	28,351,000	28,723,000	28,619,861	
Number of staff employed (FTE)	287	not available	not available	282.93	Q3
Number of older people who get a package of care to support them in the community	1281	1247	1159	1116	Q3
Number of people in local authority funded residential care	239	254	227	209	Q3
Satisfaction with adult social care	93	96	90	94.6	Q3
Average sickness days per FTE	not available	not available	15.96	18.02	forecast

\* total of adult, community care and commissioning budgets

- 3.1 Service user numbers exhibit a similar, if slightly reducing, trend on previous year. The proportion of residential placements in comparison to care in community appears relatively static (19%). The average level of sickness per FTE is significantly in excess of the whole Council average equivalent.
- 3.2 Different ways of working within adult social care, focusing on what matter to people rather than process, are proving successful. This is enabling the Council to meet the needs of a growing older population with declining resources. Satisfaction scores with the service indicate a favourable trend on previous year.

## 4. Director's Commentary (Social Care & Health – Simon Burch)

As Chief Officer I have to report that the pressures previously reported, and addressed by Cabinet authorising additional resources for 2015/16, have continued over the past quarter. The forecast outturn for month 9 is an increase since month 6 of £463K and this is almost exclusively due to pressures in Children's Services

To put this in context, Children's Services is a volatile area, with clear statutory safeguarding duties and consequently the budget is susceptible to fluctuating levels of demand and the complexity of placements required. Since month 6 we have had to place an additional 9 children into external placements, at a cost of £310K, taking the overspend to a predicted £812K. Legal costs are still generating an overspend, currently estimated at £70K, up by £15K since the last quarter, reflecting court activity. Due to vacancy and extra capacity issues, we are utilising agency staff which is further adding to the budget pressure.

In response we have carried out intensive analysis to ensure that we are working as effectively as possible and we have identified further projects to improve our support to Looked After Children. A further report on this will be coming to Cabinet in February

Finally I am pleased to note that Adult Services is continuing to reduce its overspend, with current predictions standing at a £40K overspend, £10K less than at month 6. This area is

stable with Community Care estimating an underspend of £47K, reflecting the excellent demand management work which is having a real budget impact.

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

[Revenue monitoring Social Care and Health Qtr 3](#)

1. Revenue Outturn Forecast

Service Area	Budget Mth 6	Virements	Budget Mth 9	Forecast Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Childrens Services (Social Care)	6,956		6,956	8,176	1,220	745	583
Individual schools budget (CYP)	44,421	(256)	44,165	44,219	54	(225)	0
Resources (CYP)	1,506		1,506	1,589	83	45	(12)
Standards (CYP)	5,578	104	5,682	5,665	(17)	250	38
Youth services (CYP)	797		797	769	(28)	(25)	0
Sub Total CYP	52,302	(152)	52,150	52,242	92	45	26
Total	59,258	(152)	59,106	60,418	1,312	790	609

The net forecast outturn expenditure is predicted as £60,418,000, of which £59,006,000 had been incurred by end of 3rd quarter (Childrens Services £6,014,000, CYP £52,992,000).

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
<b>Social Care – Children</b>			
Looked after children	812 (310 worsening)		Proportion of more significant unit cost cases
Joint adoption	7 (3 worsening)		Reflective of anticipated activity
Fostering & allowances	67 (22 worsening)		Predominantly foster carers travel allowances – no budget
Disability equipment (Gwices)		24 (1 improvement)	
Therapeutic services		9 (2 worsening)	
Counsel costs	70 (15 worsening)		Anticipated in line with 2013-14 activity
Young person's accommodation		58 (3 improvement)	Reduced activity
Respite home		55 (static)	Premise closed whilst new carers identified and assessed
Team Costs	434 (130 worsening)		Staffing costs, predominantly use of agency staff and conveyance of client pressure
Unaccompanied asylum seeking children, local safeguarding board and misc. underspends		24 (2 improvement)	

