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Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 19 July 2016

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Council Chamber, County Hall, Usk** on **Wednesday, 27th July, 2016**, at **2.00 pm**.

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none)
4. To consider the following reports (Copies attached):
 - i. **Revenue and Capital Monitoring 2016/17 - Period 1 Outturn Forecast Statement** 1 - 100
Ward: All

Purpose: The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 1 which represents month 2 financial information for the 2016/17 financial year. Revenue and Capital forecasting is being brought forward by a month against the usual timescale to provide members with relevant financial information before summer recess.

Author: Mark Howcroft – Assistant Head of Finance

Contact Details: markhowcroft@monmouthshire.gov.uk

- ii. **Crick Road - Proposed disposal to Melin Homes** 101 - 104
Division/Wards Affected: All

Purpose: To consider an in principle decision for the proposed disposal of the Crick Road site to Melin Homes in order to maximise social and capital value.

Author: Deb Hill-Howells – Head of Community Delivery

Contact Details: debrahill-howells@monmouthshire.gov.uk

- iii. **Effectiveness of Council Services - 2015/16 Update** 105 -
Division/Wards Affected: All 118
- Purpose: To provide Cabinet with the latest update on how the council performed in 2015/16 against a set of measures that are important when forming an opinion on the current effectiveness of council services.
- Author: Richard Jones, Policy and Performance Officer; Sian Schofield, Data Analyst
- Contact Details: richardjones@monmouthshire.gov.uk;
sianschofield@monmouthshire.co.uk
- iv. **Social Care and Health Senior Leadership Review** 119 -
Division/Wards Affected: All 126
- Purpose: To propose a revised senior leadership structure for Social Care and Health
- Author: Claire Marchant, Chief Officer, Social Care & Health
- Contact Details: clairemarchant@monmouthshire.gov.uk
- v. **Children's Services Improvement Reports** 127 -
Division/Wards Affected: All 158
- Purpose: To provide Cabinet with an appraisal of current issues and key challenges within Children's Services and recommend a service improvement programme which addresses these challenges.
- Author: Jane Rodgers, Head of Children's Services
- Contact Details: janerodgers@monmouthshire.gov.uk
- vi. **Workforce and Practice Development Plan** 159 -
Division/Wards Affected: All 182
- Purpose: To consider and endorse the approach contained within the Workforce and Practice Development Action Plan
- Author: Claire Robins, Workforce Lead
- Contact Details: clairerobins@monmouthshire.gov.uk
- vii. **Commissioning Strategy: 'Where I am Safe?'- A Strategy for Children, Young People and their Families** 183 -
Division/Wards Affected: All 248
- Purpose: To consider and endorse the Strategy for Children, Young People and their Families.
- Author: Craig Williams, Lead Commissioner – Children's Services
- Contact Details: craigwilliams@monmouthshire.gov.uk

- viii. **People Services Annual Report June 2016** 249 -
Division/Wards Affected: 298

Purpose: To present Cabinet with the first People Services Annual report for information and comment.

Author: Tracey Harry, Head of People Services and Information Governance

Contact Details: traceyharry@monmouthshire.gov.uk

- ix. **Redundancy Costs, Leisure Services** 299 -
310

To exclude the press and public from the meeting during consideration of the following item of business on the grounds that they involve the likely disclosure of exempt information

Division/Wards Affected: All

Purpose: To make provision for redundancy costs as a result of changes to the Sport and Leisure Programme and efficiencies for 2016/17.

Author: Ian Saunders Head of Tourism, Leisure and Culture

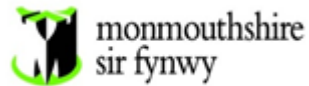
Contact Details: iansaunders@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Organisational Development Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy, Trading Standards, Public Protection, Licensing	WLGA Council WLGA Coordinating Board Local Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Innovation, Enterprise & Leisure Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems, Development Control.	WLGA Council Capital Region Tourism	Devauden
P.A.D. Hobson (Deputy Leader)	Community Development Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety, Environment & Countryside.	Community Safety Partnership Equalities and Diversity Group	Larkfield
E.J. Hacket Pain	Schools and Learning School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education.	Joint Education Group (EAS) WJEC	Wyesham
G. Burrows	Social Care, Safeguarding & Health Adult Social Services including Integrated services, Learning disabilities, Mental Health. Children's Services including Safeguarding, Looked after Children, Youth Offending. Health and Wellbeing.	Gwent Frailty Board Older Persons Strategy Partnership Group	Mitchel Troy
P. Murphy	Resources Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety, Building Control, Energy.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr



Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

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

REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2016/17 PERIOD 1 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Cabinet
DATE	27th July 2016
DIVISIONS/WARD AFFECTED	All Authority

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 period 1 which represents month 2 financial information for the 2016/17 financial year. Revenue and Capital forecasting is being brought forward by a month against the usual timescale to provide members with relevant financial information before summer recess.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
- assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Cabinet notes the extent of forecast revenue overspend at period 1 of £1.37 million
- 2.2 That Cabinet requires Chief Officers to provide information on how the overspend position will be brought back within budget, including alternative plans to deliver the £301,000 mandated savings reported as not achievable in the next monitoring report.
- 2.3 That Cabinet requires Directors to review levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported prior to month 6 reporting.
- 2.4 That Cabinet appreciates the extent of predicted schools reserve usage and the anticipation that 13 schools will be in a deficit position by end of 2016-17.
- 2.5 That Cabinet considers the capital monitoring which exhibits only a small variance to budget as a result of recent Cabinet and Council approval on Caerwent House,
- 2.6 That Cabinet recognises the risk associated with having to rely on a use of capital receipts in the year anticipated and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required.

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 Period 1

Table 1: Council Fund 2016/17 Outturn Forecast Summary Statement at Period 1 (Month 2)	Annual Forecast @ Month 2	Revised Annual Budget @ Month 2	Forecast Over/(Under) Spend @ Month 2
	£'000	£'000	£'000
Social Care & Health	41,186	40,065	1,121
Children & Young People	50,936	50,520	416
Enterprise	9,654	9,179	475
Operations	17,291	17,250	41
Chief Executives Unit	6,808	6,834	(26)
Corporate Costs & Levies	19,868	19,796	72
Net Cost of Services	145,743	143,644	2,099
Attributable Costs – Fixed Asset Disposal	149	95	54
Interest & Investment Income	(55)	(55)	0
Interest Payable & Similar Charges	3,493	3,493	0
Charges Required Under Regulation	3,418	3,418	0
Contributions to Reserves	103	103	0
Contributions from Reserves	(1,919)	(1,999)	80
Amounts to be met from Government Grants and Local Taxation	150,932	148,699	2,233
General Government Grants	(63,567)	(63,567)	0
Non-Domestic Rates	(27,981)	(27,981)	0
Council Tax	(63,961)	(63,411)	(550)
Council Tax Benefits Support	5,945	6,258	(313)
Net Council Fund (Surplus) / Deficit	1,368	(2)	1,370
Budgeted contribution from Council Fund	0	2	(2)
	1,368	0	1,368

3.1.3 A comparison of the Net Council fund line against previous years activity indicates the following,

Net Council Fund Surplus	2016-17 £000	2015-16 £000	2014-15 £000
Period 1	1,368 deficit	867 deficit	219 deficit
Period 2		1,066 deficit	116 deficit
Period 3		162 deficit	144 deficit
Outturn		579 surplus	327 surplus

3.1.4 Whilst the expectation is for the trend to show a similarly improving position as the year progresses, the extent of forecast deficit reported as a consequence of this first period is cause for concern, especially in comparison to outturn figures which are only 3 months different and would have absorbed the effect of circa £0.7 million redundancy costs, mandated savings not made of £0.537m and cost pressures in children's social services circa £1.2 million. Since last year, however, £2.8 million has been taken out of the budget as mandated savings. It might therefore be expected that the first forecast of the year would be closer to the budget, rather than the picture shown below.

3.1.5 .

Service	2015-16 Outturn Variance £000	2016-17 Period 1 variance £000	Difference £000
Social Care	1283	1121	(162)
Children & Young People	(86)	416	502
Enterprise	(70)	475	545
Operations	(398)	41	439
Chief Executives	(270)	(26)	244
Corporate	(195)	72	267
Net Cost of Services	264	2099	1835

3.1.6 This first forecast is, however, indicative of the fact that it is based on 2 months actual data and 10 months estimated data. Service managers are naturally cautious about forecasting at this stage in the year, especially in areas where spend can be quite volatile. Directorates will be undertaking a piece of work to see if there is scope to move budgets to more accurately reflect where they are needed instead of continuing to report the extent of over or underspends outlined in the detail below. This would allow senior managers and Members to more clearly understand where the real pressures are and focus attention on managing these areas to ensure the overall budget is not exceeded. Once this further work is undertaken, recommendations will be brought back to Cabinet to find alternative savings for mandates and if further decisions are required to bring spending back in line with the budget.

3.1.7 Schools are also forecasting to use most of their reserves by the end of the year. Work is progressing to ensure that grant funding is identified in a timely manner so that this can be factored into the budget forecasts rather than coming it at the end of the year and causing a significant swing on the forecast. Budget management plans for all schools in deficit will be closely monitored to assess feasibility and progress and the need for any other mitigating actions.

3.1.8 In terms of the capital programme this year, it is relying on capital receipts being received in year – this is a risk that needs to be managed. If the capital receipts are not achieved there is the potential that borrowing will be required putting further strain on the revenue budget. In addition the tendered prices on the Future Schools programme are currently being worked through to see how the programme can be maintained within budget.

Analysis of the Revenue budget under and overspending positions in each Directorate.

3.1.9 A summary of main pressures and under spends within the Net Cost of Services Directorates are presented here:

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Social Care & Health (SCH)	<p>Director's commentary</p> <p>At this early stage of the year the overall budget position for the directorate is exhibiting a £1.12m overspend.</p> <p>For the Adult Services division, the over spend at month 2 is £462K. We are on track to meet the £640K of mandated savings allocated to this division and are driving on with our practice change agenda.</p> <p>One area which we will further investigate as the year progresses is the Chepstow Community Care team which largely accounts for the divisional overspend. Over the past 12 months the Chepstow team has had pressures in terms of the need for residential placements and usage of approved domiciliary care providers is an additional factor.</p> <p>In terms of Children's Services, this division has a forecast overspend of £690K. As this is very early in the year being month 2, we need to exercise some caution as we know the external placement budget, which for some years has seen large overspends, has reduced demand from 2015/16. As placements in this area are very expensive, one or two placements during the year can see a rapid increase in spend.</p> <p>We are currently embarking on a new Children's Services strategy which will allow us to deal with future demand more effectively, not only from the budget but the outcomes of the child. Another strand is the workforce plan and once in full operation, will see a spend reduction with the withdrawal from the use of agency staffing.</p>				
ADULT SERVICES					
Severn View DC	112	0	112	112	Main overspend is within the staffing budget due to cover for rota. The food and cleaning budgets are still overspending but a review of costs has commenced.
Transition Co-operative	(27)	0	(27)	(27)	Income from staff seconded to the partnership agreement with Bridges Community Centre
Adult Services Man/Support	(50)	0	(50)	(50)	Vacant Team manager disabilities post pending directorate restructure
Other Adult Services	(15)	0	(15)	(15)	See Appendix 6
CHILDREN SERVICES					
Fostering Allowances and Payments For Skills	153	0	153	153	Reflects financial support to the current number and age mix of children in foster care and skills payments to carers with SGO's
Younger People's Accommodation	124	0	124	124	Overspend mainly due to supported housing costs for 3 young people
Counsel Costs	111	0	111	111	At present we have no data to suggest the overspend position will not change from that of last financial year.
External Placements - LAC	72	0	72	72	At present we are forecasting a reduction in children requiring

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
					placement and in the number of placement days (especially residential & schools/colleges). However this budget is extremely volatile and as such we estimate 61 placements compared to 71 in 2015/16.
External Placement - Non-LAC	(150)	0	(150)	(150)	This budget needs to be considered in conjunction with External Placement Lac Budget
SCYP - Placement & Support Team	131	0	131	131	Increased Court assessment and contact costs over and above the budget is the main cause of over spend
SCYP - Supporting Children & Young People Team	222	0	222	222	Continued use of agency staff and conveyance costs have contributed to the budget position
Safeguarding Unit	(35)	0	(35)	(35)	Vacant Safeguarding team manager pending restructure
FRS – Family Support Team	(29)	0	(29)	(29)	Underspend mainly due to a reduction in section 17 and conveyance costs.
Bus Cases / Temp Funding - Cabinet 06/05/15	71	0	71	71	Posts within this Reserve funded budget are employed for the full year and agency staff are being used to cover vacancies.
Other Children Services	(10)	0	(10)	(10)	See Appendix 6
COMMUNITY CARE					
Abergavenny Adult Team	(122)	0	(122)	(122)	There has been a reduction in the clients requiring residential care as more clients are able to cover own residential care
Monmouth Adult Team	116	0	116	116	The over spend is mainly within the domiciliary care budget which is supporting 1,200 weekly care hours.
Chepstow Adult Team	535	0	535	535	over the past 12 months a steady increase in clients requiring residential care. In addition the use of approved providers has also contributed to increase
Mental Health Care Team	74	0	74	74	This budget is seeing some early affects of the new charging policy. Loss of income due to how the new Social Services and wellbeing Act treats charging for respite care in particular.
Intermediate Care Fund	(115)	0	(115)	(115)	We are currently in the planning phases of development to allocate this remaining budget Awaiting bid approval from host Health Board

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Other see Appendix 6	(45)	0	(45)	(45)	See SCH Appendix 6
Total SCH at Month 2	1,121	0	1,121	1,121	Total SCH Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse Green = Favourable	Headline Comment
Children & Young People (CYP)	<p>Director's commentary</p> <p>The Directorate's Month 2 position is a forecasted overspend of £416,000, which we are anticipating will fall as we progress through the year. The Youth Service remains a volatile area having been subject to a £200,000 saving mandate in 2015/16 and additional reductions in external grants this year. The ALN budget is also under significant pressure due to the requirement to support more of our pupils with complex needs.</p>				
Psychology Service	21	n/a	21	21	High levels of sickness have resulted in the requirement to bring in additional staff. In addition, new test equipment needed to be purchased for which no budget was originally set.
Additional Learning needs	188	n/a	188	188	The contingency budget is forecasted to overspend by £260,000. This has been offset by a projected saving of £72,000 against Independents and Local Authorities.
Community Education Youth General	207	0	207	207	Significant reduction in external grants (C.£358k) has resulted in a sizeable projected overspend position.. 16-17 income – all we know of is £349k but this includes £90k of ESF, Remaining overspend is due to high income target set in order to compensate for loss of grant.
Other see Appendix 7	0	n/a	0	0	
Total CYP at Month 2	416	0	416	416	Total CYP Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Enterprise (ENT)	Director's commentary				
	<p>The Directorate continues to respond to significant upheaval during the year with regard to increasing previous and current year mandated saving delivery and re-engineering of services. All of this is happening in tandem with lead responsibility for Future Monmouthshire and so balancing resources to manage today, whilst preparing for tomorrow is a challenge, but equally an opportunity we must continue to vigorously pursue.</p> <p>Commonly outturn forecasts improve during the year, and efforts will continue to be made to that end. But looking forward, continuing cost pressures remain around markets, leisure, museums and culture, and whilst we are generating more income than ever – it remains insufficient in meeting annually uplifted targets. This reflects some of the issues we're experiencing whereby the current service formats, mean we have saturated the markets available to us and without considerable capital investment - it is not feasible to charge premium rates. This position, which will not change as things currently stand, is now a driver underpinning exploration of alternative delivery vehicles and the Future Monmouthshire programme.</p>				
Sustainability	51	34	85	85	£85k this is due to the sections inability to achieve the expected income target along with sustainable energy mandate
Strategic Property Management	48	30	78	78	Overspend by £78k is due in part to the inability to achieve this from the Strategic Property review mandate saving
Cemeteries	(54)	0	(54)	(54)	Under spend by £50k this mainly relates to higher income.
County Farms Unit	(19)	0	(19)	(19)	lower than anticipated revenue maintenance
Markets	130	0	130	130	inability to achieve the expected income target by £121k and unbudgeted employee costs from Borough Theatre
Community Hubs	1	20	21	21	unbudgeted supply staff along with the sections inability to achieve the full mandate saving relating to Community Hubs
Eisteddfod	(80)	0	(80)	(80)	£80k to be returned to the reserve the communities have raised £180k of the £300k underwritten
Whole Place	(18)	0	(18)	(18)	forecasting to underspend by £18k on supplies and services.
Economic Development	0	90	90	90	Delay in Commercialisation of assets mandate
Training Consolidation	0	40	40	40	The saving relating to the Training Services consolidation of £50,000 is unachievable. Alternative delivery plan being formulated
ICT General Overheads	100	0	100	100	The overspend relates to a past service mandate not yet achieved to realise extra income from commercialisation of our software and onward sale to external customers.

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Museums	(20)	20	0	0	Whilst there is £40k inherent pressure affecting museums i.e. 20k relates to the additional Town Council Savings, 10k relates to Green screen savings carried forward from 2015-16 and 10k relates to the conservation service. The annual forecast is will be mitigated in full in future recovery plan proposals through revisions to service levels.
Leisure Service Management	49	25	74	74	46k relates to a learning co-ordinator post which has been grant funded in the past, £20k relates to mandate B5 which is unachievable and £40k unbudgeted redundancy costs offset by underspends in supplies and services
Tourist Information, Caldicot Castle & Country Parks	97	20	117	117	£80k over spend at Caldicot relating to staff costs and historical budget pressures. £37k relates to TICS staff costs and the inability to raise extra income to cover these due to the reduced operating hours.
Other see Appendix 8	(89)	0	(89)	(89)	
Total ENT at Month 2	196	279	475	475	Total ENT Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Operations (OPS)	Head of Operations Commentary				
	Following the first two months transactions a small overspend is predicted in cleaning and schools catering. Work continues with town and community councils to gain support and funding for toilet cleaning which will assist is recovering the cleaning position and primary sector catering does suffer from variations leading into the Summer period. Often this is recovered in the Autumn and Winter period but officers will be monitoring performance. At this stage in the financial year officers anticipate some typical movement in budgets relating to service demand (waste disposal, recycling, winter maintenance etc.) but do not anticipate such variations placing pressure upon service budgets over the year. However the new SWTRA agreement and the new financial arrangement between the				

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
	lead authorities and SWTRA/WG is presently being developed and this has the potential to have a significant impact upon the budget as the method of cost recovery and the value of works undertaken is eventually agreed. Welsh Government is seeking to reduce the budget overall but at this stage it is not clear what effect this has upon MCC. It will become clearer during the year and the financial impact can be better assessed.				
Building Cleaning	8	20	28	28	Over spend in relation to delay in passing cleaning service to Town /Community Councils
Schools Catering	17	0	17	17	The catering service is forecasting to overspend due to the sections inability to achieve the full additional 2.5% increase on income.
Other see Appendix 9	(4)	0	(4)	(4)	Property Services on budget, need to ensure capital fee's estimates are achievable. Currently being analysed
Total OPS at Month 2	21	20	41	41	Total OPS Outturn at Month 2

Chief Executive's Office (CEO)					
Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Revenues	15	0	15	15	Overspend mainly due to summons income being less than budgeted
Systems & Exchequer	(22)	0	(22)	(22)	additional recharge income received from Schools
Other see Appendix 10	(84)	65	(19)	(19)	
Total CEO at Month 2	(91)	65	(26)	(26)	Total CEO Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Corporate (COL)					
Audit Commission Fees (Certification Grant Claims)	0	0	0	0	No variance identifiable at Month 2
Early Retirement Pension Costs	72	0	72	72	Additional pension strain cost notified in latter part of 2015/16

Insurance Premium Payment(Direct)	0	0	0	0	No variance identifiable at Month 2
Total COL at Month 2	72	0	72	72	Total COL Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2016-17 Savings not yet realised £'000	Forecast Outturn Position net of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Appropriations (APP)					
Attributable Costs - Fixed Asset Disposal	54	0	54	54	A reserve funded budget for Estates Officer time was omitted in error when preparing the 16/17 MTFP
Interest Payable and Similar Charges	0	0	0	0	No variance identifiable at Month 2
Priority Investment Reserve	80	0	80	80	£80k contribution from reserves in respect of Eist
Total APP at Month 2	134	0	134	134	Total App Outturn at Month 2

Financing (FIN)					
Council Tax	(550)	0	(550)	(550)	Increased Council Tax Base
Benefit Support	(313)	0	(313)	(313)	Less claimants than Budgeted
Total Financing	(863)	0	(863)	(863)	Total Financing Outturn at Month 2
Grand Total @ Month 2	1,006	364	1,370	1,370	

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 2 projections.