<b>Total</b>	<b>1,220</b>		

	Overspend predicted £'000	Underspend predicted £'000	Cause
<b>Children and Young People</b>			
Resources delegated to schools	54 (279 worsening)		Budget included anticipated reserve funding, month 6 recommendation sought to increase transparency and defer both expenditure budget and reserve financing to 2015-16
Standards		17 (267 improvement)	Reduction in shortfall on income targets, but mainly reduced costs involved in out of county placement and additional income from other Councils using MCC services plus reserve funding of £104k has been allowed subsequent to month 6 report to cover cost of winding up school library service
Resources	83 (38 worsening)		Effect of Recovery Board and tribunal costs, unbudgeted IT migration costs, and reduction in SEG grant in year impacting adversely upon the level of grant administration costs that are recoverable
Youth services		28 (3 improvement)	
<b>Total</b>	<b>92</b>		

## 2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured.
- 2.2 Of Social Care - Children savings totalling £68,000 £36,000 are anticipated to be made, none deferred to 2015-16 but £32,000 are regarded as not achievable. This exhibits no change since month 6.
- 2.3 Of Children & Young people Directorate savings totalling £722,000, £669,000 are reported to be made none deferred but £53,000 regarded as not achievable. This exhibits no equivalent change since month 6.

### 3. Schools reserves

3.1 Schools balances, as indicated in the main report from para 3.3 onwards exhibit a declining trend, such that the forecast outturn balance will not accommodate the same level of expenditure as the 2014/15 financial year. This remains a risk whilst the detail of individual school budgets remains unknown. The following table indicates anticipated reserve levels for each school. Bracketted amounts indicate a surplus position and non bracketed amounts a deficit.

Movement in Reserves	Opening Reserves (Surplus/ Deficit 14-15)	In year forecast at Month 6 (Surplus/ Deficit)	Difference reported from Month 9 to Month 6 (Surplus/ Deficit)	In year forecast at Month 9 (Surplus/ Deficit)	Anticipated Reserves to be carried forward to 2015-16 (Surplus/ Deficit)	Notes
<b>Abergavenny cluster</b>						
E003 King Henry VIII Comprehensive	(-114,518)	239,615	(-20,330)	219,285	104,767	Recovery plan drafted. TLR and Management team restructure have resulted in savings since Month 6
E073 Cantref Primary	(-68,138)	20,678	(-2,418)	18,260	(-49,878)	Investment plan process is underway
E072 Deri View Primary	79,952	(-42,703)	(-22,655)	(-65,358)	14,594	Seconded staff replaced on lower grade
E035 Gilwern Jnr & Inf	(-41,057)	16,061	2,036	18,097	(-22,960)	
E037 Goytre Fawr Jnr & Inf	(-4,709)	(-12,889)	7,619	(-5,270)	(-9,979)	
E041 Llanfair Kilgeddin CV Jnr & Inf	(-22,611)	45,016	(-24,304)	20,712	(-1,899)	Curriculum provision revisions have resulted in reduced staffing costs.
E093 Llanfoist Fawr	(-32,933)	(-6,921)	(-14,651)	(-21,572)	(-54,505)	Savings since Month 6 due to supply costs for covering seconded member of staff being lower than anticipated.
E044 Llantillio Pertholey Jnr & Inf	(-65,340)	16,980	11,193	28,173	(-37,167)	Newly seconded HT & Acting HT on higher scale than budgeted
E045 Llanvihangel Crocorney Jnr & Inf	40,656	(-17,983)	(-1,785)	(-19,768)	20,888	Recovery plan on track
E090 Our Lady and St Michael's RC Primary School	(-23,663)	(-13,246)	(-16,068)	(-29,314)	(-52,977)	Building plans budgeted to start this year will now start in new financial year. Investment plan process underway.
E067 Ysgol Gymraeg Y Fenni	(-32,161)	4,624	4,791	9,415	(-22,746)	
<b>Caldicot cluster</b>						
E001 Caldicot Comprehensive	(-60,620)	53,001	(-6,663)	46,338	(-14,282)	
E068 Archbishop Rowan Williams Primary	(-21,991)	(-4,948)	(-2,889)	(-7,837)	(-29,828)	
E094 Castle Park	97,998	(-36,613)	(-12,509)	(-49,122)	48,876	Recovery plan continues to be on track. Additional savings now forecasted as a result of a maternity post being covered on a lower grade.
E075 Dewstow Primary School	(-106,113)	77,043	(-20,759)	56,284	(-49,829)	Additional savings as a result of ALN funding being awarded where provision was already in place.
E034 Durand Jnr & Inf	(-44,725)	15,050	4,025	19,075	(-25,650)	
E048 Magor Vol Aided Jnr & Inf	(-31,137)	(-5,240)	18,224	12,984	(-18,153)	Increase in number of ancillary staff & hours. Also 2 Assistant HT's receiving increase in salary.
E056 Rogiet Jnr & Inf	(-83,152)	43,972	(-10,424)	33,548	(-49,604)	Sickness absence not previously made know to Finance the costs of which have now been reimbursed via the compensation scheme.
E063 Undy Jnr & Inf	(-10,117)	(-4,351)	(-8,160)	(-12,511)	(-22,628)	
E069 Ysgol Gymraeg Y Ffin	17,914	(-35,305)	3,132	(-32,173)	(-14,259)	
<b>Chepstow cluster</b>						
E002 Chepstow Comprehensive	214,589	158,084	12,327	170,411	385,000	Additional £10k forecasted to cover agency staff for short term sickness absences. Draft Recovery plan being analysed.
E091 New Pembroke Primary School	(-79,671)	63,990	2,225	66,215	(-13,456)	
E057 Shirenewton Jnr & Inf	(-81,568)	13,996	13,030	27,026	(-54,542)	Increased agency costs
E058 St Mary's Chepstow RC Jnr & Inf	(-813)	(-986)	(-12,145)	(-13,131)	(-13,944)	Additional income not anticipated at Month 6.
E060 The Dell Jnr & Inf	(-50,107)	2,080	5,513	7,593	(-42,514)	
E061 Thornwell Jnr & Inf	(-16,136)	28,459	(-31,558)	(-3,099)	(-19,235)	Following the forecasted deficit at month 6 the HT completed a recovery plan with CYP Finance, as a result supply cover provision has been significantly reduced and premises budget forecast has been revised to reflect only necessary expenditure.
<b>Monmouth cluster</b>						
E004 Monmouth Comprehensive	(-130,975)	0	0	0	(-130,975)	
E032 Cross Ash Jnr & Inf	(-47,987)	19,126	(-5,711)	13,415	(-34,572)	
E092 Kymin View Primary School	(-34,355)	9,034	3,117	12,151	(-22,204)	
E039 Llandogo Jnr & Inf	5,780	18,728	(-1,791)	16,937	22,717	
E074 Osbaston Church In Wales Primary	(-48,712)	(-9,656)	17,611	7,955	(-40,757)	Investment in IT as per plan
E051 Overmonnow Jnr & Inf	(-33,729)	23,214	2,679	25,893	(-7,836)	
E055 Raglan Jnr & Inf	(-41,259)	3,197	(-12,508)	(-9,311)	(-50,570)	Additional ALN funding where staffing provision already in place
E062 Trellech Jnr & Inf	(-33,605)	(-15,846)	783	(-15,063)	(-48,668)	
E064 Usk CV Jnr & Inf	(-28,687)	23,948	(-18,912)	5,036	(-23,651)	Reduced costs on salaries and further support from Donations
	(-933,700)	689,209	(-137,935)	551,274	(-382,426)	
<b>Special Schools</b>						
E020 Mounth House	(-18,464)	5,473	28,479	33,952	15,488	Additional staffing costs as a result of increased levels of sickness. Recovery plan to be undertaken.
E095 PRU	(-35,992)	5,708	24,919	30,627	(-5,365)	Additional staffing costs for education other than at school and CAMHS provision.
	(-54,456)	11,181	53,398	64,579	10,123	
	(-988,156)	700,390	(-84,537)	615,853	(-372,303)	

#### 4. Performance management

Children's Social Care	2011/12	2012/13	2013/14	2014/15	Period
Revenue budget	-	6,075,000	6,572,000	6,956,246	
Number of staff employed (FTE)	93	not available	85	93.41	Q3
Percentage of referral decisions made in one day	96.7	93.9	99	98.6	Q3
Percentage of initial assessments completed within 7 working days	77	76.8	76.4	73.0	Q3
Number of children looked after	106	101	103	102	Q3
Number of children on the CPR	79	55	37	50	Q3
Average sickness days per FTE	not available	not available	15.18	11.9	forecast

- 4.1 The number of staff employed in service appears consistent with last year, despite £400,000 additional resources attributable to service as part of 2014-15 budget process. Average sickness days per FTE shows a significant improvement on 2013-14 and is consistent with the Council average forecast which remains significant. The percentage of referral decisions and initial decision made within target timescale has remained similar to last year. Looked after children activity at month 9 reflects similar profile to that of whole year activity for 2013-14, and that level of activity appears pretty static on previous years. There is not a huge volatility in cases anticipated in final quarter, which suggests that the £1.2 m adverse situation is caused by nature and mix of presentations favouring more intensive higher unit cost provision.
- 4.2 In children's social services the Council aspired to improve five key performance measures. All of these have shown marked improvement with three having achieved the desired target by quarter 2 and the others are on course to achieve this milestone by year-end.