Draft Council Fund Outturn 2016/17– Schools Summary outturn position at Month 2 (Period1)	(A) Opening Reserves (Surplus) / Deficit Position 2016/17 £'000	(B) Budgeted Draw on School Balances 2016-17 £'000	(C) Variance on Budgeted Reserve Draw £'000	(D) Draw Forecasted on School Balances @ Month2 £'000	Forecasted Reserve Balances at 2016-17 Outturn (A+D) £'000
Clusters					
Abergavenny	(594)	508	56	564	(30)
Caldicot	(590)	498	31	529	(61)
Chepstow	218	(162)	52	(110)	108
Monmouth	(299)	181	(34)	147	(152)
Special	109	(50)	0	(50)	59

	(1,156)	975	105	1,080	(76)
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- 3.2.2 School balances at the beginning of the financial year amount to £1,156,000. The Schools budgeted draw upon balances is forecasted to be £975,000 for 2016/17, therefore leaving £181,000 as forecasted closing reserve balances. All schools are required to provide final budget statements by 31st May. CYP are, however, still awaiting 2 signed budgets which may result in a change to this budgeted amount. The anticipated draw on reserves as at period 1 is £105,000 more than budgeted, with the key message that 2016-17 likely to effectively eliminate collective school reserves.
- 3.2.5. This remains a cause for concern, which has been expressed in previous years, but hasn't actually manifest itself as a problem at the year-end due to the receipt of ad-hoc grants by EAS late in the year which supplement/mitigate the year end position.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)
2016-17 Forecast	(76)

CYP colleagues continue to work with EAS to improve the communication process, but ironically that may have an adverse effect on level of reserves needing to be carried forward.

- 3.2.4 6 schools exhibited a deficit position at the start of 2016/17 it is anticipated this will rise to 13 by end of 2016-17, effectively a third of schools will be in deficit by end of year. Particularly significant volatility is evident at Comprehensive school level with Monmouth not yet having returned its approved budget, King Henry utilising £241,000 reserve and pushing them to a £134,000 deficit, Caldicot utilising £204,000 of their reserve leaving a £5,000 surplus reserve and Chepstow being intent to replenish its reserve by £257,000. In the latter case governors subscribed to a further £56,000 savings during their budget setting consideration to ensure they were back on track with the 2016-17 reserve levels communicated in its original recovery plan.
- 3.2.7 Individual School Balances are available in Appendix A at the end of this report

3.3 2016/17 Savings Progress

3.3.1 This section monitors the specific savings initiatives and the progress made in delivering them in full by the end of 2016/17 financial year as part of the MTFP budgeting process. .

In summary they are as follows,

2016/17 Mandated Budgeted Savings Progress at Month 2

DIRECTORATE	Specific Savings Initiatives 2016/17 £'s	Savings Identified @ Month 2 £'s	% Progress In Savings Achieved	Delayed Savings to 2017/18 £'s	Savings Unachievable in 2016/17 £'s
Children & Young People	600,000	600,000	100%	0	0
Social Care & Health	640,000	640,000	100%	0	0
Enterprise	799,000	540,000	68%	0	259,000
Operations	1,065,000	1,045,000	98%	0	20,000
Chief Executives Office	555,000	490,000	88%	43,000	22,000
Total Budgeted Savings	3,659,000	3,315,000	91%	43,000	301,000

3.3.2 Forecasted mandated savings are currently running at 91%, with currently £301,000 being deemed unachievable at the end of month 2, and a further £43,000 unlikely to crystallise in 2016-17.

3.3.3 The emphasis of reporting savings has changed from previously where savings were reported when they were manifest, however the judgement is now whether saving is forecast to be achieved.

3.3.4 The savings appendix also has a traffic light system to indicate whether savings are likely to be achieved or have reasons explaining the mandates delayed implementation. The following summary of savings mandates are still reported to be high or medium risk.

Children and Young People (CYP)

- Current financial year savings anticipated to be met in full.

Social Care & Health (SCH)

- Current financial year savings anticipated to be met in full.

Enterprise (ENT)

- Mandate A5: Sustainable Energy Initiatives: Expected income targets of £34,000 are unachievable, alternative delivery plan of increased income on property rental portfolio and reduced expenditure on repairs and maintenance proposed
- Mandate B3: Training Services Consolidation: Consolidation of authorities existing training functions and increased revenue streams is only likely to achieve £10,000 of the £50,000 originally reported. Alternative delivery plans are being considered.

- Mandate B5: Community Asset Transfer / Income Generation £160,000: £115,000 is currently unachievable as MCC still in discussions over transfer of Chepstow Drill Hall and Melville Theatre. £45,000 of the £60,000 savings contained within the mandate are forecast to be achieved.
- Mandate B18: Strategic Property Review: £30,000 shortfall identified as £10,000 from failure to achieve Residential Letting Income and £20,000 on the Depot Rationalisation Programme which will take longer than expected.
- Mandate 21: Town & Community Councils: The mandate is currently £60,000 short of the £135,000 in regard to the service collaboration for Tourism (£20k), Museums (£20k) and Community Hubs (£20k). The Museums element is anticipated to be found from revised service levels.

Operations (OPS)

- Mandate 21: Town & Community Councils: The mandate is currently £20,000 short of the £265,000 in regard to the service collaboration for Public Conveniences.

Chief Executive's Office

- Mandate B2: Rationalise Business Support: £22,000 currently being forecast as unachievable, alternative delivery plan will be implemented at month 6 if savings still cannot be found.
- Mandate B11: Senior Leadership Structure Review: Currently £42,700 of the £315,000 mandated savings still to be found. Current structures under review in regard to achieving this further saving.

3.4 Capital Position

3.4.1 The summary Capital position as at month 2 is as follows

MCC CAPITAL BUDGET MONITORING 2016-17 AT MONTH 2 by SELECT COMMITTEE						
CAPITAL BUDGET SELECT PORTFOLIO	Annual Forecast £'000	Slippage Brought / Forward £'000	Total Approved Budget 16/17 £'000	Provisional Capital Slippage to 2017/18 £'000	Revised Capital Budget 2016/17 £'000	Forecasted Capital Expenditure Variance £'000
Children & Young People	33,161	39,731	43,227	(10,066)	33,161	0
Adult	92	30	92	0	92	0
Economic & Development	445	680	380	0	380	65
Strong Communities	7,939	3,243	7,939	0	7,939	0
Capital Schemes Total	41,637	43,684	51,638	(10,066)	41,572	65

3.5 Proposed Slippage to 2017-18

3.5.1 The only proposed slippage apparent at month 2 relates to Future Schools initiative, and reflects the latest cash flow profile provided by CYP colleagues.

3.6 Capital Outturn

3.6.1 The only revision to capital programme has been to reflect the changes approved to Caerwent House scheme approved by Cabinet in June meeting, which introduces net £65,000 costs to be afforded from unspecified underspends in capital programme as year progresses.

3.6.2 Whilst schemes are commonly reported as being at breakeven with budget this early in the financial year, past year's activity suggests this prediction is unlikely to be the reality at outturn. The tendered prices on the Future Schools programme are currently being worked through and may result in a capital pressure.

3.7 Capital Financing and Receipts

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

MCC CAPITAL FINANCING BUDGET MONITORING 2016-17 AT MONTH 2 By FINANCING CATEGORY

CAPITAL FINANCING SCHEME	Annual Forecast Financing	Slippage Brought / Forward	Total Approved Financing Budget 16/17	Provisional Budget Slippage to 2017/18	Revised Financing Budget 2016/17	Forecasted 2016/17 Capital Financing
	£'000	£'000	£'000	£'000	£'000	£'000
Supported Borrowing	2,406	0	2,406	0	2,406	0
General Capital Grant	1,464	0	1,464	0	1,464	0
Grants and Contributions	15,640	16,050	16,875	(1,235)	15,640	0
S106 Contributions	1,262	880	1,262	0	1,262	0
Unsupported borrowing	11,969	11,553	20,801	(8,832)	11,969	0
Earmarked reserve & Revenue Funding	1,091	590	1,091	0	1,091	0
Capital Receipts	7,627	14,500	7,627	0	7,627	0
Low cost home ownership receipts	112	112	112	0	112	0
Unfinanced	0	0	0	0	0	0
Capital Financing Total	41,572	43,684	51,339	(10,066)	41,572	0

3.8 Useable Capital Receipts Available

3.8.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2016/20 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Balance b/f 1 st April	5,311	11,753	(2,746)	(1,812)
ADD				
Receipts forecast received	21,640	5,400	5,400	5,500
Deferred capital receipts	4	4	4	4
LESS				
Receipts to be applied	(7,928)	(18,171)	(4,471)	(509)
Set aside	(7,274)	(1,732)	0	0
Predicted Year end receipts balance	11,753	(2,746)	(1,813)	3,182
Financial Planning Assumption 2016/20 MTFP Capital Budget	18,151	6,452	3,985	3,481
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	(6,398)	(9,198)	(5,798)	(298)

3.8.2 The balances forecast to be held at the 31st March each year are lower than forecast in the MTFP, mainly due to the delayed LDP receipts. The difference reduces to virtually nil by March 2020 when all the LDP sites are forecast to have been sold. The table above is artificial in evidencing negative receipts, this wouldn't be the reality, alternative funding sources would need to be utilised when a positive level of receipts expires, and levels of set aside will be reviewed during 2016/17 to ensure the balances held at the 31st March remain positive.

3.8.3 The forecast receipt figure above for 2016/17 includes receipts from the old Abergavenny cattle market site, Coed Glas and the Old County Hall site. However there is an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and would necessitate additional revenue savings annually to afford. Much of the capital receipts funding presumptions concerning affording Future schools aspirations are predicated on receiving the cattle market receipt during 2016-17, and at the moment the timing of this material receipt appear a little uncertain.

3.9 Reserve Usage

3.9.1 Revenue and Capital monitoring reflects an approved use of reserves. At this early stage in the year, services assume full reserve usage of amounts previously approved, with the exception of Eisteddfod funding where the Council agreed to underwrite any shortfall in £300,000 community fund raising. Given activity evident in this first period a further £80,000 backstop funding won't be necessary on top of the previous £130,000 fund raising evident at outturn. There is a separate report on the Cabinet agenda relating to a review of earmarked reserves and recommendations for how they are managed going forward.

3.9.2 The following predicted position reflects capital and revenue presumptions evident in period 1 monitoring.

SUMMARY EARMARKED RESERVES FORECAST 2016-17					
Earmarked Reserves	2015-16	Revenue		Capital Usage	2016-17
		Approved Usage			
	C/FWD	Replenishment	Draw on		c/fwd
		of Reserves	Reserves		
Invest to Redesign	-1,298,155	-72,508	507,357	233,363	-629,943
IT Transformation	-886,835			248,862	-637,973
Insurance & Risk Management	-1,236,396				-1,236,396
Capital Receipt Regeneration	-322,361		95,376		-226,985
Treasury Equalisation	-990,024				-990,024
Redundancy & Pensions	-1,311,256		592,521		-718,735
Capital Investment	-1,264,599			619,236	-645,363
Priority Investment	-1,120,069		783,914		-336,155
Museums Acquisitions	-56,760				-56,760
Elections	-108,183	-25,000	100,000		-33,183
Grass Routes Buses	-139,702	-5,000			-144,702
Sub Total	-8,734,340	-102,508	2,079,168	1,101,461	-5,656,219
Restricted Use Reserves					
Youth Offending Team	-325,000				-325,000
Building Control Trading	-12,008				-12,008
Outdoor Education Centres	-190,280				-190,280
CYP Maternity	-104,000				-104,000
Total Earmarked Reserves	-9,365,628	-102,508	2,079,168	1,101,461	-6,287,507

4 REASONS

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

5 RESOURCE IMPLICATIONS

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

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

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

7 CONSULTEES

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

8 BACKGROUND PAPERS

8.1 Month 2 monitoring reports, as per the hyperlinks provided in the Select Appendices

9 AUTHOR

Mark Howcroft – Assistant Head of Finance

Dave Jarrett – Senior Accountant Business Support

10 CONTACT DETAILS

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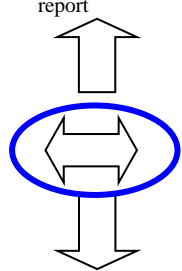

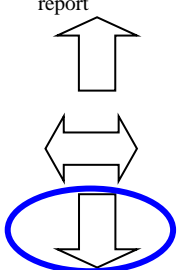
Appendices

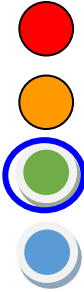
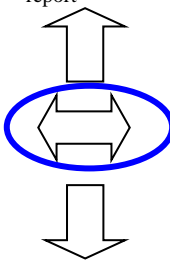
Appendix 1 Mandated Savings Progress Report
Appendix 2 Strong Communities Select Committee portfolio position statement
Appendix 3 Economy and Development Select Committee portfolio position statement
Appendix 4 Adult Select Committee portfolio position statement
Appendix 5 Children and Young People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

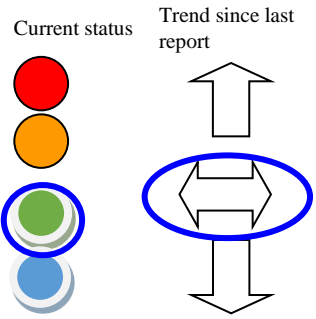
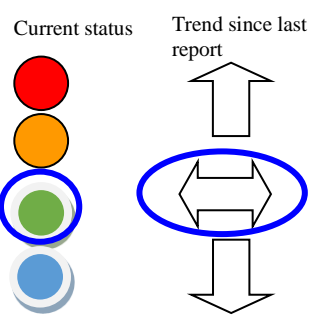
Budget Mandates

Progress and Next Steps at Month 2 (31st May 2016)

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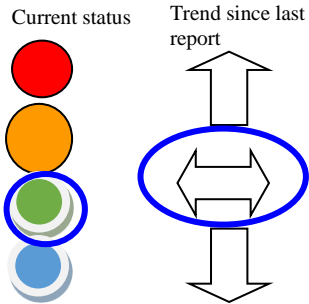
Mandate RAG	Progress up to month 2	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
Mandate Financial Year 13/14 Garden Waste Current status  Trend since last report 	Increase in charges for Garden Waste collection service. The charge for a garden waste service has increased from the 1 st April 2016 to £14 per permit. Each permit provides a one bag entitlement to a weekly collection service. A proportion of the additional income has already been realised at month 2 with the service predicting full income achievable in the financial year.	No next steps	Income Savings Total	40,000 0 40,000	40,000 0 40,000	0 0 0	Rachel Jowitt
Mandate A5 Sustainable Energy Initiatives Current status  Trend since last report 	Investing in biomass boilers, solar farms and reduction in Carbon Commitment. The solar farm grid connection has now been achieved. A business case for the solar farm is currently being considered by finance colleagues. Following approval it is anticipated that partial income will be generated in the financial year against the mandate target.	Establish timeline for approval of business case and Member approval.	Income Savings Total	0 34,000 34,000	0 0 0	0 34,000 34,000	Ben Winstanley

	An alternative plan for any shortfall in budget target will be considered as part of Month 6 reporting.						
<p>Mandate A14</p> <p>Home to School Transport</p> <p>Current status  Trend since last report </p>	<p>Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.</p> <p>Post 16 travel grant was removed in the financial year 2014/15 and budget base realigned.</p> <p>Mandate monitoring for the service identified for the financial year 2015/16 further savings would not be realised as grant had previously ceased and budget removed from service area.</p> <p>This maintains to be the position will the savings allocated to the financial year 2016/17.</p> <p>Transport Policy review has yet to be commenced.</p> <p>Alternative Delivery Plan at month 2 – The service has reduced other operational budgets to realise the savings identified in this mandate.</p>	<p>Continue discussions with elected Members on commencement of policy review.</p> <p>Alternative Delivery Plan – Month 2 reporting identified original plan not achievable as budget removed from service in previous financial year</p>	<p>Income 0</p> <p>Savings 30,000</p> <p>Total 30,000</p> <p>Total 30,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>30,000</p> <p>30,000</p> <p>30,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>30,000</p> <p>30,000</p> <p>0</p>	<p>Roger Hoggins/ Richard Cope</p>	

<p>Mandate A20</p> <p>Gwent Music</p> <p>Current status Trend since last report</p> 	<p>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient.</p> <p>Following consultation with Schools it was agreed to maintain the Gwent Music subsidy with the funding reduction to come via the Individuals School's Budget (ISB)</p> <p>The £50k was removed from the ISB for delegated funds to schools for the financial year 2016/17.</p> <p>An Access fund continues to operate and administered through the service.</p>	<p>To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the current financial climate.</p> <p>Gwent music continues to work closely with MCC to ensure the funding is used to support the need of Monmouthshire's pupils.</p> <p>Gwent music to continue to work on any potential income generation opportunities</p>		<table border="1"> <tr><td>Income</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Savings</td><td>50,000</td><td>50,000</td><td>0</td></tr> <tr><td>Total</td><td>50,000</td><td>50,000</td><td>0</td></tr> </table>	Income	0	0	0	Savings	50,000	50,000	0	Total	50,000	50,000	0			<p>Nikki Wellington</p>
Income	0	0	0																
Savings	50,000	50,000	0																
Total	50,000	50,000	0																
<p>Mandate A24</p> <p>Transition - Bright New Futures (SC&H)</p> <p>Current status Trend since last report</p> 	<p>Partnership transition project with Bridges.</p> <p>We entered the second year of a three year partnership transitions project with Bridges.</p> <p>The second year of the project we achieved savings in line with the original mandates as well as meeting the project objectives.</p> <p>This financial year we have entered the final year of the partnership agreement, mandate targets are on track to achieve within this financial year.</p>			<table border="1"> <tr><td>Income</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Savings</td><td>12,000</td><td>12,000</td><td>0</td></tr> <tr><td>Total</td><td>12,000</td><td>12,000</td><td>0</td></tr> </table>	Income	0	0	0	Savings	12,000	12,000	0	Total	12,000	12,000	0			<p>Julie Boothroyd</p>
Income	0	0	0																
Savings	12,000	12,000	0																
Total	12,000	12,000	0																

Mandate A28

Community Hubs



Community Hubs aim to deliver services in a different way, aligning them with the Whole Place philosophy. This will introduce major changes to how the library, one stop shop, Community Education and citizen advice and support services are delivered. We will create a hub in each town where in person services will be delivered. The contact centre will aim to provide a reliable and informed first point of contact for people contacting us other than in person.

We envisage works to commence on Abergavenny Hub during 2017 following a period of public and Member consultation to agree plans and costs.

Alternative Delivery Plan as at Month 2 (variance on original mandate target)

Due to delayed implementation of the community hub in Abergavenny the service has identified a reduction in the services resources budget along with the savings from staffing budgets due to vacancies.

Commence Member and Public consultation to agree plans and costs.

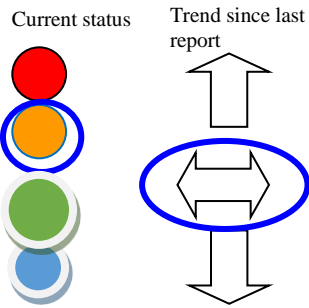
Income	0	0	0
Savings	50,000	0	50,000
Total	50,000	0	50,000

Income	0	0	0
Savings	50,000	50,000	0
Total	50,000	50,000	0

Deborah Hill-Howells/
Rachel Jowitt

Mandate A34

Adult Social Care Transformation



The service is continuing its journey on practice change and restructuring itself to meet future mandate savings with **community links and innovative approaches to domiciliary care, coupled with less reliance on admissions to residential care.**

During the financial year 2014/15 we worked as a collective team with Learning Disabilities as a more strategy area for practice change. As a result of this work we met the full mandate savings target which has been a major challenge but one that we have succeeded.