Individual School Budget	2011/12	2012/13	2013/14	2014/15	Period
Corporate budget delegated to schools	£42,411,451	£42,939,533	£43,543,431	£44,421,415	
Schools in deficit (no. and %)	8 / 21.1%	5 / 13.5%	6 / 16.2%	8 / 21.6%	Q2

- 4.3 There is an increase in anticipated number of schools likely to fall into deficit by end of year. The level of reserve usage has always been a feature of quarterly monitoring.

Resources	2011/12	2012/13	2013/14	2014/15	Period
Revenue budget	£1,977,307	£1,653,547	£1,099,936	£1,505,541	
Number of staff employed (FTE)	n/a	n/a	n/a	15	Q3
Percentage of class sizes above 30 pupils	0	0	0	0.4	Final
Number of pupils on roll in primary schools	6653	6612	6625	6670	Final
Number of pupils on roll in secondary schools	5205	5140	5065	4874	Final

- 4.4 National studies indicate that secondary-aged pupil numbers have been declining generally since 2004. However, indications are that this trend will start to reverse in 2016, and by 2020 numbers are expected to exceed their previous 2004 high, as the growth in primary-aged pupils begins to feed through.
- 4.5 These studies are consistent with the activity above, however currently the decrease in secondary numbers in Monmouthshire exceeds the growth apparent in primary schools, which will continue to impact upon disaggregation of resources to schools, and there can be challenges in realising sufficient economies of scale in provision in a similar timescale to compensate for falling rolls.

Standards	2011/12	2012/13	2013/14	2014/15	Period
Revenue budget	£5,488,441	£5,833,904	£6,592,991	£5,578,277	
Number of staff employed (FTE)	n/a	n/a	n/a	52.54	Q3
Percentage Attendance in primary schools	94.4	94.7	94.4	95.8	Final
Percentage Attendance in secondary schools	92.3	93.2	93.4	94.6	Final
School causing concern (no. and %) determined by an overall red categorisation	n/a	n/a	n/a	3 (8.1%)	Final
Schools categorised as excellent (no. and %)	n/a	n/a	n/a	3 (8.1%)	Final
Foundation Phase indicator	n/a	86.8	89.5	91.2	Final
Key stage 2 core subject indicator	82.5	86.3	89.3	89.5	Final
Key stage 3 core subject indicator	71.5	77.7	80.3	84.2	Final
Key Stage 4 Level 2 including English/Welsh and Maths	51.3	56.3	57.3	66.3	Final

4.6 In 2014 the percentage of children with five or more GCSEs including English and Mathematics increased from 57% to 65% - and is understood to be the highest reported performance in Wales.

Youth Provision	2011/12	2012/13	2013/14	2014/15	Period
Revenue budget	£703,569	£644,491	£814,481	£796,780	
Number of staff employed (FTE)	n/a	n/a	n/a	36.5	Q3
Percentage of Monmouthshire's population who access the Youth service provision or programmes (aged 11-25)	18.0	23.0	25.0	not yet available	
Percentage of young people supported by Youth Access programme leaving school meeting the level 1 threshold of KS4	50.0	80.0	94.0	not yet available	

4.7 The staffing establishment has indicated a 30% reduction on 2013-14 levels. The equivalent activity data is not provided in year on which to base judgement yet in respect of 2014-15.

## 5. Directors' Commentaries

### 5.1 Social Care & Health (Simon Burch)

As Chief Officer I have to report that the pressures previously reported, and addressed by Cabinet authorising additional resources for 2015/16, have continued over the past quarter. The forecast outturn for month 9 is an increase since month 6 of £463K and this is almost exclusively due to pressures in Children's Services

Children's Services is a volatile area, with clear statutory safeguarding duties and consequently the budget is susceptible to fluctuating levels of demand and the complexity of placements required. Since month 6 we have had to place an additional 9 children into external placements, at a cost of £310K, taking the overspend to a predicted £812K. Legal costs are still generating an overspend, currently estimated at £70K, up by £15K since the last quarter, reflecting court activity. Due to vacancy and extra capacity issues, we are utilising agency staff which is further adding to the budget pressure.

In response we have carried out intensive analysis to ensure that we are working as effectively as possible and we have identified further projects to improve our support to Looked After Children. A further report on this will be coming to Cabinet in February

Finally I am pleased to note that Adult Services is continuing to reduce its overspend, with current predictions standing at a £40K overspend, £10K less than at month 6. This area is stable with Community Care estimating an underspend of £47K, reflecting the excellent demand management work which is having a real budget impact.

## 5.2 Children & Young People (Sarah McGuinness)

The month 9 results, while pleasing, highlight some of our more vulnerable areas of our budgets. The major variance since month 6 focuses around the Additional Learning Needs budgets where we have seen an increase in recoupment income at Mounton House. In addition to this, we are placing less pupils in our out of county provision generating a further saving. The closure of the School Library Service has been approved by both LA partners with funding coming from reserves to support the process.

The reserve approved by cabinet to be used for raising standards is primarily being used to support training in our schools for Read, Write Inc, while this funding will be used in total to support this, the timing of the spend will result in some of the expenditure falling into 15-16, therefore the reserve has been adjusted for this.

The costs for the recovery board fall under resources and some of these costs are being offset with staffing savings.

The level of school balances are forecast to fall by £615,000 from the beginning of the financial year. The number of schools forecasting a deficit position has also decreased by one. The majority of the schools are making good progress against their plans, and it is pleasing to see that some schools have made significant progress to address their deficits.

It remains a concern that schools are still funding some core staff from their surpluses and given the pressures going forward this will need to be reviewed.

The benchmarking data provides a useful insight to attainment and funding, to provide a more rounded perception of services.

## 6 **Supporting Financial Monitoring Workbooks (ctrl click to access)**

[Revenue monitoring Social Care and Health Qtr 3](#)

[Revenue monitoring Children & Young People Qtr 3](#)



Children and Young People's Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
12 <sup>th</sup> February 2015	Self-Evaluation	Self-Evaluation for the Education directorate	Sarah McGuinness	Performance Monitoring
	Performance Report Inspection Update	Report on Inspection Outcomes for 2013 - 2014 and progress for schools with intervention.	Sharon Randall Smith	Performance Monitoring
	Month 9 Revenue Budget Monitoring	Review of finance position for directorates and schools, identifying risks/trends in underspends and overspends.	Mark Howcroft	Budget Monitoring
Potential Special Meeting March 2015 TBC	Home to School Transport Policy	Cross party advisory panel established, recommendations to be considered by select and their feedback incorporated into the consultation process.	Richard Cope	Policy Development
16 <sup>th</sup> April 2015	Education Achievement Service (EAS)	<ul style="list-style-type: none"> <li>▪ Quarters 3 and 4 - Foundation Phase Key Stage 4 and 5 outcomes Report</li> <li>▪ Specific Groups of Pupils Performance Report</li> <li>▪ Education Target Setting (single report of these 2 issues presented jointly)</li> </ul>	Matthew Gatehouse  Sharon Randall Smith and Nicola Allan, EAS	Performance Monitoring
	CSSIW Report on Fostering Inspection	Report on the Fostering Inspection 2014	Tracy Jelfs	Statutory Reporting
	CSSIW Report on Children's Services	Report on the November 2014 inspection of Children's Services.	Tracy Jelfs	Statutory Reporting
	Month 9 Capital Budget Monitoring	Review of finance position for directorates and schools, identifying risks/trends in underspends and overspends.	Mark Howcroft	Budget Monitoring