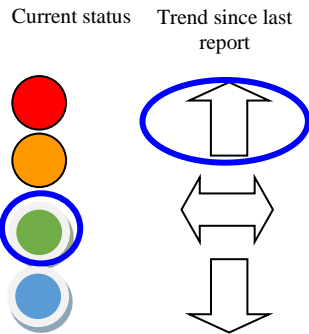
Moving into 2016/17 the size of the challenge around the mandate cannot be underestimated. We have the right size and operate practice change to deliver the identified savings as well as pave the way for savings planned for 2017/18. As a collective team we appear to be on line to make these savings but stress it is very early in the financial year.

Income	0	0	0
Savings	628,000	628,000	0
Total	628,000	628,000	0

Julie Boothroyd

Mandate B1

Leisure Services Income Generation



Income generation/cost savings within the service.

The summer activities have been remodelled to being more commercially focused, 'The Monmouthshire Games'. This new model if proved to be successful will be rolled out across other school holiday periods. The change in delivery method is anticipating to generate an additional £10k across the whole of the financial year


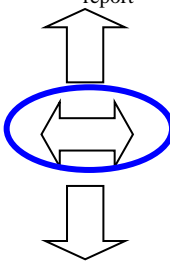
We have re-engaged with Technogym to look at innovative ways to retain members through the 'My Wellbeing System'. We have designed monthly member challenges and introduced KPI's to monitor performance, and


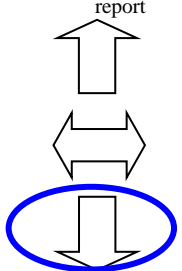
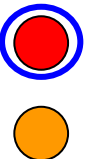

To continue to develop the new model and provide activities through all other school holiday periods.

Continue to monitor retention rates of members and continue to promote facilities at specific times throughout the year.

Income	55,000	55,000	0
Savings	65,000	65,000	0
Total	120,000	120,000	0

Ian Saunders

	<p>designed 3 specific targeted promotions. Retention and increase in new membership anticipates to generate an additional £10k</p> <p>The current Learn to swim programme is operating very successfully at 95%. Opportunities have been identified in some of our settings to further increase the % take up in swimming to generate an additional £10k.</p> <p>Events have already been planned for the financial year that include 'Status Quo' at Caldicot Castle this summer. This act along with other events already being planned will generate £25k additional income.</p> <p>A restructure is scheduled to take place within the next few months, resulting in a reduced budget requirement amounting to £55k.</p> <p>Current external management arrangements for the cleaning contract will be brought back in house resulting in a saving of £10k.</p>	<p>Continue to monitor the membership of the programme.</p>					
<p>Mandate B2</p> <p>Rationalise Business Support</p> <p>Current status</p>  <p>Trend since last report</p> 	<p>Review the business support functions across the whole Authority to identify savings.</p> <p>To date 56% of the total savings have been achieved. Further exploration continues to identify the current shortfall in mandate target.</p> <p>An alternative delivery plan will be put in place at month 6 if further savings have not been identified.</p>		<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>28,000</p> <p>50,000</p>	<p>0</p> <p>22,000</p> <p>22,000</p>	<p>Tracey Harry</p>

<p>Mandate B3</p> <p>Training Services consolidation</p> <p>Current status </p> <p>Trend since last report </p>	<p>Consolidation of the Authorities existing training functions.</p> <p>An initial report for the Authorities training provision has been produced outlining some income generating opportunities along with some budget savings through identified efficiencies.</p> <p>Further work is required across all training leads in the Authority to firm this report up, an update expected to be known at Month 6. Due to the delay in this detailed work the original mandate will not be achieved in the financial year 2016/17.</p> <p>Alternative Delivery Plan as at Month 2 (variance on original mandate target) - The service has considered alternative plans to deliver savings identified in the original mandate, however this would require a reduction in staffing levels resulting in non-delivery of demand led training needs of the Authority.</p>	<p>Continue to work with training leads to provide greater detail to the initial report, clearly identifying income generation opportunities and efficiencies.</p> <p>The service to continue to review other opportunities to contribute to original mandate savings identified.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>10,000</p> <p>10,000</p>	<p>0</p> <p>40,000</p> <p>40,000</p>	<p>Peter Davies</p>
<p>Mandate B5</p> <p>Community Asset Transfer/ Income generation</p> <p>Current status </p> <p>Trend since last report </p>	<p>Community Asset Transfer of two properties (£60k)</p> <p>MCC are still in discussion with Chepstow Town Council over the future usage of the Drill Hall building.</p> <p>The Estates department are currently requesting expression of interests from the Community groups for transfer of the Melville Theatre.</p>	<p>Continue discussions</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>100,000</p> <p>60,000</p> <p>160,000</p>	<p>0</p> <p>45,000</p> <p>0</p>	<p>100,000</p> <p>15,000</p> <p>115,000</p>	<p>Peter Davies</p> <p>Deb Hill-Howells/</p>





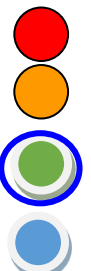
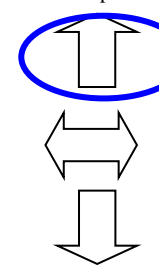

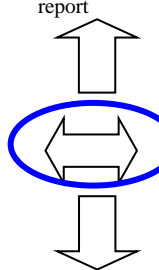
The savings identified in this mandate will be partially achieved in this financial year - £45k

Optimise Council Assets to Income Generate (£100k)

The savings to be achieved from Mandate B5 had been increased by £100k as a result of opportunities that the Authority wished to explore around working with commercial partners to exploit income generation opportunities around the use of its assets. As a result of initial exploration it is now unlikely that savings will be generated in 2016/17 from opportunities originally identified although these are still being pursued. However, as a result of the emergent Future Monmouthshire programme a specific work stream is being developed that will focus on identifying opportunities to optimise and commercially exploit assets. As this work stream develops there will be an early focus on opportunities that might offer the ability to generating savings in the short-term. A further update will be provided at month 6 where it is hoped that a more optimistic view can be offered on part or all of the savings being achieved.”

Alternative Delivery Plan as at Month 2 (variance on original mandate target) –

There is no alternative savings plan being offered forward at this stage as this will be explored as part of the FM strand referred to above.

<p>Mandate B7</p> <p>Legal Services</p> <p>Current status </p> <p>Trend since last report </p>	<p>Income generation by providing Legal services to external organisations.</p> <p>Negotiations with Melin Homes were delayed to an unsuccessful recruitment process following retirement of the team member that had responsibility for planning agreements.</p> <p>The service has seen an increase in demand from within the Authority, and current proposals are to realign the vacant post to cover this demand, resulting in little scope to income generate from external bodies.</p> <p>Alternative Delivery Plan as at Month 2 (variance on original mandate target) The service has received a one off grant from WG in respect of local land charges litigation. This grant will allow for the Income generation figures included in the original mandate to be covered for this financial year, however a pressure will exist for future financial years.</p>						
<p>Mandate B8</p> <p>Promoting Business Waste</p> <p>Current status </p> <p>Trend since last report </p>	<p>Introduction of a new policy to charge for trade waste, and better control over the use of household waste recycling centres.</p> <p>A policy was approved through Individual Member Decision on the 11th November 2015 for the prohibition of commercial vehicles at the Household Waste Recycling Centres.</p> <p>The policy was introduced in April 2016. Tonnages (which equal cost) appeared to have reduced and therefore there is confidence that the savings will be made.</p>	<p>Continue to monitor trade waste.</p>					

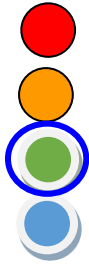
Income	25,000	0	25,000	Robert Tranter
Savings	0	0	0	
Total	25,000	0	25,000	
Income	0	0	0	
Savings	25,000	25,000	0	
Total	25,000	25,000	0	

Income	80,000	80,000	0	Rachel Jowitt
Savings	0	0	0	
Total	80,000	80,000	0	

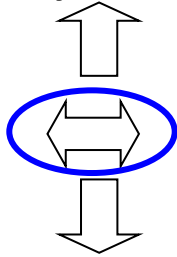
Mandate B9

**Planning Services-
Income Generation**

Current status



Trend since last report



Reduce the net cost of planning services with the increase of income from planning applications received.

Planning application fee income for the first 2 months of the year is down on the same period last year, some of which can be explained by the higher than normal number of major applications attracting large fees received in April 2015.

Income within the service can fluctuate significantly from month to month due to the high fees a small number of large applications can make.

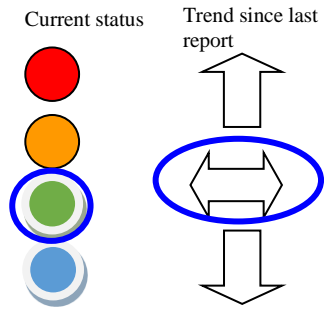
Legislative changes from August 2016 may increase application number before implementation, further update on applications will be available at month 6 reporting.

Income	40,000	40,000	0
Savings	0	0	0
Total	40,000	40,000	0

Mark Hand

Mandate B10

Extension shared lodgings housing scheme



Increase the Shared Housing Scheme within Monmouthshire. (£40k)

The service is experiencing the on-going challenge of acquiring private accommodation to discharge duty. The service continues to market the scheme and is further developing the web site to attract new landlords.

The service has secured leased properties.

Reduction in B&B costs. (£10k)

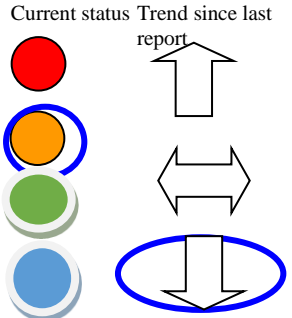
B&B placement and in average stay time reductions has resulted in a reduction in costs, however with the on-going challenge on securing private landlords for the Shared Housing Scheme this could result in B&B placements increasing in the future.

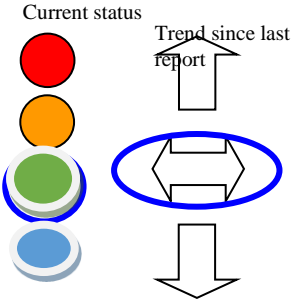
A priority for this financial year will be to evaluate the impact and benefit of the Joint Housing approach, engage with private landlords to facilitate discharging the homeless prevention duty and develop a private leasing model.

Continue to monitor the emerging risk of the consideration by Central Government to review the housing benefit regulations which could potentially reduce the housing benefit management charge resulting in a reduction in income to the service in future years.

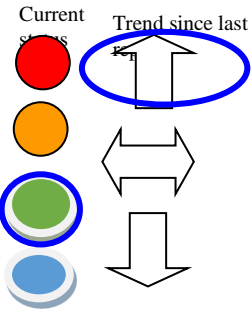
Income	40,000	40,000	0
Savings	10,000	10,000	0
Total	50,000	50,000	0

Ian Bakewell

<p>Mandate B11</p> <p>Leadership Team Structure Review</p> <p>Current status Trend since last report</p> 	<p>Re-alignment of Senior Key Posts and Roles.</p> <p>Cabinet gave approval to the Chief Executive on the 4th May 2016 to proceed with the Leadership Review.</p> <p>The report outlined a reduction of 8 management positions at Head of Service level, with the addition of 3 new posts.</p> <p>Interviews took place on the 28th May 2016.</p> <p>Council on the 8th June approved the post of Chief Officer Resources.</p>		<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>315,000</p> <p>315,000</p>	<p>0</p> <p>272,300</p> <p>272,300</p>	<p>0</p> <p>42,700</p> <p>42,700</p>	<p>Paul Matthews</p>
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	<p>This restructure amounts to a reduction in budget amounting to £272.3k</p> <p>Alternative Delivery Plan as at Month 2 (variance on original mandate target) – An alternative delivery plan is not available as at Month 2.</p>					
<p>Mandate B12</p> <p>Second Phase Review of subsidies to 3rd Sector</p> <p>Current status</p> 	<p>Consolidation and reduction of grants to 3rd sector providers.</p> <p>Following discussions with 3rd Sector bodies, revenue contributions were reduced in line with the mandate proposals.</p> <p>Funding has been secured for the Healthy Homes Scheme from another service for a 12 month period which commenced in April 2016, following this timescale the service will cease unless an alternative funding stream is secured.</p>		<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>75,000</p> <p>75,000</p>	<p>0</p> <p>75,000</p> <p>75,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>Will McLean</p>
<p>Mandate B13</p>			<p>Income</p>	<p>150,000</p>	<p>130,000</p>	<p>20,000</p>

**Highways
Infrastructure
Income Generation**



Income generation from highway advertisements across Monmouthshire (£50k)

Due to planning problems that have been encountered by the service with the installation of the signs, an anticipated delay in income is currently being reported amounting to £20k as at Month 2. Highway and planning colleagues are working on acceptable locations.

Increase in additional car parking spacing (£100k)

Review of off street public parking took place in 2014 and following extensive consultation a report was taken to Cabinet in September 2014, with a decision to propose a new car park order.

The Car Park Order has been circulated for consultation.

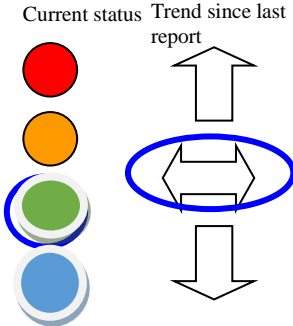
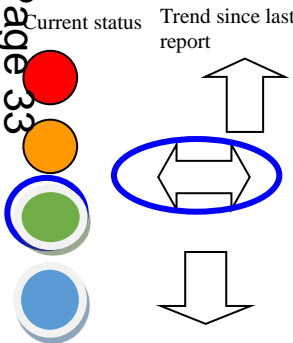
The service is currently reporting that the additional income identified from increased car park spaces in the mandate is on track for delivery but is subject to the outcome of the Car Park Order and Cabinet approval.

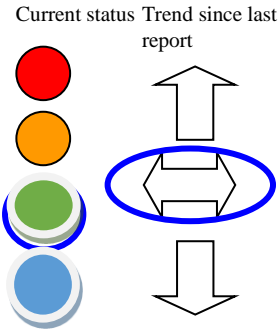
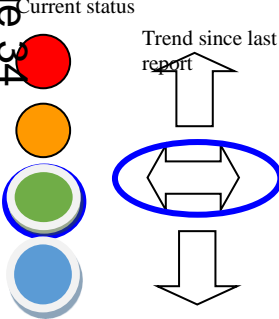
Alternative Delivery Plan as at month 2 (variance on original mandate target) – The service is looking to wider advertising opportunities to vehicles, bus shelters to offset the anticipated shortfall on original mandate targets.

The report along with recommendations is scheduled for Cabinet in July 2016.

Alternative Delivery Plan due to forecasted shortfall on budget target as at Month 2

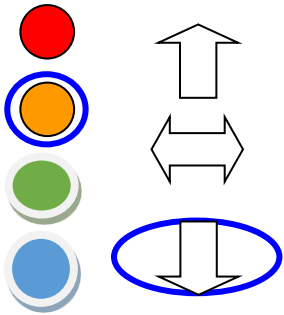
Savings	0	0	0	Roger Hoggins
Total	150,000	130,000	20,000	
Income	20,000	20,000	0	Alternative Delivery Plan due to forecasted shortfall on budget target as at Month 2
Savings	0	0	0	
Total	20,000	20,000	0	
Income	0	0	0	Mandate B14

<p>Grounds – Funding Review</p> <p>Current status Trend since last report</p> 	<p>Highways verge maintenance – reduce the number of cuts in the contract in line with the pollinator policy.</p> <p>In line with the pollinator policy the Authority has reduced highway verge mowing to one cut.</p> <p>Expansion of the partnership arrangements with Green Fingers, Abergavenny.</p> <p>MCC have been working in partnership with Green Fingers on the Lina Vista Site, Abergavenny. This partnership has been expanded and the group are now undertaking the routine maintenance of the site with support from MCC.</p>	<p>The Authority will continue to monitor highway verges to ensure safety remains a priority and where required take appropriate action.</p>	<p>Savings</p> <p>Total</p>	<p>75,000</p> <p>75,000</p>	<p>75,000</p> <p>75,000</p>	<p>0</p> <p>0</p>	<p>Rachel Jowitt</p>
<p>Mandate B15</p> <p>Highways Maintenance</p> <p>Current status Trend since last report</p> 	<p>Reducing the budgets within the highways section.</p> <p>Two posts have been transferred to SWTRA and an additional post deleted from the highways service.</p> <p>In addition a reduction in budgets for materials and vehicles has taken place.</p> <p>The mandate is on target to be delivered within the financial year</p>	<p>No next steps necessary</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>200,000</p> <p>200,000</p>	<p>0</p> <p>200,000</p> <p>200,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Roger Hoggins</p>
<p>Mandate B16</p>							

<p>Flexible Employment Options</p> <p>Current status Trend since last report</p> 	<p>Market to all staff the Authority's flexible benefits and employment packages.</p> <p>The Authority has introduced an additional annual purchase scheme to the other flexible employment benefits already on offer.</p> <p>The new scheme was launched on the 31st May allowing employees the opportunity to buy an additional 10 days leave per year.</p> <p>The service is confident in achieving the savings identified in this mandate based on information received from other Authorities operating similar schemes.</p>	<p>Monitor the number of additional leave purchased in line with the financial reporting timeline.</p> <p>Continue to market all of the flexible employment benefits available to employees.</p>		<p>Income 0</p> <p>Savings 50,000</p> <p>Total 50,000</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Peter Davies</p>
<p>Mandate B17</p> <p>Business rates evaluation - Appeals</p> <p>Current status Trend since last report</p> 	<p>Rate refunds following appeals</p> <p>The valuation office are continuing to focus on business rates so little progress has been made on any appeals to date. A monitoring meeting is scheduled with Cook and Arkwright on the 22nd September by which time progress is expected on appeals work with further information being available for month 9 reporting.</p> <p>Despite the current delay, Cooke and Arkwright are still very confident that these appeals will be successful and the £140k identified income will be achieved towards the end of the financial year.</p>	<p>Continued monitoring of position and planned update meetings with Cooke and Arkwright.</p>		<p>Income 140,000</p> <p>Savings 0</p> <p>Total 140,000</p>	<p>140,000</p> <p>0</p> <p>140,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Ruth Donovan</p>
<p>Mandate B18</p>							

Strategic Property Review

Current status



Residential Agency Service (£10k)

The original mandate identified the creation of an Arm's Length Company to provide a residential agency service. Following Legal advice it is highly unlikely that this is now a sound proposition, however discussions are on-going.

Termination of lease (£10k)

Termination of leases to generate efficiencies is on track to achieve the savings identified in the mandate for the financial year 2016/17.

Depot Rationalisation Programme (£20k)

Discussions have commenced around depot rationalisation. The project will require detailed service modelling, along with staff and public consultation. The timeline for this work will span over several financial years. The reduction in costs included in this mandate will not be achieved within this financial year.

Letting Income from renting additional properties (£20k)

Proposed income being delivered from additional property rental in on target to deliver within the financial year.

Alternative Delivery Plan as at Month 2 (variance on original mandate target) – Due to other pressure within the service an alternative delivery plan has not been possible.

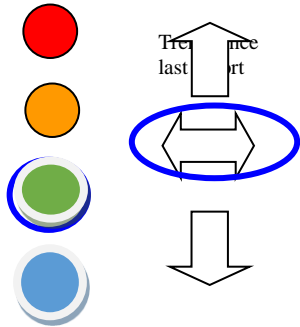
Income	30,000	20,000	10,000	Deb Hill-Howells/ Ben Winstanley
Savings	30,000	10,000	20,000	
Total	60,000	30,000	30,000	

Mandate B19

Income	15,000	15,000	0
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Property Services and Facilities Management review

Current status



Page 36

Reduction in corporate building maintenance budgets.