## *Monmouthshire's Scrutiny Forward Work Programme 2015*

<b>Children and Young People's Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
21 <sup>st</sup> May 2015	<b>Youth Service</b>	<ul style="list-style-type: none"> <li>▪ Outline of the service and performance update of income generating projects</li> <li>▪ MCC NEET Strategy</li> <li>▪ European Social Fund monies for Pre and post 16 support, intervention and employment opportunities.</li> </ul>	Tracey Thomas	Performance Monitoring
	<b>Gwent Music Service</b>	Detail TBC	Emma -Gwent Music	
	<b>Annual Council Reporting Framework (ACRF) Report</b>	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.	Simon Burch	Statutory Reporting
<b>June 2015 Date TBC</b>	<b>Performance on Safeguarding Children</b>	Scrutiny of performance via following reports: <ul style="list-style-type: none"> <li>- Summary Report</li> <li>- Strategic Overview</li> <li>- Performance Scorecard</li> <li>- Service Improvement Plan</li> </ul>	Jane Rodgers	Performance Monitoring
<b>July 2015 Date TBC</b>	<b>Improvement Plan 2014-2017 and Outcome Agreements</b>	Full year 2014-15 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'.	Teresa Norris	Statutory Reporting

### Meeting Dates to be confirmed for:

- × **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.

## *Monmouthshire's Scrutiny Forward Work Programme 2015*

- × **School Meals** - Pre-decision scrutiny.
- × **Categorisation of schools (January) and results of target setting process (late October)**
- × **Review of Collaborative Arrangements** - proposed reduction in spending on 16-17 and 17-18.
- × **Schools Funding Formula** - discussed 27<sup>th</sup> January 2015, to return in 6 months to discuss implications of the change.
- × **Adoption Process (pan Gwent)** - Progress of the joint process.

### Items to be emailed to Committee:

- × **Youth Offer Annual Report**
- × **Early Years Offer Policy Revision**
- × **Youth Offending Service Annual Report**
- × **Post Estyn Inspection Plan (PIAP) and minutes of the Internal Monitoring Board**





## 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
<b>18<sup>TH</sup> DECEMBER 2014 – COUNCIL (meeting postponed to 22<sup>nd</sup> January 2015)</b>			
Community Infrastructure Levy and Affordable Housing		SLT Cabinet	Martin Davies
Cabinet Member Report	Report of Cabinet Member with responsibility for Social Care and Health		Councillor G. Burrows
Welsh Index Multiple Deprivation/Anti-poverty	To set out the Council's strategic approach to addressing poverty and disadvantage in the county	Cabinet SLT	Kellie Beirne / Will McLean
<b>7<sup>TH</sup> JANUARY 2015 – CABINET</b>			
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2015/16	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Proposed 50mph maximum speed limit penpergwm	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.	SLT Cabinet	Paul Keeble

Subject	Purpose	Consultees	Author
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
Revenue & Capital Budget proposals for public consultation (if required)	To present revenue and capital budget proposals following receipt of final settlement	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Changes to waste collections	Approval of Waste Collection Changes Mandate for 2015-16 budget		Rachel Jowitt
Future Generations Bill – what it means for Monmouthshire	To set out implications of Bill for the County	Cabinet SLT	Kellie Beirne / Will McLean
Oracle License Compliance audit	To consider the need to draw on the ICT reserve to cover compensation costs for non-compliance	Cabinet SLT	Sian Hayward
<b>14<sup>TH</sup> JANUARY 2015 – INDIVIDUAL DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2015/16 as required by statute	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
<b>28<sup>TH</sup> JANUARY 2015 – INDIVIDUAL DECISION</b>			
New Social Services Complaints policy		SLT Cabinet	Annette Evans
Renewable Energy SPG		SLT Cabinet	Martin Davies
Whole Place Evaluation		SLT Cabinet	Deb Hill-Howells
Sale of Land Ysguborwen			Scott Ramsay
Restructure of Disability Services	To seek approval for the deletion of the kitchen assistant post at the My Day My Life Hub at Tudor Street.	SLT Cabinet	Ceri York
20 mph Caldicot		SLT Cabinet	Paul Keeble