The budgets have been reduced within the financial year. ***The shortfall in the purchase card rebate savings of £7.5k will be covered by increasing the reduction in the corporate building maintenance budget.***

Purchase rebates from the use of procurement cards. (£15k)

The implementation of the procurement card is anticipated by the 1st July, ***It is anticipated that this will reduce the savings to £7.5k for the financial year.***

Facility Management restructure (£35k)

Two vacant posts have been removed from the staffing establishment that has contributed to the savings identified along with additional income generation through the provision of services to Gwent Police via the Shared facility management arrangement.

Transport cost reductions (£10k)

The fleet size for the catering/cleaning service has reduced, along with changing to more fuel efficient vehicles, resulting in targeted savings on track for delivery.

Reduction in supplies and services (£20k)

The service has reduced the supplies and services budgets

Continue to monitor corporate buildings maintenance requirements to ensure they remain fit for purpose for the organisation.

Continue to monitor progress of implementation. If a delay in proposed implementation date, Service Manager to identify an alternative delivery plan at Month 6.

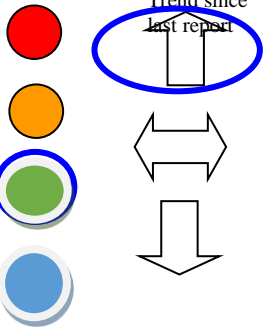
Continue to review fleet to identify any further efficiencies.

Savings	85,000	85,000	0	Rob O'Dwyer
Total	100,000	100,000	0	

Mandate B20

Phase 3 of Additional Learning Needs review

Current status



Deri View SNRB (£50k)

Cabinet considered a report on the 13th April 2016 regarding the SNRB at Deri View with a decision to consider the place of the SNRB within a much wider review that is currently underway, including the provision for Additional Learning Needs and Inclusion Services across the Authority and South East Wales region. There has been a significant reduction in the pupils being educated in the SNRB resulting in a reduction in the staffing requirements and savings achievable for the financial year amounting to £50k

Placement costs for External pupils attending Mounton House (£250k).

Placement costs were increased from January 2016. Current projected numbers from external placements for this term and the Autumn term will result in income target being achieved within the financial year.

Implementation of new funding formula from April 2016. (£250k).

Statutory process to introduce the change in the funding formula for delegation rates to Mounton House School has been completed and came into effect from April 2016, resulting in savings identified in the mandate being achieved within the financial year.

Continue the wider review to include Additional Learning Needs and Inclusion Services across the Authority and the South East Wales region as agreed by Cabinet on the 13th April 2016.

Continue to monitor external pupil placements numbers.

Income	250,000	250,000	0
Savings	300,000	300,000	0
Total	550,000	550,000	0

Sharon Randall-Smith

Mandate B21

Town and Community Councils

Current status Trend since last report

The legend shows four colored circles (red, orange, green, blue) representing different current statuses. To their right are three arrows: an upward arrow, a double-headed horizontal arrow, and a downward arrow, representing different trends since the last report.

Community Hubs (£90k)

A reduction in resources budgets, and savings from staff vacancies will result in £70k of the identified target being achievable in the financial year.

Public Conveniences (£110k)

Contribution from Town Councils amounting to £80k, and a reduction in maintenance and utilities of £10k. £90k of the identified target is achievable within the financial year.

Tourism (£25k)

A contribution of £5k to date has been secured from the Town Council for Chepstow TIC.

Museums (£20k)

No contribution from the Town Councils for Museum Services have been secured to date. But the service will be revised accordingly to mitigate the savings pressure in full.

Waste (£83.5k)

Contributions received from the Town Councils.

Grounds (£71.5k)

Staff vacancies within the service will achieve the identified target within the financial year.

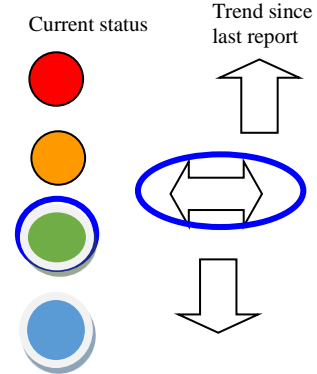
Alternative Delivery Plan as at Month 2 (variance on original mandate target) – An alternative delivery plan is not available as at Month 2.

Income	0	0	0
Savings	400,000	320,000	80,000
Total	400,000	320,000	80,000

Roger Hoggins

Mandate B22

Collaboration and realigning structures in operations



A joint working/collaboration between Newport City Council and Monmouthshire County Council for the provision of passenger transport.

Newport and MCC continue to collaborate Management arrangements to deliver passenger transport. Interim arrangements have been extended until the 31st October 2016, with a view to taking forward collaboration during this period.

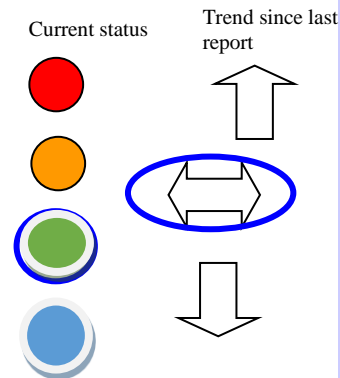
Income	0	0	0
Savings	100,000	100,000	0
Total	100,000	100,000	0

Roger Hoggins

Page 3

Mandate B23

Discretionary Fees and Income

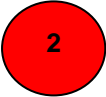
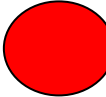
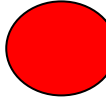
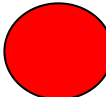
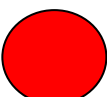

















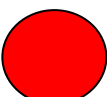
Increase discretionary fees and charges, calculated at 10% through cost reduction the service area or increased income.


Early indications from the services are that discretionary fee targets are on track for delivery, however they are subject to external factors that will continue to be monitored by service areas.


Income	25,200	25,200	0
Savings	0	0	0
Total	25,200	25,200	0


Joy Robson

Status Summary Month 2	Status Summary Month 6	Status Summary Month 9	Status Summary Outturn	Key
				
				
				
				

 Not on target. Concerns identified with delivery of mandate.

 Monitoring required. Current status indicates partial delivery on mandate targets for the financial year.

 On target to deliver all savings within the financial year.

 Over achieving on original targets identified.

Mandate Reference Key

A – Mandates that originated in the financial year 2015/16 or earlier but also impact in the current financial year, 2016/17.

B – New mandates for the financial year 2016/17

Mandate Number	Mandate Summary	RAG Month 2	RAG Month 6	RAG Month 9	RAG Outturn
13/14	Waste				
A5	Sustainable Energy Initiatives				
A14	Home to School Transport				
A20	Gwent Music				
A24	Transition - Bright New Futures				
A28	Community Hubs/Contact Centre				
A34	Adult Social Care Transformation				
B1	Income generation – Leisure				
B2	Rationalise business support				
B3	Training Services Consolidation				
B5	Community Asset Transfer/Income Generation				
B7	Legal Services				
B8	Promoting Business Waste				
B9	Planning Services – Income Generation				
B10	Extension shared lodgings housing scheme				
B11	Leadership Team Structure Review				
B12	Second Phase Review of subsidies to 3 rd Sector				
B13	Highways Infrastructure Income Generation				
B14	Grounds – Funding Review				
B15	Highways Maintenance				
B16	Flexible employment options				
B17	Business rates Evaluation - Appeals				
B18	Strategic Property Review				
B19	Property Services and Facilities Management Review				
B20	Phase 3 of Additional Learning Needs review				
B21	Town and Community Councils				
B22	Collaboration and realigning structure sin operations				
B23	Discretionary Fees and Income				

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Strong Communities Select Committee Portfolio Position Statement Month 2 (2016/17)

APPENDIX 2

Head of Operations Commentary

Following the first two months transactions a small overspend is predicted in cleaning and schools catering. Work continues with town and community councils to gain support and funding for toilet cleaning which will assist in recovering the cleaning position and primary sector catering does suffer from variations leading into the Summer period. Often this is recovered in the Autumn and Winter period but officers will be monitoring performance. At this stage in the financial year officers anticipate some typical movement in budgets relating to service demand (waste disposal, recycling, winter maintenance etc.) but do not anticipate such variations placing pressure upon service budgets over the year. However the new SWTRA agreement and the new financial arrangement between the lead authorities and SWTRA/WG is presently being developed and this has the potential to have a significant impact upon the budget as the method of cost recovery and the value of works undertaken is eventually agreed. Welsh Government is seeking to reduce the budget overall but at this stage it is not clear what effect this has upon MCC. It will become clearer during the year and the financial impact can be better assessed.

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Service Area	Original Budget £000's	Budget Virements £000's	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
Chief Executive's Office	6,810	24	6,834	6,808	(26)
Operations	17,255	(5)	17,250	17,291	41
Corporate	19,795	0	19,795	19,867	72
Appropriations	5,755	(700)	5,055	5,189	134
Financing	(148,701)	0	(148,701)	(149,564)	(863)
Total	(99,086)	(681)	(99,767)	(100,409)	(642)

1.2 The most significant over and underspends are

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
CEO			
Revenues	15		Overspend mainly due to summons income being less than budgeted
Systems & Exchequer		(22)	additional rechargeable income received from Schools
Other CEO		(19)	See Appendix 10
OPERATIONS			
Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
Operations – Building Cleaning	28		Over spend in relation to delay in passing cleaning service to Town /Community Councils
Operations – School Catering	17		The catering service is forecasting to overspend due to the sections inability to achieve the full additional 2.5% increase on income
Other Operations		(4)	See Appendix 9

Corporate Services	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
CORPORATE			
Early Retirement Pension Costs	72		Additional pension strain cost notified in latter part of 2015/16 for 2016/17 financial year
APPROPRIATIONS			
Attributable Costs - Fixed Asset Disposal	54		A reserve funded budget for Estates Officer time was omitted in error when preparing the 16/17 MTFP
Priority Investment Reserve Funding	80		£80k is not required to help fund the Eisteddfod in Abergavenny
FINANCING			
Council Tax		(550)	Increased Council Tax Base
Benefit Support		(313)	Less claimants than budgeted for
Total Strong Communities	266	(908)	Net Underspend (642)

1.3 Please see Appendix 9,10,11,12 and 13 for further analysis of the directorate expenditure at month 2.

2. 2016-17 Savings Progress

2.1 The savings required by the 2016-17 budget mandates have not yet been fully secured.

Operations Budgeted savings are £1,065,000 and at month 2, £1,045,000 have been identified. Of the remaining savings, £20,000 are deemed to be unachievable.

Chief Executives budgeted savings were £555,000. £490,300 has been identified at month 2. Of the remaining savings, £22,000 is deemed to be unachievable and £47,200 will be achieved through an alternative delivery model.

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s
	STRONG COMMUNITIES				
13/14	Garden Waste	40,000	40,000	0	0
A14	Home to School Transport	30,000	30,000	0	0
A28	Community Hubs	25,000	25,000	0	0
B8	Promoting Business Waste	80,000	80,000	0	0
B13	Highways Infrastructure Income Generation	150,000	150,000	0	0
B14	Grounds – funding review	75,000	75,000	0	0
B15	Highways Maintenance	200,000	200,000	0	0
B19	Property Services Management Review	100,000	100,000	0	0
B21	Town & Community Councils	265,000	245,000	0	20,000

B22	Collaboration and realigning structures in Operations	100,000	100,000	0	0
	Total Operations	1,065,000	1,045,000	0	20,000
	CHIEF EXECUTIVES'				
B2	Rationalise Business Support	50,000	28,000	0	22,000
B7	Legal Services	25,000	25,000	0	0
B11	Senior Leadership Team Restructure	315,000	272,300	42,700	0
B17	Business Rates Appeals	140,000	140,000	0	0
B23	Discretionary Fees And income	25,000	25,000	0	0
	Total CEO	555,000	490,300	42,700	22,000

2.1.1 Please see Savings Mandate Appendix SM for further details on savings

Mandate Reference Key

A – Mandates that originated in the financial year 2015/16 or earlier but also impact in the current financial year, 2016/17.


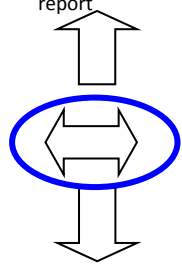
B – New mandates for the financial year 2016/17

Mandate Number	Mandate Summary	RAG Month 2	RAG Month 6	RAG Month 9	RAG Outturn
13/14	Waste				
A14	Home to School Transport				
A28	Community Hubs/Contact Centre				
B2	Rationalise business support				
B7	Legal Services				
B8	Promoting Business Waste				
B9	Planning Services – Income Generation				
B11	Leadership Team Structure Review				
B13	Highways Infrastructure Income Generation				
B14	Grounds – Funding Review				
B15	Highways Maintenance				
B17	Business rates Evaluation - Appeals				
B19	Property Services and Facilities Management Review				
B21	Town and Community Councils				
B22	Collaboration and realigning structure in operations				
B23	Discretionary Fees and Income				

Budget Mandates

Progress and Next Steps at Month 2 (31st May 2016)

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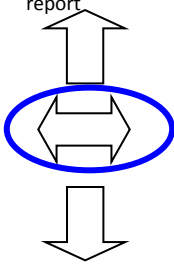
Mandate RAG	Progress up to month 2	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
<p>Mandate Financial Year 13/14</p> <p>Garden Waste</p> <p>Current status  Trend since last report </p>	<p>Increase in charges for Garden Waste collection service.</p> <p>The charge for a garden waste service has increased from the 1st April 2016 to £14 per permit.</p> <p>Each permit provides a one bag entitlement to a weekly collection service.</p> <p>A proportion of the additional income has already been realised at month 2 with the service predicting full income achievable in the financial year.</p>	<p>No next steps</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>40,000</p> <p>0</p> <p>40,000</p>	<p>40,000</p> <p>0</p> <p>40,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>

Mandate A14

Home to School Transport

Current status

Trend since last report



Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.

Post 16 travel grant was removed in the financial year 2014/15 and budget base realigned.

Mandate monitoring for the service identified for the financial year 2015/16 further savings would not be realised as grant had previously ceased and budget removed from service area.

This maintains to be the position will the savings allocated to the financial year 2016/17.

Continue discussions with elected Members on commencement of policy review.

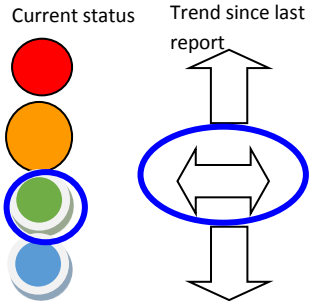
Income	0	0	0
Savings	30,000	0	30,000
Total	30,000	0	30,000

Roger Hoggins/
Richard Cope

	<p>Transport Policy review has yet to be commenced.</p> <p>Alternative Delivery Plan at month 2 – The service has reduced other operational budgets to realise the savings identified in this mandate.</p>	<p>Alternative Delivery Plan – Month 2 reporting identified original plan not achievable as budget removed from service in previous financial year</p>	Total	30,000	30,000	0	
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Mandate A28

Community Hubs



Community Hubs aim to deliver services in a different way, aligning them with the Whole Place philosophy. This will introduce major changes to how the library, one stop shop, Community Education and citizen advice and support services are delivered. We will create a hub in each town where in person services will be delivered. The contact centre will aim to provide a reliable and informed first point of contact for people contacting us other than in person.

We envisage works to commence on Abergavenny Hub during 2017 following a period of public and Member consultation to agree plans and costs.

Alternative Delivery Plan as at Month 2 (variance on original mandate target)
 Due to delayed implementation of the community hub in Abergavenny the service has identified a reduction in the services resources budget along with the savings from staffing budgets due to vacancies.

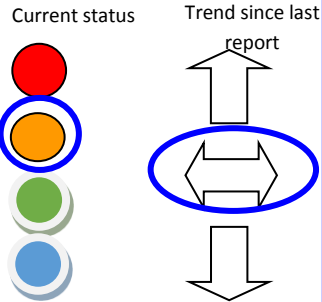
Commence Member and Public consultation to agree plans and costs.

Income	0	0	0
Savings	50,000	0	50,000
Total	50,000	0	50,000
Income	0	0	0
Savings	50,000	50,000	0
Total	50,000	50,000	0

Deborah Hill-Howells/
 Rachel Jowitt

Mandate B2

Rationalise Business Support



Review the business support functions across the whole Authority to identify savings.

To date 56% of the total savings have been achieved. Further exploration continues to identify the current shortfall in mandate target.

An alternative delivery plan will be put in place at month 6 if further savings have not been identified.

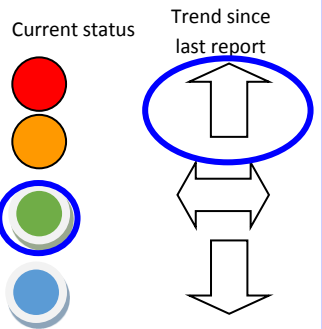
Income	0	0	0
Savings	50,000	28,000	22,000
Total	50,000	50,000	22,000

Tracey Harry

Mandate B7

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Legal Services



Income generation by providing Legal services to external organisations.

Negotiations with Melin Homes were delayed to an unsuccessful recruitment process following retirement of the team member that had responsibility for planning agreements.

The service has seen an increase in demand from within the Authority, and current proposals are to realign the vacant post to cover this demand, resulting in little scope to income generate from external bodies.


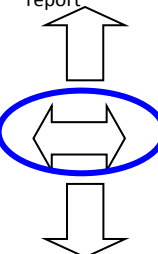
Alternative Delivery Plan as at Month 2 (variance on original mandate target)

The service has received a one off grant from WG in respect of local land charges litigation. This grant will allow for the

Income	25,000	0	25,000
Savings	0	0	0
Total	25,000	0	25,000

Robert Tranter

Income	0	0	0
Savings	25,000	25,000	0
Total	25,000	25,000	0

	<p>Income generation figures included in the original mandate to be covered for this financial year, however a pressure will exist for future financial years.</p>						
<p>Mandate B8</p> <p>Promoting Business Waste</p> <p>Current status </p> <p>Trend since last report </p>	<p>Introduction of a new policy to charge for trade waste, and better control over the use of household waste recycling centres.</p> <p>A policy was approved through Individual Member Decision on the 11th November 2015 for the prohibition of commercial vehicles at the Household Waste Recycling Centres.</p> <p>The policy was introduced in April 2016. Tonnages (which equal cost) appeared to have reduced and therefore there is confidence that the savings will be made.</p>	<p>Continue to monitor trade waste.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>80,000</p> <p>0</p> <p>80,000</p>	<p>80,000</p> <p>0</p> <p>80,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>

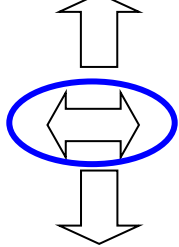
Mandate B9

**Planning Services-
Income Generation**

Current status



Trend since last
report



Reduce the net cost of planning services with the increase of income from planning applications received.

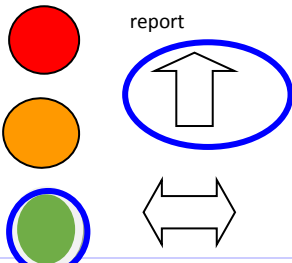
Planning application fee income for the first 2 months of the year is down on the same period last year, some of which can be explained by the higher than normal number of major applications attracting large fees received in April 2015.

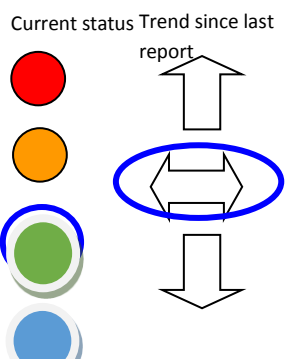
Income within the service can fluctuate significantly from month to month due to the high fees a small number of large applications can make.