Subject	Purpose	Consultees	Author
Local Transport Plan		SLT Cabinet	Roger Hoggins
M460 Woodstock Way		SLT Cabinet	Paul Keeble
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
<b>22<sup>ND</sup> JANUARY 2015 – COUNCIL</b>			
Final Budget Proposals			Joy Robson
Council Tax Reduction Scheme Adoption	The purpose of this report is to present arrangements for the implementation of the Council Tax Reduction Scheme and to approve it for 2015/16	Cabinet Members Leadership Team Appropriate Officers	Joy Robson/Wendy Woods/Ruth Donovan
<b>4<sup>TH</sup> FEBRUARY 2015 – CABINET</b>			
Financial Position Assessment			WAO
Month 9 Revenue Budget Monitoring report	To provide Members with information on the forecast outturn position of the Authority at the end of Month 9 for the 2014/15 financial year		Joy Robson/Mark Howcroft
Changes to school funding formula – Job evaluation and threshold payments	to recommend an alternative method of distribution for the above two elements of the formula	SLT Cabinet	Nikki Wellington
Changes to the schools funding formula – ALN lump sum	to recommend an alternative method of distribution for the lump sum element for ALN following the withdrawal of ACORN data	SLT Cabinet	Gwen Phillips
Vibrant and Viable Places Loan Funding	To seek member approval for VVP Loan opportunities	Cabinet SLT	Deb Hill Howells Colin Phillips
Sale of County Hall site Croesyceiog		Cabinet SLT	Roger Hoggins
Extension of Caldicot Linkage Project		SLT Cabinet	Colin Phillips/ Deb Hill-Howells

Subject	Purpose	Consultees	Author
<b>18<sup>TH</sup> FEBRUARY 2015 – SPECIAL CABINET</b>			
<b>25<sup>th</sup> FEBRUARY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Amendment of the Council's No Smoking Policy	To seek approval to amend the councils existing no smoking policy to include electronic smoking devices	Cabinet Members Leadership Team JAG	David Jones
Learning and Development Prototype			John McConnachie
Approval of former Rogiet School to Melin Homes			Gareth King
Map modification order			Mandy Mussell
<b>26<sup>TH</sup> FEBRUARY 2015 – COUNCIL</b>			
Final composite council tax resolution	To set Budget and Council Tax for 2014/15	Cabinet SLT	Joy Robson
Treasury Management Strategy 2014/15	To accept the Annual Treasury Management Strategy	Cabinet SLT	Joy Robson
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
Self Evaluation Draft		Cabinet SLT	Sarah McGuinness
Engagement framework evaluation report		Cabinet SLT	Will McLean
WAO Stage 2 Improvement Plan		Cabinet SLT	Will McLean
Mobile Homes (Wales) Act 2013	To agree the Council's approach to delivering its responsibilities under the Act from April 2015	Cabinet SLT	Graham Perry
Monmouth Pool		Cabinet	Kellie Beirne



Subject	Purpose	Consultees	Author
		SLT	
Abergavenny Library		Cabinet SLT	Roger Hoggins
Local Transport Plan		SLT Cabinet	Roger Hoggins
Democracy & Regulatory restructure		SLT Cabinet	Tracey Harry
Council Diary	To agree the 2015/16 council diary	SLT Cabinet	Tracey Harry
CMC <sup>2</sup> Outturn report		SLT Cabinet	Peter Davies
Foster Care Assistance			Simon Burch
<b>4<sup>TH</sup> MARCH 2015 – CABINET</b>			
Month 9 Capital Budget Monitoring report	To provide Members with information on the forecast outturn position of the Authority at the end of Month 9 for the 2014/15 financial year		Joy Robson/Mark Howcroft
2014/15 Education & Welsh Church Trust Funds Investment & Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2015/16 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.	SLT Cabinet Head of Legal services	Dave Jarrett
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 5 held on the 22 <sup>nd</sup> January 2014		Dave Jarrett
Modernising trade waste services			Rachel Jowitt
Waterless UK			Peter Davies
Play sufficiency audit report			Nicola Bowen / Ian Saunders
S106 Chepstow Area			Cath Sheen
S106 Planning agreements	To seek approval for the introduction of an administrative charge to recover costs for the	SLT S106 corporate working group	Jane Coppock / Phil Thomas