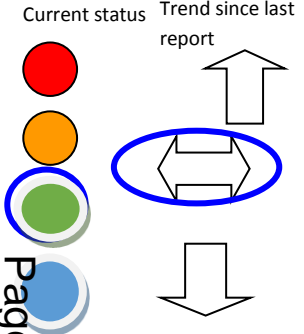
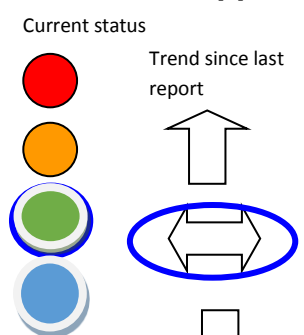
Legislative changes from August 2016 may increase application number before implementation; further update on applications will be available at month 6 reporting.

Income	40,000	40,000	0	Mark Hand
Savings	0	0	0	
Total	40,000	40,000	0	

<p>Mandate B11</p> <p>Leadership Team Structure Review</p> <p>Current status Trend since last report</p> 	<p>Re-alignment of Senior Key Posts and Roles.</p> <p>Cabinet gave approval to the Chief Executive on the 4th May 2016 to proceed with the Leadership Review.</p> <p>The report outlined a reduction of 8 management positions at Head of Service level, with the addition of 3 new posts.</p> <p>Interviews took place on the 28th May 2016.</p>		<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>315,000</p> <p>315,000</p>	<p>0</p> <p>272,300</p> <p>272,300</p>	<p>0</p> <p>42,700</p> <p>42,700</p>	<p>Paul Matthews</p>
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	<p>Council on the 8th June approved the post of Chief Officer Resources.</p> <p>This restructure amounts to a reduction in budget amounting to £272.3k</p> <p>Alternative Delivery Plan as at Month 2 (variance on original mandate target) – An alternative delivery plan is not available as at Month 2.</p>					
<p>Mandate B13</p> <p>Highways Infrastructure Income Generation</p> <p>Current status</p> <p>Trend since last report</p> 	<p>Income generation from highway advertisements across Monmouthshire (£50k)</p> <p>Due to planning problems that have been encountered by the service with the installation of the signs, an anticipated delay in income is currently being reported amounting to £20k as at Month 2. Highway and planning colleagues are working on acceptable locations.</p> <p>Increase in additional car parking spacing (£100k)</p>	<p>The report along with recommendations is</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>150,000</p> <p>0</p> <p>150,000</p>	<p>130,000</p> <p>0</p> <p>130,000</p>	<p>20,000</p> <p>0</p> <p>20,000</p> <p>Roger Hoggins</p>

	<p>Review of off street public parking took place in 2014 and following extensive consultation a report was taken to Cabinet in September 2014, with a decision to propose a new car park order.</p> <p>The Car Park Order has been circulated for consultation.</p> <p>The service is currently reporting that the additional income identified from increased car park spaces in the mandate is on track for delivery but is subject to the outcome of the Car Park Order and Cabinet approval.</p> <p>Alternative Delivery Plan as at month 2 (variance on original mandate target) – The service is looking to wider advertising opportunities to vehicles, bus shelters to offset the anticipated shortfall on original mandate targets.</p>	<p>scheduled for Cabinet in July 2016.</p> <p>Alternative Delivery Plan due to forecasted shortfall on budget target as at Month 2</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>20,000</p> <p>0</p> <p>20,000</p>	<p>20,000</p> <p>0</p> <p>20,000</p>	<p>0</p> <p>0</p> <p>0</p>	
<p>Mandate B14</p> <p>Grounds – Funding Review</p> <p>Current status Trend since last report</p> 	<p>Highways verge maintenance – reduce the number of cuts in the contract in line with the pollinator policy.</p> <p>In line with the pollinator policy the Authority has reduced highway verge mowing to one cut.</p> <p>Expansion of the partnership arrangements with Green Fingers, Abergavenny.</p> <p>MCC have been working in partnership with Green Fingers on the Lina Vista Site, Abergavenny. This partnership has been</p>	<p>The Authority will continue to monitor highway verges to ensure safety remains a priority and where required take appropriate action.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>75,000</p> <p>75,000</p>	<p>0</p> <p>75,000</p> <p>75,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>

	expanded and the group are now undertaking the routine maintenance of the site with support from MCC.																	
<p>Mandate B15</p> <p>Highways Maintenance</p> <p>Current status Trend since last report</p> 	<p>Reducing the budgets within the highways section.</p> <p>Two posts have been transferred to SWTRA and an additional post deleted from the highways service.</p> <p>In addition a reduction in budgets for materials and vehicles has taken place.</p> <p>The mandate is on target to be delivered within the financial year</p>	No next steps necessary	<table> <tr> <td>Income</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Savings</td> <td>200,000</td> <td>200,000</td> <td>0</td> </tr> <tr> <td>Total</td> <td>200,000</td> <td>200,000</td> <td>0</td> </tr> </table>	Income	0	0	0	Savings	200,000	200,000	0	Total	200,000	200,000	0			Roger Hoggins
Income	0	0	0															
Savings	200,000	200,000	0															
Total	200,000	200,000	0															
<p>Mandate B17</p> <p>Business rates evaluation - Appeals</p> <p>Current status Trend since last report</p> 	<p>Rate refunds following appeals</p> <p>The valuation office is continuing to focus on business rates so little progress has been made on any appeals to date. A monitoring meeting is scheduled with Cook and Arkwright on the 22nd September by which time progress is expected on appeals work with further information being available for month 9 reporting.</p> <p>Despite the current delay, Cooke and Arkwright are still very confident that these</p>	Continued monitoring of position and planned update meetings with Cooke and Arkwright.	<table> <tr> <td>Income</td> <td>140,000</td> <td>140,000</td> <td>0</td> </tr> <tr> <td>Savings</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>140,000</td> <td>140,000</td> <td>0</td> </tr> </table>	Income	140,000	140,000	0	Savings	0	0	0	Total	140,000	140,000	0			Ruth Donovan
Income	140,000	140,000	0															
Savings	0	0	0															
Total	140,000	140,000	0															

appeals will be successful and the £140k identified income will be achieved towards the end of the financial year.

Mandate B18

Strategic Property Review

Current status Trend since last report

Page 60

Residential Agency Service (£10k)

The original mandate identified the creation of an Arm's Length Company to provide a residential agency service. Following Legal advice it is highly unlikely that this is now a sound proposition, however discussions are on-going.

Termination of lease (£10k)

Termination of leases to generate efficiencies is on track to achieve the savings identified in the mandate for the financial year 2016/17.

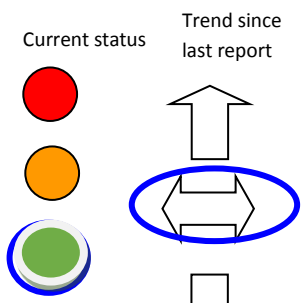
Depot Rationalisation Programme (£20k)


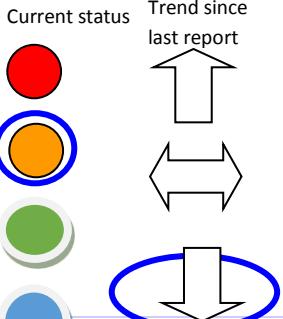
Discussions have commenced around depot rationalisation. The project will require detailed service modelling, along with staff and public consultation. The timeline for this work will span over several financial years. The reduction in costs included in this mandate will not be achieved within this financial year.

Letting Income from renting additional properties (£20k)

Income	30,000	20,000	10,000
Savings	30,000	10,000	20,000
Total	60,000	40,000	30,000

Deb Hill-Howells/
Ben Winstanley

	<p>Proposed income being delivered from additional property rental in on target to deliver within the financial year.</p> <p>Alternative Delivery Plan as at Month 2 (variance on original mandate target) – Due to other pressure within the service an alternative delivery plan has not been possible.</p>					
<p>Mandate B19</p> <p>Property Services and Facilities Management review</p> 	<p>Reduction in corporate building maintenance budgets. The budgets have been reduced within the financial year. <i>The shortfall in the purchase card rebate savings of £7.5k will be covered by increasing the reduction in the corporate building maintenance budget.</i></p> <p>Purchase rebates from the use of procurement cards. (£15k) The implementation of the procurement card is anticipated by the 1st July, <i>It is anticipated that this will reduce the savings to £7.5k for the financial year.</i></p>	<p>Continue to monitor corporate buildings maintenance requirements to ensure they remain fit for purpose for the organisation.</p> <p>Continue to monitor progress of implementation. If a delay in proposed implementation date, Service Manager to identify an alternative delivery plan at Month 6.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>15,000</p> <p>85,000</p> <p>100,000</p>	<p>15,000</p> <p>85,000</p> <p>100,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>Rob O'Dwyer</p>

	<p>Facility Management restructure (£35k) Two vacant posts have been removed from the staffing establishment that has contributed to the savings identified along with additional income generation through the provision of services to Gwent Police via the Shared facility management arrangement.</p> <p>Transport cost reductions (£10k) The fleet size for the catering/cleaning service has reduced, along with changing to more fuel efficient vehicles, resulting in targeted savings on track for delivery.</p> <p>Reduction in supplies and services (£20k) The service has reduced the supplies and services budgets</p>	<p>Continue to review fleet to identify any further efficiency.</p>					
<p>Mandate B21</p> <p>Town and Community Councils</p> <p>Current status Trend since last report</p> 	<p>Community Hubs (£90k) A reduction in resources budgets and savings from staff vacancies will result in £70k of the identified target being achievable in the financial year.</p> <p>Public Conveniences (£110k) Contribution from Town Councils amounting to £80k, and a reduction in maintenance and utilities of £10k. £90k of the identified target is achievable within the financial year.</p> <p>Tourism (£25k)</p>		<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>400,000</p> <p>400,000</p>	<p>0</p> <p>320,000</p> <p>320,000</p>	<p>0</p> <p>80,000</p> <p>80,000</p>	<p>Roger Hoggins</p>

A contribution of £5k to date has been secured from the Town Council for Chepstow TIC.

Museums (£20k)

No contribution from the Town Councils for Museum Services have been secured to date.

Waste (£83.5k)

Contributions received from the Town Councils.

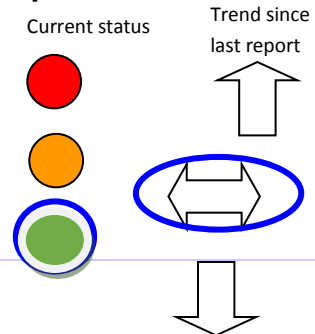
Grounds (£71.5k)

Staff vacancies within the service will achieve the identified target within the financial year.

Alternative Delivery Plan as at Month 2 (variance on original mandate target) – An alternative delivery plan is not available as at Month 2.

Mandate B22







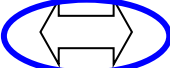

Collaboration and realigning structures in operations



A joint working/collaboration between Newport City Council and Monmouthshire County Council for the provision of passenger transport.

Newport and MCC continue to collaborate Management arrangements to deliver passenger transport. Interim arrangements have been extended until the 31st October 2016, with a view to taking forward collaboration during this period.

Income	0	0	0	Roger Hoggins
Savings	100,000	100,000	0	
Total	100,000	100,000	0	

							
<p>Mandate B23</p> <p>Discretionary Fees and Income</p> <p>Current status Trend since last report</p> <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">     </div> <div>    </div> </div> <p style="position: absolute; left: -40px; top: 50px; transform: rotate(-90deg);">Page 64</p>	<p>Increase discretionary fees and charges, calculated at 10% through cost reduction the service area or increased income.</p> <p>Early indications from the services are that discretionary fee targets are on track for delivery; however they are subject to external factors that will continue to be monitored by service areas.</p>		<p>Income</p> <p>Savings</p> <p>Total</p>	<p>25,200</p> <p>0</p> <p>25,200</p>	<p>25,200</p> <p>0</p> <p>25,200</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Joy Robson</p>

3. Capital Outturn Forecast

The capital budget of £0 had been increased by slippage from 2015/16 of £3,242,549 to a new total of £7,938,860. The budget is separated under the following headings

Strong Communities	Annual Forecast £000's	Original / Revision Budget £000's	Slippage from 2015/16 £000's	Total Approved Budget £000's	Slippage to 2015/16 £000's	Total Adjusted Budget £000's	Annual Overspend / (Underspend) Month 2 £000's
Development Schemes Over £250k	0	0	0	0	0	0	0
Development Schemes Under £250k - Essential Works	402	0	402	402	0	402	0

Development Schemes Under £250k - Other Recommend	475	270	205	475	0	475	0
Infrastructure	3,649	2,241	1,408	3,649	0	3,649	0
IT Schemes - Infrastructure/Hardware	72	0	72	72	0	72	0
IT Schemes - Web Related	35	0	35	35	0	35	0
Low Cost Home Ownership	112	0	112	112	0	112	0
Maintenance Schemes - General	439	301	138	439	0	439	0
Renovation Grants	607	600	7	607	0	607	0
Section 106	1,098	382	716	1,098	0	1,098	0
Specific Grant Funded	0	0	0	0	0	0	0
Maintenance Schemes - Property	1,049	902	147	1,049	0	1,049	0
Grand Total	7,939	4,314	3,243	7,939	0	7,939	0

Further details of all the schemes are contained in the appendix 2C. Currently no variation has been reported and so the budgets are presented here for information only.

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**Economy & Development Select Committee
Portfolio Position Statement Month 2 (2016-17)**

APPENDIX 3

DIRECTOR'S COMMENTARY

The Directorate continues to respond to significant upheaval during the year with regard to increasing previous and current year mandated saving delivery and re-engineering of services. All of this is happening in tandem with lead responsibility for Future Monmouthshire and so balancing resources to manage today, whilst preparing for tomorrow is a challenge, but equally an opportunity we must continue to vigorously pursue.

Commonly outturn forecasts improve during the year, and efforts will continue to be made to that end. But looking forward, continuing cost pressures remain around markets, leisure, museums and culture, and whilst we are generating more income than ever – it remains insufficient in meeting annually uplifted targets. This reflects some of the issues we're experiencing whereby the current service formats, mean we have saturated the markets available to us and without considerable capital investment - it is not feasible to charge premium rates. This position, which will not change as things currently stand, is now a driver underpinning exploration of alternative delivery vehicles and the Future Monmouthshire programme.

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Service Area	Original Budget £000's	Budget Virements £000's	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
Community led Delivery	1,512	242	1,754	1,873	119
Commercial and People Development	3,398	190	3,589	3,754	165
Enterprise Management	409	0	409	409	0
Development Planning	935	100	1,035	1,035	0
Tourism, life and Culture	2,342	51	2,393	2,584	191

Total	8,596	583	9,179	9,655	475
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1.2 The most significant over and underspends are

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
Markets	130		Inability to achieve the expected income target by £121k and unbudgeted employee costs from Borough Theatre
Sustainability	85		Due to the sections inability to achieve the expected income target along with sustainable energy mandate A5
Property Management	78		Overspend by £78k is due in part to the inability to achieve mandate saving B18
Cemeteries		(54)	50k this mainly relates to higher income
County Farms		(19)	lower than anticipated revenue maintenance
Eisteddfod		(80)	£80k to be returned to the reserve the local communities have raised £210k of the £300k underwritten by MCC
Community Hubs	21		unbudgeted supply staff along with the sections inability to achieve the full mandate saving B21
Whole Place		(18)	underspend by £18k on supplies and services
Economic Development	90		Delay in Commercialisation of assets mandate B5
Training	40		Alternative delivery plan being formulated as restructured training organisation cannot sustain proposed cut to funding
ICT Technology	100		A £100k overspend is due to budget for software sales that has not yet been achieved
Museums	0		Whilst there are £40k pressures inherent within the service at the moment i.e. 20k relates to the additional Town Council Savings. 10k relates to Green

			screen savings carried forward from 2015-16 and 10k relates to the conservation service. The service is forecasting a breakeven position by end of year due to revised service levels.
Leisure	74		relates to a learning co-ordinator post which has been grant funded in the past, £20k relates to mandate B5 which is unachievable and £40k unbudgeted redundancy costs
Tourism	117		£80k over spend at Caldicot relating to staff costs and historical budget pressures. £37k relates to TICS staff costs
Other		(89)	See Appendix 8
TOTAL	735	(260)	Net Total 475

1.3 Further analysis of Economic and Development Select Expenditure can be found in Appendix 8

2016-17 Savings Progress

The savings required by the 2016-17 have not yet been fully secured.

Enterprise budgeted savings were £799,000 and at month 2, £510,000 have been identified. Of the remaining savings £289,000 are deemed to be unachievable.

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2017/18 £'s	Unachievable £'s
	ECONOMY & DEVELOPEMNT				
A5	Sustainable Energy Initiatives	34,000	0	0	34,000
A28	Community Hubs	25,000	25,000	0	0

B1	Leisure Services Income Generation	120,000	120,000	0	0
B3	Training Services Consolidation	50,000	10,000	0	40,000
B5	Community Asset Transfer / / Income Generation	160,000	45,000	0	115,000
B9	Planning Services / Income Generation	40,000	40,000	0	0
B10	Extension Shared Lodgings Housing Scheme	50,000	50,000	0	0
B12	Second Phase Review of subsidies to 3rd Sector	75,000	75,000	0	0
B16	Flexible Employment Options	50,000	50,000	0	0
B18	Strategic Property Review	60,000	30,000	0	30,000
B21	Town and Community Councils	135,000	95,000	0	40,000
	TOTAL ENTERPRISE	799,000	540,000	0	259,000

1.4 Further detailed analysis of Savings mandates are contained with Appendix SM

Mandate Reference Key

A – Mandates that originated in the financial year 2015/16 or earlier but also impact in the current financial year, 2016/17.

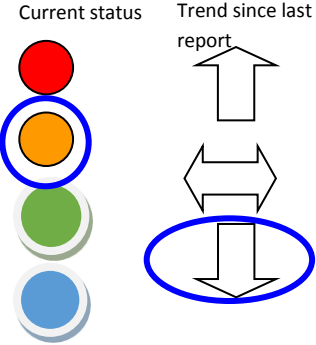
B – New mandates for the financial year 2016/17

Mandate Number	Mandate Summary	RAG Month 2	RAG Month 6	RAG Month 9	RAG Outturn
A5	Sustainable Energy Initiatives				
A28	Community Hubs/Contact Centre				
B1	Income generation – Leisure				
B3	Training Services Consolidation				

B5	Community Asset Transfer/Income Generation			
B9	Planning Services – Income Generation			
B10	Extension shared lodgings housing scheme			
B12	Second Phase Review of subsidies to 3 rd Sector			
B16	Flexible employment options			
B18	Strategic Property Review			
B21	Town and Community Councils (Part)			

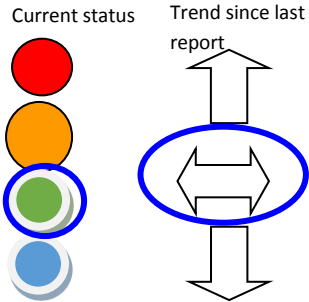
Budget Mandates

Progress and Next Steps at Month 2 (31st May 2016)

Mandate RAG	Progress up to month 2	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
Mandate A5 Sustainable Energy Initiatives 	Investing in biomass boilers, solar farms and reduction in Carbon Commitment. The solar farm grid connection has now been achieved. A business case for the solar farm is currently being considered by finance colleagues. Following approval it is anticipated that partial income will be generated in the financial year against the mandate target. An alternative plan for any shortfall in budget target will be considered as part of Month 6 reporting.	Establish timeline for approval of business case and Member approval.	Income	0	0	0	Ben Winstanley
			Savings	34,000	0	34,000	
			Total	34,000	0	34,000	

Mandate A28

Community Hubs



Community Hubs aim to deliver services in a different way, aligning them with the Whole Place philosophy. This will introduce major changes to how the library, one stop shop, Community Education and citizen advice and support services are delivered. We will create a hub in each town where in person services will be delivered. The contact centre will aim to provide a reliable and informed first point of contact for people contacting us other than in person.

We envisage works to commence on Abergavenny Hub during 2017 following a period of public and Member consultation to agree plans and costs.

Alternative Delivery Plan as at Month 2 (variance on original mandate target)

Due to delayed implementation of the community hub in Abergavenny the service has identified a reduction in the services resources budget along with the savings from staffing budgets due to vacancies.

Commence Member and Public consultation to agree plans and costs.

Income	0	0	0
Savings	50,000	0	50,000
Total	50,000	0	50,000

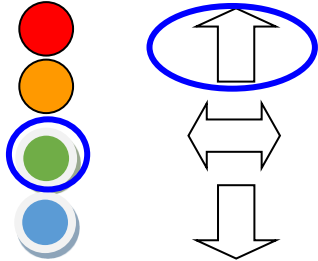
Income	0	0	0
Savings	50,000	50,000	0
Total	50,000	50,000	0

Deborah Hill-Howells/
Rachel Jowitt

Mandate B1

**Leisure Services
Income Generation**

Current status Trend since last report



Income generation/cost savings within the service.

The summer activities have been remodelled to being more commercially focused, 'The Monmouthshire Games'. This new model if proved to be successful will be rolled out across other school holiday periods. The change in delivery method is anticipating to generate an additional £10k across the whole of the financial year

We have re-engaged with Technogym to look at innovative ways to retain members through the 'My Wellbeing System'. We have designed monthly member challenges and introduced KPI's to monitor performance, and designed 3 specific targeted promotions. Retention and increase in new membership anticipates to generate an additional £10k

The current Learn to swim programme is operating very successfully at 95%. Opportunities have been identified in some of our settings to further increase the % take up in swimming to generate an additional £10k.

Events have already been planned for the financial year that include 'Status Quo' at Caldicot Castle this summer. This act along with other events already being planned will generate £25k additional income.

A restructure is scheduled to take place within the next few months, resulting in a reduced budget requirement amounting to £55k.

To continue to develop the new model and provide activities through all other school holiday periods.

Continue to monitor retention rates of members and continue to promote facilities at specific times throughout the year.

Continue to monitor the membership of the programme.

Income	55,000	55,000	0
Savings	65,000	65,000	0
Total	120,000	120,000	0

Ian
Saunders

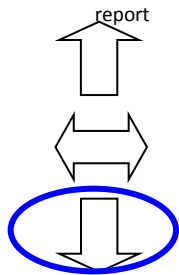
Mandate B3

Training Services consolidation

Current status



Trend since last report



Current external management arrangements for the cleaning contract will be brought back in house resulting in a saving of £10k.

Consolidation of the Authorities existing training functions.

An initial report for the Authorities training provision has been produced outlining some income generating opportunities along with some budget savings through identified efficiencies.

Further work is required across all training leads in the Authority to firm this report up, an update expected to be known at Month 6. Due to the delay in this detailed work the original mandate will not be achieved in the financial year 2016/17.

Alternative Delivery Plan as at Month 2 (variance on original mandate target) - The service has considered alternative plans to deliver savings identified in the original mandate, however this would require a reduction in staffing levels resulting in non-delivery of demand led training needs of the Authority.

Continue to work with training leads to provide greater detail to the initial report, clearly identifying income generation opportunities and efficiencies.

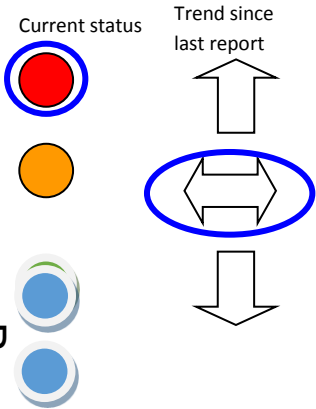
The service to continue to review other opportunities to contribute to original mandate savings identified.

Income	0	0	0
Savings	50,000	0	50,000
Total	50,000	0	50,000

Peter Davies

Mandate B5

Community Asset Transfer/ Income generation



Community Asset Transfer of two properties (£60k)

MCC are still in discussion with Chepstow Town Council over the future usage of the Drill Hall building.

The Estates department are currently requesting expression of interests from the Community groups for transfer of the Melville Theatre.

The savings identified in this mandate will be partially achieved in this financial year - £45k

Optimise Council Assets to Income Generate (£100k)

The savings to be achieved from Mandate B5 had been increased by £100k as a result of opportunities that the Authority wished to explore around working with commercial partners to exploit income generation opportunities around the use of its assets. As a result of initial exploration it is now unlikely that savings will be generated in 2016/17 from opportunities originally identified although these are still being pursued. However, as a result of the emergent Future Monmouthshire programme a specific work stream is being developed that will focus on identifying opportunities to optimise and commercially exploit assets. As this work stream develops there will be an

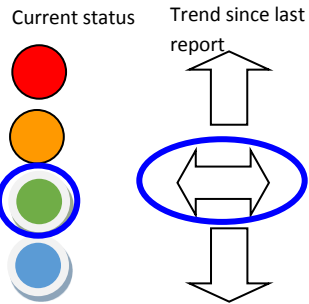
Continue discussions

Income	100,000	0	100,000
Savings	60,000	45,000	15,000
Total	160,000	0	115,000

Peter Davies
Deb Hill-Howells/

Mandate B9

**Planning Services-
Income Generation**



early focus on opportunities that might offer the ability to generating savings in the short-term. A further update will be provided at month 6 where it is hoped that a more optimistic view can be offered on part or all of the savings being achieved.”

Alternative Delivery Plan as at Month 2 (variance on original mandate target) –
There is no alternative savings plan being offered forward at this stage as this will be explored as part of the FM strand referred to above.

Reduce the net cost of planning services with the increase of income from planning applications received.

Planning application fee income for the first 2 months of the year is down on the same period last year, some of which can be explained by the higher than normal number of major applications attracting large fees received in April 2015.

Income within the service can fluctuate significantly from month to month due to the high fees a small number of large applications can make.

Legislative changes from August 2016 may increase application number before implementation, further update on applications will be available at month 6 reporting.

Income	40,000	40,000	0	Mark Hand
Savings	0	0	0	
Total	40,000	40,000	0	

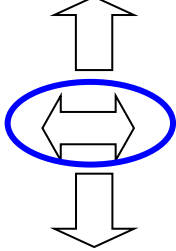
Mandate B10

Extension shared lodgings housing scheme

Current status



Trend since last report



Increase the Shared Housing Scheme within Monmouthshire. (£40k)

The service is experiencing the on-going challenge of acquiring private accommodation to discharge duty. The service continues to market the scheme and is further developing the web site to attract new landlords.

The service has secured leased properties.

Reduction in B&B costs. (£10k)




B&B placement and in average stay time reductions has resulted in a reduction in costs, however with the on-going challenge on securing private landlords for the Shared Housing Scheme this could result in B&B placements increasing in the future.

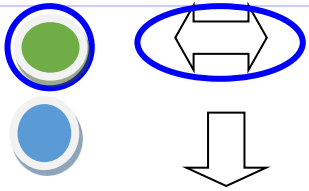
A priority for this financial year will be to evaluate the impact and benefit of the Joint Housing approach, engage with private landlords to facilitate discharging the homeless prevention duty and develop a private leasing model.

Continue to monitor the emerging risk of the consideration by Central Government to review the housing benefit regulations which could potentially reduce the housing benefit management charge resulting in a reduction in income to the service in future years.

Income	40,000	40,000	0
Savings	10,000	10,000	0
Total	50,000	50,000	0

Ian Bakewell

<p>Mandate B12</p> <p>Second Phase Review of subsidies to 3rd Sector</p> <p>Current status  Trend since last report </p> <p></p>	<p>Consolidation and reduction of grants to 3rd sector providers.</p> <p>Following discussions with 3rd Sector bodies, revenue contributions were reduced in line with the mandate proposals.</p> <p>Funding has been secured for the Healthy Homes Scheme from another service for a 12 month period which commenced in April 2016, following this timescale the service will cease</p>		<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>75,000</p> <p>75,000</p>	<p>0</p> <p>75,000</p> <p>75,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Will McLean</p>
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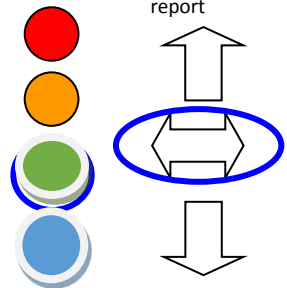


unless an alternative funding stream is secured.

Mandate B16

Flexible Employment Options

Current status Trend since last report



Market to all staff the Authority's flexible benefits and employment packages.

The Authority has introduced an additional annual purchase scheme to the other flexible employment benefits already on offer.

The new scheme was launched on the 31st May allowing employees the opportunity to buy an additional 10 days leave per year.

The service is confident in achieving the savings identified in this mandate based on information received from other Authorities operating similar schemes.

Monitor the number of additional leave purchased in line with the financial reporting timeline.

Continue to market all of the flexible employment benefits available to employees.

Income	0	0	0
Savings	50,000	50,000	0
Total	50,000	50,000	0

Peter Davies

Mandate B18

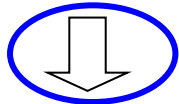
Strategic Property Review

Current status



Page 80

Trend since last report



Residential Agency Service (£10k)

The original mandate identified the creation of an Arm's Length Company to provide a residential agency service. Following Legal advice it is highly unlikely that this is now a sound proposition, however discussions are on-going.

Termination of lease (£10k)

Termination of leases to generate efficiencies is on track to achieve the savings identified in the mandate for the financial year 2016/17.

Depot Rationalisation Programme (£20k)

Discussions have commenced around depot rationalisation. The project will require detailed service modelling, along with staff and public consultation. The timeline for this work will span over several financial years. The reduction in costs included in this mandate will not be achieved within this financial year.

Letting Income from renting additional properties (£20k)

Proposed income being delivered from additional property rental in on target to deliver within the financial year.

Income	30,000	20,000	10,000
Savings	30,000	10,000	20,000
Total	60,000	40,000	30,000

Deb Hill-Howells/
Ben Winstanley

Alternative Delivery Plan as at Month 2 (variance on original mandate target) – Due to other pressure within the service an alternative delivery plan has not been possible.

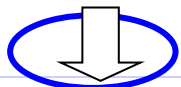
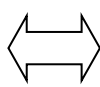
Mandate B21

Town and Community Councils

Current status



Trend since last report



Community Hubs (£90k)

A reduction in resources budgets, and savings from staff vacancies will result in £70k of the identified target being achievable in the financial year.

Public Conveniences (£110k)

Contribution from Town Councils amounting to £80k, and a reduction in maintenance and utilities of £10k. £90k of the identified target is achievable within the financial year.

Tourism (£25k)

Income	0	0	0
Savings	400,000	340,000	60,000
Total	400,000	340,000	60,000

Roger Hoggins



A contribution of £5k to date has been secured from the Town Council for Chepstow TIC.

Museums (£20k)

No contribution from the Town Councils for Museum Services have been secured to date.

Waste (£83.5k)

Contributions received from the Town Councils.

Grounds (£71.5k)

Staff vacancies within the service will achieve the identified target within the financial year.

Alternative Delivery Plan as at Month 2 (variance on original mandate target) – An alternative delivery plan is not available as at Month 2.

2. Capital Outturn Forecast

There was no original budget for capital schemes within this portfolio however capital slippage from 2015/16 of £680,000 has been allowed into 2016/17. The budget is separated under the following headings

ECONOMIC DEVELOPMENT	Annual Forecast	Original Budget	Slippage from 2015/16	Total Approved Budget	Slippage to 2017/18	Adjusted Budget	Annual Overspend / (Underspend) Month 2
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Development Schemes Over £250k	239	0	474	174	0	174	65

Development Schemes under £250k	30	0	30	30	0	30	0
Section 106 Schemes	177	0	177	177	0	177	0
Grand Total	446	0	680	380	0	380	65

Further details of all the schemes are contained in the appendices. The variance relates to the Caerwent House report that obtained Cabinet approval during the June cycle.

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Adult Select Committee Portfolio Position Statement Month 2 (2016-17)

DIRECTOR'S COMMENTARY

At this early stage of the year the overall budget position for the directorate is exhibiting a £1.12m overspend.

For the Adult Services division, the over spend at month 2 is £462K. We are on track to meet the £640K of mandated savings allocated to this division and are driving on with our practice change agenda.

One area which we will further investigate as the year progresses is the Chepstow Community Care team which largely accounts for the divisional overspend. Over the past 12 months the Chepstow team has had pressures in terms of the need for residential placements and usage of approved domiciliary care providers is an additional factor.

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Adult Service Area	Original Budget	Budget Revision Virements	Budget @ Month 2	Forecast Outturn	Forecast Variance Outturn @ Month 2
	£000's	£000's	£000's	£000's	£000's
Adult Services	6,925	0	6,925	6,945	20
Community Care	20,121	48	20,169	20,652	483
Commissioning	2,008	0	2,008	1,986	(22)
Resources & Performance	928	0	928	909	(19)
SCH Directorate	29,982	48	30,030	30,492	462

1.2 The most significant over and underspends are

Adult Select Service Area	Overspend Predicted	Underspend Predicted	Commentary on forecasted outturn
	£000's	£000's	
Community Care	483		Overspend within the Chepstow Community Care team with factors being increased residential placements and use of approved domiciliary care providers
Management team		49	Vacant team manager disabilities post
Commissioning Strategy		30	Vacant unit and management charge refund at Drybridge Gardens
Direct Residential Care	112		Within Severn View as a result of rota hours and food and cleaning costs exceeding budget.
Transition co-operative		27	Income from staff seconded to the Bridges Community partnership
Other	0	17	See Appendix 6
TOTAL ADULT SELECT	595	106	Net Total 462

Further analysis of the Costs centres contained within the Adult Select Service areas can be obtained in Appendix 6.

2 2016-17 Savings Progress

As at month 2, SCH are on track to meet our mandated savings as illustrated below: -

Man. No.	Mandate Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2017/18 £'s	Unachievable £'s	Forecasted Savings Variance Since Period 0 £'s
SOCIAL CARE & HEALTH						
A 24	Bright new futures	12,000	12,000	0	0	0
A 34	Adult Social Care Transformation	628,000	628,000	0	0	0
TOTAL SCH		640,000	640,000	0	0	0

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Mandate Reference Key

A – Mandates that originated in the financial year 2015/16 or earlier but also impact in the current financial year, 2016/17.

B – New mandates for the financial year 2016/17

Mandate Number	Mandate Summary	RAG Month 2	RAG Month 6	RAG Month 9	RAG Outturn
A 24	Transition - Bright New Futures				
A 34	Adult Social Care Transformation				

Budget Mandates

Progress and Next Steps at Month 2 (31st May 2016)

Mandate RAG	Progress up to month 2	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Progress up to month 2
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Mandate A 24

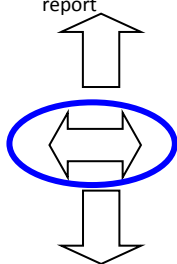
Transition - Bright New Futures (SC&H)

Page 88

Current status



Trend since last report



Partnership transition project with Bridges.

We entered the second year of a three year partnership transitions project with Bridges.

The second year of the project we achieved savings in line with the original mandates as well as meeting the project objectives.

This financial year we have entered the final year of the partnership agreement, mandate targets are on track to achieve within this financial year.

Income	0	0	0	Julie Boothroyd
Savings	12,000	12,000	0	
Total	12,000	12,000	0	

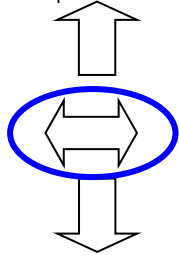
Mandate A 34

Adult Social Care Transformation

Current status



Trend since last report



The service is continuing its journey on practice change and restructuring itself to meet future mandate savings with community links and innovative approaches to domiciliary care, coupled with less reliance on admissions to residential care.

During the financial year 2014/15 we worked as a collective team with Learning Disabilities as a more strategy area for practice change. As a result of this work we met the full mandate savings target which has been a major challenge but one that we have succeeded.

Income	0	0	0
Savings	628,000	628,000	0
Total	628,000	628,000	0

Julie Boothroyd

Status Summary Month 2	Status Summary Month 6	Status Summary Month 9	Status Summary Outturn	Key
				<div style="border: 1px solid black; padding: 5px;"> <p> Not on target. Concerns identified with delivery of mandate.</p> <p> Monitoring required. Current status indicates partial delivery on mandate targets for the financial year.</p> <p> On target to deliver all savings within the financial year.2016/17</p> </div>

2.1 Further details on the savings mandates can be found in Appendix SM

3 Capital Outturn Forecast

A summary of this year's capital schemes are shown below: -

Social Care & Health	Annual Forecast @ Month 2	Original Budget	Slippage from 2015/16	Budget Virement or Revision	Total Approved Budget @ Month 2	Forecast Over / (Under) Outturn @ Month 2
	£000's	£000's	£000's	£000's	£000's	£000's
Development Schemes under £250K	0	0	0	0	0	0
IT Schemes – Infrastructure/Hardware	0	0	0	0	0	0
Maintenance Schemes - Property	92	62	30	92	92	0
Grand Total SCH	92	62	30	92	92	0

Further details of all the schemes are contained in the appendix 4C. Currently no variation has been reported and so the budgets are presented here for information only.

APPENDIX (Links to Hub)

Children & Young People Select Committee Portfolio Position Statement Month 2 (2016-17)

APPENDIX 5

CYP DIRECTOR'S COMMENTARY

The Directorate's Month 2 position is a forecasted overspend of £416,000, which we are anticipating will fall as we progress through the year. The Youth Service remains a volatile area having been subject to a £200,000 saving mandate in 2015/16 and additional reductions in external grants this year. The ALN budget is also under significant pressure due to the requirement to support more of our pupils with complex needs.

SCH DIRECTOR'S COMMENTARY

At this early stage of the year the overall budget position for the directorate is exhibiting a £1.12m overspend.

In terms of Children's Services, this division has a forecast overspend of £690K. As this is very early in the year being month 2, we need to exercise some caution as we know the external placement budget, which for some years has seen large overspends, has reduced demand from 2015/16. As placements in this area are very expensive, one or two placements during the year can see a rapid increase in spend.

We are currently embarking on a new Children's Services strategy which will allow us to deal with future demand more effectively, not only from the budget but the outcomes of the child. Another strand is the workforce plan and once in full operation, will see a spend reduction with the withdrawal from the use of agency staffing.

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Service Area	Original Budget £000's	Budget Virements £000's	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
21st Century Schools	0	0	0	0	0
Individual School Budget	43,298	49	43,347	43,347	0
Resources	1,507	0	1,507	1,507	0
Standards	5,066	0	5,066	5,275	209
Youth	600	0	600	807	207
CYP Directorate	50,471	49	50,520	50,936	416
Children's Services	10,034	0	10,034	10,724	690
Total C&YP Select	60,505	49	60,554	61,660	1,106

1.2 The most significant over and underspends are

Service Heading	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
STANDARDS			
Psychology Service	21		High levels of sickness have resulted in the requirement to bring in additional staff in order to deliver the service. In addition, new test equipment will need to be purchased for which no budget was originally set.

Additional Learning needs	188		The contingency budget is forecasted to overspend by £260,000. This has been offset by a projected saving of £72,000 against Independents and Other LA's. The Recoupment budget is currently on target.
RESOURCES			
			All cost centres on target within Resources.
YOUTH			
Community Education Youth General	207		Significant reduction in external grants has resulted in a sizeable projected overspend position. Service manager is reviewing all options in order to reduce this current forecast.
CYP Directorate Total	416	0	Net CYP overspend 416
CHILDRENS SERVICES			
Fostering Allowances and Payments For Skills	153		Based on financial support to current fostering children and SGO placements.
Younger People's Accommodation	124		Three new younger people requiring supported housing has led to the overspend
Counsel Costs	111		Based on previous financial year
External Placements - LAC	72		Reduction in placement days used and overall placements being supported but this budget is extremely volatile and placements are very expensive.
External Placement - Non-LAC		150	Considered in conjunction with External Placements LAC
SCYP - Placement & Support Team	131		Professional assessment and contact costs
SCYP - Supporting Children & Young People Team	222		Continued use of agency staff and increased conveyance costs
FRS – Family Support Team		29	Reduced section 17 and conveyance costs
Children's Services Safeguarding Unit		35	Vacant team manager post
Bus Cases / Temp Funding - Cabinet 06/05/15	71		Posts are occupied for the full year, some via use of agency staff

Other small variances	4	24	See Appendix 6
Children's Services	888	238	Net Children's Services overspend 690

1.3 Further analysis of the Service Areas contained within CYP Select can be found in Appendix 6 for Children's Services and Appendix 7

2. 2016-17 Savings Progress

The savings required by the 2016-17 Budget Mandates have been secured.