Subject	Purpose	Consultees	Author
	administration and monitoring of S106 planning agreements	Planning committee Cabinet	
Delivering Trading Standards Services	To consider options for future delivery of Trading Standards services in Monmouthshire including a business case for a “Gwent” service	SLT Cabinet	Graham Perry
Developing a Business Improvement District in Abergavenny	To seek endorsement of a new BID in Abergavenny town centre	SLT Cabinet	Deb Hill Howells
Review of allocation policy		Cabinet Members Leadership Team Appropriate Officers	Ian Bakewell
Community Contact Centres/Hubs		SLT Cabinet	Rachel Jowitt/Deb Hill Howells
Whole Place review and next steps	To provide detailed review update as per WAO report recommendation	SLT Cabinet	Deb Hill-Howells
Community Education – options for the future	To set out future development options for community education	SLT Cabinet	Deb Hill-Howells
Self Evaluation Draft		Cabinet SLT	Sarah McGuinness
CMC <sup>2</sup> Strategic Review and Year 4 Business Plan	To endorse the review of CMC <sup>2</sup> and future business strategy and approve year ahead business plan	Cabinet SLT	Peter Davies Sian Hayward
Major Events Strategy	To set out a Major Events Strategy through which to co-ordinate all local community and organised events in the county	SLT Cabinet	Ian Saunders
Monmouthshire Crowdfunding platform	To seek approval for the development of a crowdfunding platform that together with Authority loan finance will support business growth and job creation	Cabinet SLT Member Seminar Pre-scrutiny	Peter Davies
Broadband in Monmouthshire	To provide and overview of the likely implications to the County of the roll-out of Superfast Cymru and to seek endorsement of the proposed options for moving forward	Cabinet SLT	Peter Davies
Severnside 3G		Cabinet	Ian Saunders

Subject	Purpose	Consultees	Author
Raglan – Proposed Community Hall	To inform members of the progress that the Raglan Village Hall Association has made in developing plans for a new village hall within the Raglan Community	SLT Cabinet SLT	Deb Hill Howells
Joint Housing Solutions Team		Cabinet SLT	Ian Bakewell
Corporate Strategy			Will McLean/ Matt Gatehouse
Schools Pay Policy		Cabinet SLT	Sally Thomas
Corporate Pay Policy		Cabinet SLT	Sally Thomas
Schools disciplinary policy		Cabinet SLT	Sally Thomas
<b>11<sup>th</sup> FEBRUARY 2015 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Review of the Homesearch SLA		Cabinet SLT	Ian Bakewell
<b>25<sup>th</sup> MARCH 2015 – INDIVIDUAL CABINET MEMBER DECISION</b>			
SPG report of consultation and adoption	Update existing SPGs on Replacement dwellings and extensions in the Countryside; conversion of agricultural buildings; assessment of re-use for business purposes in relation to countryside building conversions, new SPG on green infrastructure	SLT Cabinet	Martin Davies Martin Davies
<b>26<sup>th</sup> MARCH 2015 – COUNCIL</b>			
Improvement Plan		SLT Cabinet	Matt Gatehouse/ Will McLean
Corporate Strategy		SLT Cabinet	Matt Gatehouse/ Will McLean
Anaerobic Digestion		SLT Cabinet	Rachel Jowitt

Subject	Purpose	Consultees	Author
<b>15<sup>TH</sup> APRIL 2015 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 6 held on the 26 <sup>th</sup> March 2015		Dave Jarrett
People and Organisational Development Strategy (Final)			Peter Davies
Taking Forward Service Transformation in Adult Social Care and Health	A review of Community Coordination and Small Local Enterprise		Nicola Needle
<b>MAY 2015 – INDIVIUDAL CABINET MEMBER DECISIONS</b>			
Draft supplementary planning guidance (SPG) Primary Retail Frontages	To endorse draft SPG to issue for consultation	SLT Planning Cabinet	Jane Coppock
<b>JUNE 2015 – INDIVIUDAL CABINET MEMBER DECISIONS</b>			
Draft supplementary planning guidance (SPG) Landscape	To endorse draft SPG to issue for consultation	SLT Planning Cabinet	Jane Coppock
<b>30<sup>th</sup> JULY 2015 – COUNCIL</b>			
Cultural Service Review			Ian Saunders
<b>SEPTEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
<b>SEPTEMBER 2015 – CABINET</b>			
Local Development Plan – annual monitoring report	To seek approval to submit the first AMR on the LDP to the Welsh Government	SLT Planning Cabinet	Jane Coppock
<b>SEPTEMBER 2015 - COUNCIL</b>			
Local Development Plan – annual monitoring report	To seek approval to submit the first AMR on the LDP to the Welsh Government	SLT Planning Cabinet	Jane Coppock

<b>Subject</b>	<b>Purpose</b>	<b>Consultees</b>	<b>Author</b>