Children & Young People's budgeted savings were £600,000 and at month 2 £600,000 have been identified.

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed In year £'s	Unachievable £'s
	Children & Young People				
A 20	School Music Service	50,000	50,000	0	0
B 20	Phase 3 of Additional Learning Needs Review	550,000	550,000	0	0
	TOTAL C&YP	600,000	600,000	0	0

Mandate Reference Key

A – Mandates that originated in the financial year 2015/16 or earlier but also impact in the current financial year, 2016/17.

B – New mandates for the financial year 2016/17

Mandate Number	Mandate Summary	RAG Month 2	RAG Month 6	RAG Month 9	RAG Outturn
A 20	Gwent Music				
B 20	Phase 3 of Additional Learning Needs review				

Budget Mandates

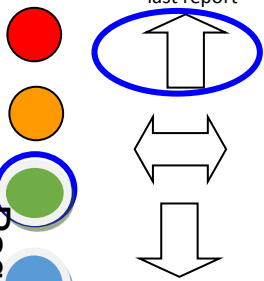
Progress and Next Steps at Month 2 (31st May 2016)

Mandate RAG	Progress up to month 2	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
<p>Mandate A20</p> <p>Gwent Music</p> <p>Current status</p>	<p>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient.</p> <p>Following consultation with Schools it was agreed to maintain the Gwent Music subsidy with the funding reduction to come via the Individuals School's Budget (ISB)</p> <p>The £50k was removed from the ISB for delegated funds to schools for the financial year 2016/17.</p> <p>An Access fund continues to operate and administered through the service.</p>	<p>To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the current financial climate.</p> <p>Gwent music continues to work closely with MCC to ensure the funding is used to support the need of Monmouthshire's pupils.</p> <p>Gwent music to continue to work on any potential income generation opportunities</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nikki Wellington</p>

Mandate B20

Phase 3 of Additional Learning Needs review

Current status Trend since last report



Deri View SNRB (£50k)

Cabinet considered a report on the 13th April 2016 regarding the SNRB at Deri View with a decision to consider the place of the SNRB within a much wider review that is currently underway, including the provision for Additional Learning Needs and Inclusion Services across the Authority and South East Wales region. There has been a significant reduction in the pupils being educated in the SNRB resulting in a reduction in the staffing requirements and savings achievable for the financial year amounting to £50k

Placement costs for External pupils attending Mounton House (£250k).

Placement costs were increased from January 2016. Current projected numbers from external placements for this term and the Autumn term will result in income target being achieved within the financial year.

Implementation of new funding formula from April 2016. (£250k).

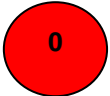
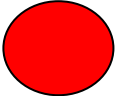
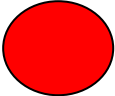
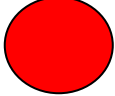
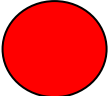



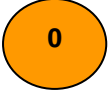
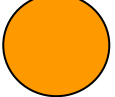
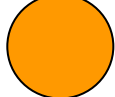
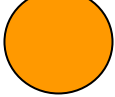








Statutory process to introduce the change in the funding formula for delegation rates to Mounton House School has been completed and came into effect from April 2016, resulting in savings identified in the mandate being achieved within the financial year.

Continue the wider review to include Additional Learning Needs and Inclusion Services across the Authority and the South East Wales region as agreed by Cabinet on the 13th April 2016.

Continue to monitor external pupil placements numbers.

Income	250,000	250,000	0
Savings	300,000	300,000	0
Total	550,000	550,000	0

Sharon Randall-Smith

Status Summary Month 2	Status Summary Month 6	Status Summary Month 9	Status Summary Outturn	Key
				<div style="border: 1px solid black; padding: 5px;">  Not on target. Concerns identified with delivery of mandate.  Monitoring required. Current status indicates partial delivery on mandate targets for the financial year.  On target to deliver all savings within the financial year.2016/17  </div>
				
				
				

2.1 Further analysis of the Savings mandates can be found in Appendix SM.

3. SCHOOLS

- 3.1 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 2 projections.

Draft Council Fund Outturn 2016/17– Schools Summary outturn position at Month 2 (Period1)	(A) Opening Reserves (Surplus) / Deficit Position 2016/17 £'000	(B) Budgeted Draw on School Balances 2016-17 £'000	(C) Variance on Budgeted Reserve Draw £'000	(D) Draw Forecasted on School Balances @ Month2 £'000	Forecasted Reserve Balances at 2016-17 Outturn (A+D) £'000
Clusters					
Abergavenny	(594)	508	56	564	(30)
Caldicot	(590)	498	31	529	(61)
Chepstow	218	(162)	52	(110)	108
Monmouth	(299)	181	(34)	147	(152)
Special	109	(50)	0	(50)	59
	(1,156)	975	105	1,080	(76)

- 3.1.2 School balances at the beginning of the financial year amount to £1,156,000. The Schools budgeted draw upon balances is forecasted to be £975,000 for 2016/17, therefore leaving £181,000 as forecasted closing reserve balances. We are, however, still awaiting a small number of signed budgets which may result in a change to this budgeted amount.
- 3.1.3 Within these summary figures, of particular note, is the deficit reserve position brought into 2016/17 for the Chepstow Cluster, although Chepstow Comprehensive School are budgeted to significantly reduce their own school deficit balance through their school recovery plan. A budgeted reduction in school balances is forecasted for the majority of the total 37 Monmouthshire Schools, with 11 schools budgeting to be in a deficit position by the end of the financial year.
- 3.1.4 6 schools exhibited a deficit position at the start of 2016/17; Chepstow Comprehensive School, Mounton House and Llanvihangel Crucorney were the only schools that showed an increased deficit reserve balance during 2015/16 and these schools are forecasted to remain in deficit at the end of 2016/17. Castle Park and Llandogo reduced their deficit reserve balances during 2015/16 but have both

budgeted to remain in deficit at the end of 2016/17. Overmonnow moved into a deficit position at the end of 2015/16, but has budgeted to return to a surplus position by the end of 2016/17.

- 3.1.5. Schools balances are exhibiting a fluctuating trend with some schools showing a continuing reduction in schools balances which is of concern and others a more balanced trend.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)
2016-17 Forecast	(76)

- 3.1.6 There has been a significant reliance on reserve balances to supplement school spending plans in the last 4 years across individual schools with a certain amount of replenishment. As a rough guide, prior to 2010, Welsh Government advocated that school balance levels equated to no more than £50,000 for a primary school and £100,000 for a secondary school. Members may wish to seek a comfort that balances aren't being used to subsidise and sustain core costs such as staffing.

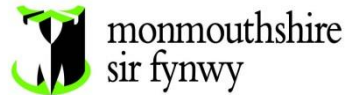
- 3.1.7 Individual School Balances are available in Appendix A at the end of this report

4. Capital Outturn Forecast

The total budget for Capital Schemes within the Children & Young People portfolio is £43,227.336 comprising an original budget of £3,495,961 together with authorised capital slippage from 2015/16 of £39,731,375. The budget is separated under the following headings

CHILDREN & YOUNG PEOPLE	Annual Forecast	Original Budget	Slippage from 2015/16	Total Approved Budget	Slippage to 2017/18	Adjusted Budget	Annual Overspend / (Underspend) Month 2
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Development Schemes Over £250k	40	40	0	40	0	0	0
Education Strategic Review	31,360	2,531	38,895	41,426	10,066	31,360	0
IT Schemes – infrastructure Hardware	827	0	827	827	0	827	0
Maintenance Schemes Property	934	925	9	934	0	934	0
Grand Total	33,161	3,496	39,731	43,227	10,066	33,161	0

Further details of all the schemes are contained in the appendix 5C. Currently no variation has been reported and so the budgets are presented here for information only.



SUBJECT: Crick Road – Proposed disposal to Melin Homes

MEETING: Cabinet

DATE: 8th June 2016

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To consider an in principle decision for the proposed disposal of the Crick Road site to Melin Homes in order to maximise social and capital value.

2. RECOMMENDATIONS:

2.1 That Cabinet agrees to the Council entering into discussions with Melin Homes on the proposed sale of Crick Road in order to develop a Business Plan that will subsequently be presented to Cabinet. The costs incurred by Melin in developing this plan will be underwritten by this Council in the event that we choose not to proceed with the disposal.

2.2 That the outcome of these discussions will be reported back to Cabinet for a decision on whether to proceed with the sale.

3. KEY ISSUES:

3.1 Crick Road is a 10.95 ha site allocated within the Local Development Plan as a strategic development site. The site is owned by this Council (shown in red) and a third party (shown in blue) as illustrated on the plan in Appendix 1.

3.2 The Council and Melin Homes have been in discussions about embarking on a development that would support the creation of a cohesive community that has regard to its place and its local context. This would require a departure from the traditional transactional approach to land sales and instead require the landowner and developer to embark on an approach that seeks to equalise the importance of social value with financial value, whilst observing the legal requirements that bind the Council when disposing of assets

- 3.3** It is proposed that the Council enter into detailed discussions with Melin on an open book approach where they jointly design the site layout based on its aspirations to develop a community. Clearly decisions made will have cost implications and therefore the receipt payable to the Council, therefore the open book approach will enable both parties to make informed decisions. Melin Homes are proposing to construct a residential mix with 25% affordable and the remainder open market sales which will be constructed by their commercial arm, Now Your Home.
- 3.4** Melin Homes have been appointed as the nominated Registered Landlord for this site by the Councils Housing Department. Following this nomination they approached the Council regarding the opportunities of adopting a collaborative development approach for the whole of the site, highlighting both social and financial opportunities. Their development model requires a lower developers profit than that of a commercial developer which results in a higher capital receipt to the authority, they will have a long term relationship with the site due to the affordable housing and they have experience of achieving social value working with the local community, e.g. Y Prentis. Legal advice has been sought over the proposed arrangements and subject to the external verification of the agreed valuation that market price has been achieved the proposal is compliant with legislative requirements.
- 3.5** The discussions to date have been undertaken on the basis of a collaborative approach with both parties absorbing their own costs and undertaking the discussions on an “at risk” basis. Should Cabinet be minded to enable more detailed discussions to be commenced significant costs will be incurred in design and site survey fees. Melin have requested that in the event that this Council withdraws from the discussions with no fault attributable to Melin that their reasonable costs are underwritten on the basis that the Intellectual Property Rights are transferred to this Council. We would have no objections to this in principle on the basis that any surveys or work undertaken would be jointly commissioned and that the Council would be able to utilise the reports in developing the site.
- 4. REASONS:**
- 4.1** The development of large residential sites with little regard to its context within its local community can result in disenfranchised communities creating increased demand on local services. This proposal seeks to move away from the traditional transactional approach where financial considerations have precedence over social value and instead give them parity in our development and decision process.

- 4, 3 A clear outcome of this arrangement is the development of a long term collaborative relationship which will extend beyond the design and development stage and be maintained as the new community evolves. Melin Homes will have a long term commitment to this site which be maintained beyond the sale phase.
- 4.4 This approach marks a shift away from the traditional contractual model and provides both parties with the opportunity to work collaboratively to maximise the benefits. In the event that this approach is successful we will develop this as a model that can be replicated on other sites.

5. RESOURCE IMPLICATIONS:

- 5.1 The Council is intending to achieve best consideration for this site. The detailed discussion will establish the costs of abnormals, planning obligations and any other costs associated with design considerations.
- 5.2 The proposal does commit the authority to the potential underwriting of costs in the event that the Council chooses not to progress with this model. An indicative cost for this work would be in the region of £75,000, however the reports and surveys produced will be available to the Council and will be used to inform any subsequent disposal. Funding is already allocated to the disposal of this site, so no additional resources are required.
- 5.3 The MTFP currently forecasts a capital receipt within the current financial year, this proposal would result in a delay in this being realised as the discussions need to be undertaken and reported back to Cabinet. To proceed with the sale to a commercial developer may realise the receipt earlier, but this would be at a reduced level.

6. FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:

- 6.1 The concept proposed if agreed and subsequently adopted will provide significant opportunities to plan effectively for the future needs of the new community.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

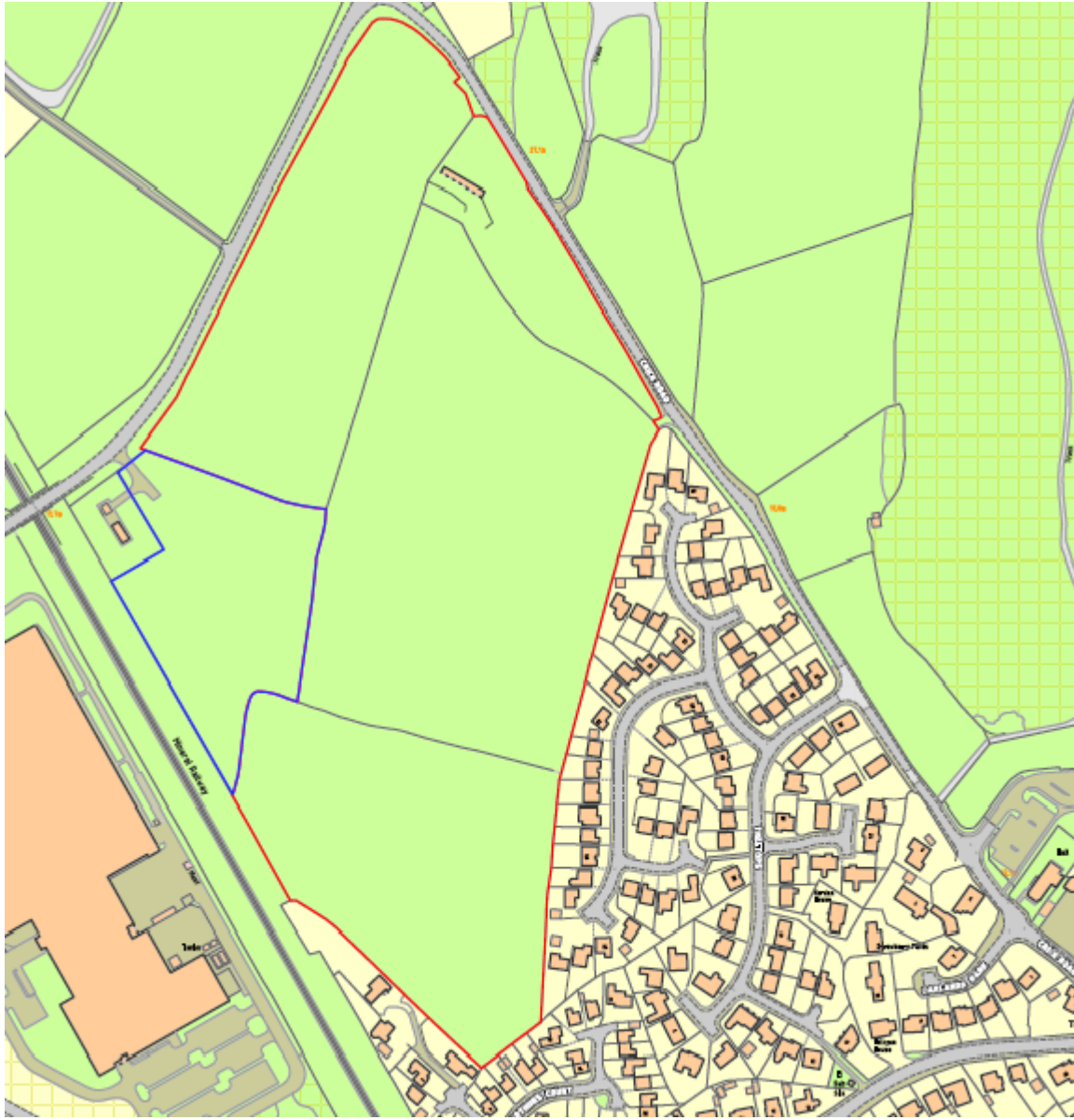
None


8. BACKGROUND PAPERS:

.None

9. **AUTHORS:**
 Debra Hill-Howells Head of Community Delivery
Debrahill-howells@monmouthshire.gov.uk

Appendix 1 – Location Plan



	Details Monmouthshire County Council			Rev No.	© Crown copyright. All rights reserved www.5L.2000	
	Drawn by Attwood.L	Scale 1:3500	Date 13/03/2013		Innovation House Po Box 106 NP25 SAN Caldicot	www.easypilot.com
	File Pathname / Project / Drawing No.					

SUBJECT: EFFECTIVENESS OF COUNCIL SERVICES – 2015/16 UPDATE

MEETING: Cabinet

DATE: 27th July 2016

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To provide Cabinet with the latest update on how the council performed in 2015/16 against a set of measures that are important when forming an opinion on the current effectiveness of council services.

2. RECOMMENDATIONS:

- 2.1 That Cabinet use this report to help their continuous monitoring and evaluation of the effectiveness of services and the extent to which they are contributing to the council's priorities of the education of children, support for vulnerable people, enterprise and job creation and maintaining locally accessible services.
- 2.2 That Cabinet use this report as an opportunity to identify any action that may need to be taken to drive improvement, ensuring that services are as effective and efficient as possible in the context of current resources.

3. KEY ISSUES:

- 3.1 This report reflects the end of year position for 2015/16 as part of cabinet's continued monitoring of performance. Appendix 1 shows a screenshot of the Cabinet dashboard which brings together a range of key measures that show progress against the council's four priorities. Appendix 2 shows the indicators which are part of the national indicator set.
- 3.2 For the past three years we have reported a continuously improving picture and in 2014/15 we were amongst the top performing authorities in Wales measured by the national PIs. The results from 2015-16 demonstrate that around half of measures have continued to show year-on-year improvement, with overall performance plateauing compared to 2014-15 when 84% improved. Some of the key issues are summarised in Paragraph 3.5
- 3.3 Given improvements in performance in recent years some indicators are now at or near the maximum they can be without further investment. Our targets for performance in 2015/16 reflect the expectations set in the partnership continuance agreement and as a result it is expected that performance will be maintained or be part of a managed decline in some areas. This was made explicit in the Improvement Plan agreed by Council in May 2015. Appendix 2 contains the detailed data, trend and target information for each indicator.

- 3.4 As well as the performance over the last year it's important to look back over a longer period to understand performance in the context of budgets and progress made over time. Appendix 2 shows the performance trend in the current set of national PIs relative to our own results four years ago (2012/13), revealing 74% of indicators have improved over the four years.
- 3.5 Performance information has been reported to select committees as part of the year end performance reports. Part two of the Improvement Plan, focusing on what we achieved and how we performed in 2015-16, will be presented to council in October. It will include further analysis of our performance and our performance compared to other councils. The cabinet dashboard and national performances indicator set cover a wide range of services delivered by the council, the performance shows there have been many marginal changes but also some more extreme improvements and declines. A comment explaining performance against each national performance indicator is provided in the table below. Some of the key areas of focus where performance is declining or is of concern for particular consideration by Cabinet are:
- Performance across all key stages of education has improved when looking at headline measures and this was reinforced by the recent positive inspection report from Estyn. There remains work to be done to achieve our aspirations and in some cases performance is still falling short of the standards we have set ourselves. The Children and Young Peoples Select Committee continue to scrutinise performance on a regular basis
 - The timely discharge of Monmouthshire citizens from hospitals (SCA/001) has long been a strength of integrated working. The integrated teams follow people when they become inpatients and 'reach in' to hospitals to facilitate timely discharge with the right care and support. This has continued to be the case for the last year, but changes in the way that delays have been recorded and validated have impacted on performance in this very important area of work. In total, health colleagues reported 42 delays for social care reasons, for 26 people, for Monmouthshire residents during 2015/16. Aneurin Bevan University Health Board have confirmed that 12 delays were incorrectly coded as Monmouthshire residents.
 - Children's Social Services (SCC/...). Children's services in Monmouthshire are on an improvement journey which is being delivered through a programme to develop practice, the workforce and the range of services available. There has been a marginal reduction in performance in Children's services against some key indicators from a performance high in 2014/15. The performance trajectory over the last 3 years is still upwards and there is confidence through the improvement programme that there will be sustainable improvement in performance.
 - There has been a marked increase in the number of working days per full-time equivalent (FTE) employee lost due to sickness absence (CHR/002). The increase has mainly been seen in long term sickness absence cases. Further analysis of 15/16 data

is being completed and will be considered as part of action already committed in the People and Organisational Development Strategy for 2016/17 to review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems.

- The average time taken to process Disabled Facilities Grants (PSR/002) has increased from 213 days to 251 days, this is mainly attributable to more complex grants being completed and the availability of capital funding. Work is underway to review the steps in the process and identify any improvements in process that can be made to reduce the time taken.
- The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year has decreased, from 53% to 25% (PLA/006b). Of more relevance is the Council's own annual Planning Policy data which is reported in the required Local Development Plan (LDP) Annual Monitoring Reports. The Report concluded there were no fundamental issues with the LDP strategy given it was in its preliminary stage and had no past trends available for comparison. Close monitoring of trends in the performance of the plan's strategy and policy framework has continued to be undertaken to inform the Annual Monitoring Report for 2015/16. Reporting on progress with the affordable housing indicators will indicate 54 affordable housing completions out of a total of 234 total housing completions for this period.

3.6 A substantial range of on-demand performance information including a live version of the cabinet dashboard is available at all times to members and officers via the council's intranet site - [The Hub](#). Report cards covering all areas of council business, including trend data and comparisons with similar organisations continue to be updated regularly and can be accessed as and when needed to evaluate the effectiveness and impact of services, support Chief Officer one-to-ones with their Executive Member and inform policy development and evaluation. The Cabinet dashboard is also published on the council's website at www.monmouthshire.gov.uk/improvement

4. REASONS:

To provide Cabinet with timely information to ensure that the authority is well-run and able to maximise its contribution to achieving the vision of building sustainable and resilient communities.

5. RESOURCE IMPLICATIONS:

None

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

None - This report does not propose a change of policy or service delivery.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

This report highlights a number of indicators which show that not all care leavers are in suitable accommodation, employment or training.

8. CONSULTEES:
Senior Leadership Team
Cabinet

9. BACKGROUND PAPERS:
None

10. REPORT AUTHORS:

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Screenshot of Cabinet Dashboard

Appendix 1

Monmouthshire Summary - Cabinet					Latest Data: EOY 2015/16				
Indicator Name	Source	Reported	2014-15	Current	DoT	Target	RAG	Yearly Trend	
Education									
% KS4 Pupils Achieving Level 2 inc Eng/Welsh & Maths	EDU/017	Ac Year	65.60	66.80		70.50	■		
KS4 L2T Inc. E/W & M Attainment Gap (FSM:Non FSM)	Local	Ac Year	46.00	31.20		40.50	■		
% Attendance: Primary Schools	EDU/016a	Ac Year	95.81	95.80		95.80	■		
% Attendance: Secondary Schools	EDU/016b	Ac Year	94.60	94.80		94.50	■		
% FP Pupils Achieving Expected Level	Local	Ac Year	91.20	91.80		94.20	■		
Foundation Phase Indicator Attainment Gap (FSM:Non FSM)	Local	Ac Year	9.20	10.00		0.30	■		
% KS2 Pupils Achieving Expected Level	EDU/003	Ac Year	89.50	92.50		92.20	■		
KS2 CSI Attainment Gap (FSM:Non FSM)	Local	Ac Year	22.20	11.90		5.30	■		
% KS3 Pupils Achieving Expected Level	EDU/004	Ac Year	84.20	90.80		88.30	■		
KS3 CSI Attainment Gap (FSM:Non FSM)	Local	Ac Year	20.60	31.30		18.00	■		
Vulnerable People									
Cost Avoidance Against Forecast Expenditure Associated with Ageing Population	Local	Yearly	211,978	N/A		380,000	■		
% Adults who are Satisfied with Their Service (Regular Users)	Local	Monthly	93.40	93.20		90.00	■		
% Initial Assessments Where Child is Seen Alone	SCC/011b	Monthly	57.40	52.70		60.00	■		
% Statutory Visits to LAC Completed in Time	SCC/025	Monthly	84.50	84.20		90.00	■		
% Placements of LAC Beginning with Care Plan in Place	SCC/001a	Monthly	100.00	73.60		100.00	■		
% Children & Young People with a Current Pathway Plan	SCC/041a	Monthly	98.00	100.00		98.00	■		
% CIN Reviews Completed on Time	SCC/016	Monthly	85.20	84.80		86.00	■		
Enterprise & Job Creation									
# New Jobs Created Where Assistance Given by Mon Enterprise	Local	Quarterly	311	140.00		180.00	■		
% Unemployment Among the Economically Active	Local	Quarterly	4.90	N/A		4.90	■		
Average Wage Level in the County	Local	Yearly	466.00	478.00		475.00	■		
% 18-24 Year Olds Claiming JSA	Local	Quarterly	3.92	N/A		N/A	■		
% Apps for Development Determined During Year Approved	Local	Quarterly	94.60	92.00		94.00	■		
Core Services									
% Municipal Waste Prepared for Reuse/Recycled	WMT/009	Quarterly	63.21	61.70		63.00	■		
% Reported Flytipping Incidents Cleared in 5 Working Days	STS/006	Quarterly	97.71	96.68		97.50	■		
% Roads in Poor Condition	THS/012	Yearly	9.70	9.20		11.00	■		
Council Effectiveness									
# Days/Shifts Lost Due to Sickness Absence - MCC	CHR/002	Quarterly	9.80	11.60		9.50	■		
Revenue Outturn Expenditure Against Budget (£000's)	Local	Quarterly	327.00	166.00		705.00	■		
% Budget Savings in MTFP Delivered	Local	Quarterly	91.00	89.00		100.00	■		
% New Benefit Claims Decided Within 14 Days	Local	Quarterly	97.80	98.00		100.00	■		
% People Agree They Can Influence Decisions Affecting Local Area	Local	Yearly	21.00	N/A		N/A	■		

National Performance Measures –2015/16 Update

Appendix 2

See below the tables for an index of what the colours used mean.

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
EDU/002i	The percentage of all pupils in local authority schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification	0.1	0.4	0.1	0.1	0	✘	Unchanged	Unchanged		Performance has been maintained but missed the target for no pupils to leave education without a qualification.
N	Numerator	*	*	*	*						
D	Denominator	*	*	*	*						
EDU/002ii	The percentage of pupils in local authority care, and in local schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification.	0	0	0	0	0	✓	At maximum	At maximum		No pupil in local authority care left education without a qualification.
N	Numerator	*	*	*	*						
D	Denominator	*	*	*	*						
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	86.3	89.3	89.5	92.5	92.2	✓	Improved	Improved		Performance improved, was above target and was ranked 1st in Wales with 92.5% of pupils achieving the CSI
N	Numerator	746	754	812	826						
D	Denominator	864	844	907	893						
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	77.7	80.4	84.2	90.8	88.3	✓	Improved	Improved		Performance improved, was above the target and was ranked 2nd in Wales with 90.8% of pupils achieving the CSI
N	Numerator	596	650	664	679						
D	Denominator	767	809	789	748						
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0	0	0	0	0	N/A	N/A	N/A		The authority has no maintained school offering teacher assessment in Welsh first language therefore this indicator is not applicable.
N	Numerator	0	0	0	0						
D	Denominator	767	809	789	748						
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	463.7	472.6	525.7	516.4	not set	N/A	Marginal Decline	Improved		The average point score for pupils aged 15 has declined .
N	Numerator	407618	433887	404755	417743						
D	Denominator	879	918	770	809						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	463.7	472.6	525.7	516.4	not set	N/A	Marginal Decline	Improved		The average point score for pupils aged 15 has declined .
N	Numerator	407618	433887	404755	417743						
D	Denominator	879	918	770	809						
EDU/015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	55.6	57.1	64.5	75	tbc	N/A	Improved	Improved		The Authority issued 8 statements in the year, which is nearly a 75% reduction compared to the 31 issued last year. Fewer pupils are being issued with statements of SEN as the authority moves towards issuing SAPRAs instead of Statements.
N	Numerator	15	12	20	6						
D	Denominator	27	21	31	8						
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	100	100	100	100	100	✓	At maximum	At maximum		Fewer pupils are being issued with Statements of SEN as the authority moves towards issuing SAPRAs instead of Statements.
N	Numerator	11	7	13	*						
D	Denominator	11	7	13	*						
EDU/016a	Percentage of pupil attendance in primary schools	94.7	94.4	95.8	95.8	95.8	✓	Unchanged	Marginal Improvement		Pupil attendance in primary school has been maintained in line with targets.
N	Numerator	102096	111236	84479	85002						
D	Denominator	1940976	1976456	2016265	2029959						
EDU/016b	Percentage of pupil attendance in secondary schools	93.2	93.5	94.6	94.8	94.5	✓	Marginal Improvement	Marginal Improvement		Pupils attendance in secondary school has increased above the targeted level.
N	Numerator	84878	79239	62895	62293						
D	Denominator	1240552	1210278	1170249	1207152						
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	56.3	57.3	65.6	66.9	70.5	✗	Marginal Improvement	Improved		Performance improved and was ranked 1st in Wales, although this was slightly below the Local authority target.
N	Numerator	495	526	505	541						
D	Denominator	879	918	770	809						
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.77	1.83	1.38	4.37	2.15	✗	Declined	Declined		Changes in the way that delays have been recorded and validated by ABUHB have impacted on performance. 12 delays were incorrectly coded to Monmouthshire during the year
N	Total number of local authority residents (aged 18+) experiencing a delayed transfer of care during the year for social care reasons	16	17	13	42						
D	Total population aged 75+	9064	9284	9453	9621						
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	80.37	81.2	100	99.59	100	✗	Marginal Decline	Improved		A marginal decrease from last year. This constitutes one out of 242 referrals completed during the year.
N	Numerator	86	108	196	241						
D	denominator	107	133	196	242						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
SCA/02a	The rate of older people supported in the community per 1,000 population aged 65 or over at 31 March;	60.28	56.56	52.77	53.98	52.77	✘	Marginal Decline	Improved		Adult's services transferred their recording to FLO and have improved data capture. Subsequently the rate of older people supported in the community has increased this year.
N	Numerator	1159	1134	1091	1148						
D	denominator	19228	20038	20675	21266						
SCA/02b	The rate of older people whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	13.21	11.33	11.08	10.96	11.08	✓	Marginal Improvement	Improved		The rate of older people in residential services continues to decline as a result of the increase in the older population.
N	Numerator	254	227	229	233						
D	Denominator	19228	20038	20675	21266						
SCA/07	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	54.4	82.1	84.1	91.3	86.4	✓	Improved	Improved		Focus on reviewing has delivered a significant increase in the percentage of reviews undertaken on time.
N	Numerator	900	1213	1036	1222						
D	Denominator	1654	1478	1232	1339						
SCA/18a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	74.2	97.3	99.7	98.8	100	✘	Marginal Decline	Improved		A marginal decrease from last year which is due to 10 carers being identified after the offer of assessment was made.
N	Numerator	322	675	754	813						
D	Denominator	434	694	756	823						
SCC/02	The percentage of children looked after who have experienced one or more changes of school while being looked after	10.2	11.0	21.4	20.5	10	✘	Improved	Declined		15 looked after children had a non-transitional school move this year.
N	Numerator	6	8	15	15						
D	Denominator	59	73	70	73						
SCC/04*	The percentage of children looked after on 31 March who have had three or more placements during the year	2.7	10.7	1.9	8.5	6.0	✘	Declined	Declined		Provisional figure. 11 children had 3 or more placements during the year.
N	Numerator	2	11	2	11						
D	Denominator	101	103	108	129						
SCC/011b	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social worker	22.4	33.2	57.4	52.7	60	✘	Declined	Improved		Year on year improvement is not expected as it is not always appropriate to see a child alone. Reasons are supplied and checked where the child has not been seen alone.
N	Numerator	81	93	213	157						
D	Denominator	362	280	371	298						
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	66.9	66.3	84.5	84.2	90	✘	Marginal Decline	Improved		A very marginal decline in the percentage of LAC statutory visits undertaken on time during the year but a large increase in looked after children. Over 4 years this indicator has improved significantly.
N	Numerator	439	677	865	1095						
D	Denominator	656	1036	1024	1300						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
SCC/033d*	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	88.9	92.3	88.9	62.5	100	✘	Declined	Declined		We have few 19 year old care leavers, 8 this year. Of these, 3 are not in contact.
N	Numerator	8	12	8	5						
D	Denominator	9	13	9	8						
SCC/033e*	The percentage of young people formerly looked after who are known to be in suitable, non-emergency accommodation at the age of 19	100	91.7	87.5	80	100	✘	Declined	Declined		Of the 5 care leavers in touch, 1 is in not in suitable accommodation.
N	Numerator	8	11	7	4						
D	Denominator	8	12	8	5						
SCC/033f*	The percentage of young people formerly looked after who are known to be engaged in education, training or employment at the age of 19	25	58.3	25	40	75	✘	Improved	Improved		Of the 5 care leavers in touch, 3 are not in education, training or employment
N	Numerator	2	7	2	2						
D	Denominator	8	12	8	5						
SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	269	222	308	241	147	✓	Declined	Declined		Predicted results for this year's cohort of pupils suggested our point score would be lower than last and our target was set accordingly
N	Numerator	1614	1773	2156	2168						
D	Denominator	6	8	7	9						
PCS/01a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	68.4	73.3	98	100	98	✓	Improved	Improved		All children and young people's pathway plans to transition to independence were reviewed in the year
N	Numerator	54	44	50	48						
D	Denominator	79	60	51	48						
SCC/033	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	59.5	86.1	93.9	92.4	95.0	✘	Marginal Decline	Improved		A marginal decline in the percentage reviews of children undertaken on time during the year but significant improvement over 4 years.
N	Numerator	566	543	597	709						
D	Denominator	952	631	636	767						
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	98.4	99.4	99.4	99.1	99	✓	Marginal Decline	Marginal Improvement		This is now virtually at a maximum. The target was to maintain the high level of cleanliness which has been achieved
N	Numerator	539	477	525	523						
D	Denominator	548	480	528	528						
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	82.12	95.98	97.71	96.68	97.5	✘	Marginal Decline	Improved		The high level of performance previously achieved is being maintained. Only 10 reported fly tipping incidents were not collected within 5 days.
N	Numerator	294	406	299	291						
D	Denominator	358	423	306	301						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	76.6	77.5	79.2	79.2	80	✘	Unchanged	Improved		The percentage of bus pass holders is unchanged. The population aged 60 or over has slightly increased as has the total number of bus pass holders.
N	Numerator	19994	20671	21560	21987						
D	Denominator	26116	26682	27217	27774						
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	7.8	9.8	9.7	9.2	11	✓	Improved	Declined		The highway maintenance programme is delivered by prioritising schemes on the basis of need, with A & B roads likely to be higher priority. A and B road condition has improved, while improvement in C road condition has improved overall road condition.
N	Numerator	58	84	94	99						
D	Denominator	746	859	969	1070						
WMT/004b	The percentage of municipal waste collected by local authorities sent to landfill	42.81	34.23	18.06	13.1	17.5	✓	Improved	Improved		The landfill rate has continued to decrease due to the continued use of energy from waste. The percentage waste used to recover heat and power has also increased, 25.4% was used for heat and power in 2015/16.
N	Numerator	19597	15735	8867	6582						
D	Denominator	46007	45962	49084	50096						
WMT/006b	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled that are composted or treated biologically in another way	55.5	62.94	63.21	61.7	63	✘	Marginal Decline	Improved		The recycling rate slightly decreased in 15/16. The current recycling rate is above the Welsh Government target for 2015/16 of 58% and the rate has improved over the last four years. Monmouthshire's recycling target for 2016/17 is 66%.
N	Numerator	25545	29827	31025	30925						
D	Denominator	46007	45962	49084	50096						
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	88.1	91.2	93.9	93.8	93	✓	Marginal Decline	Improved		There has been a 0.1 percentage point decrease in food establishments which are 'broadly compliant' with food hygiene standards, which shows performance has been maintained as targeted.
N	Numerator	909	922	962	964						
D	Denominator	1032	1011	1024	1028						
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7279	7270	7434	7478	7450	✓	Marginal Improvement	Improved		There has been an increased footfall into the overall service. The opening of community hubs has contributed to an increase in visits to sites in the second half of 2015/16 while overall visits for the year are broadly similar to 2014/15, based on library visitor count data.
N	Numerator	666129	666316	684640	690470						
D	Denominator	91508	91659	92100	92336						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
LCS/02b	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	6852	8099	7893	8205	7600	✓	Improved	Improved		Improved data collection of visitor numbers at leisure centres that were not previously captured has contributed to this increase between 2014/15 - 15/16, excluding this data visitor numbers have still been broadly maintained. While the the four year trend shows a significant increase in visits
N	Numerator	627020	742368	726918	757591						
D	Denominator	91508	91659	92100	92336						
CHR/02*	Average sickness days per employee (FTE)	N/A	N/A	9.8	11.6	9.5	✗	Declined	N/A		There has been a marked increase in 15/16 in the number of working days per full-time equivalent (FTE) employee lost due to sickness absence (CHR/002). The increase has mainly been seen in long term sickness absence cases. During the year there has been a focus on improving reporting of sickness information. Further analysis of 15/16 data is being completed and will be considered as part of action already committed in the People and Organisational Development Strategy for 2016/17 to review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems. This indicator was introduced into the national data set in 2014/15 and previous years trends are not directly applicable.
N	Numerator	N/A	N/A	25931	29753						
Page 115	Denominator	N/A	N/A	2637	2568						
CAW/037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	N/A	N/A	N/A	3.6		N/A	Improved	N/A		Improvements in energy efficiency of buildings has contributed to an improvement in the score. The average score was 88.3 in 14/15 and 85.1 in 15/16
N	Numerator	N/A	N/A	N/A	3.2						
D	Denominator	N/A	N/A	N/A	88.3						
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	236	186	213	251	180	✗	Declined	Declined		The average time taken to process Disabled Facilities Grants (PSR/002) has increased from 213 days to 251 days, this is mainly attributable to more complex grants being completed and the availability of capital funding. Work is underway to review the steps in the process and identify any improvements in process that can be made to reduce the time taken.
N	Numerator	21678	15981	17219	18070						
D	Denominator	92	86	81	72						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
PSR/004	The percentage of private sector homes that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	Not published	4.66	10.27	14.18	11	✓	Improved	N/A		Over 500 properties have been contacted with advice in 15/16. Increasing properties that can be included as returned to use through the Council's action
N	Numerator	*	25	64	94						
D	Denominator	*	537	623	663						
PLA/006b	The percentage of all additional housing units provided during the year that were affordable.	101	31	53	25	not set	N/A	Declined	Declined		The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year has decreased, from 53% to 25% (PLA/006b). The data used for this indicator is from the previous financial year (2014/15) and is produced by Welsh Government using Council (Housing Service) and external data which records affordable acquisitions, when units are handed over and when registered as completions by Building Control or private inspectors. Of more relevance is the Council's own annual Planning Policy data which records all annual housing completions by physical survey and is reported in the required Local Development Plan (LDP) Annual Monitoring Reports. In 2014/15 a total of 17 affordable housing units were completed out of a total of 205 housing completions. This low level of completions is due to the UDP sites being built out and the time lag between LDP adoption and strategic sites becoming available as they progress through the planning application process. An additional 166 affordable housing units secured planning consent during 2014/15 on sites of 5 or more units and this will be reflected in future completion rates. The Report concluded there were no fundamental issues with the LDP strategy given it was in its preliminary stage and had no past trends available for comparison. Close monitoring of trends in the performance of the plan's strategy and policy framework has continued to be undertaken to inform the Annual Monitoring Report for 2015/16. Reporting on progress with the affordable housing indicators will indicate 54 affordable housing completions out of a total of 234 total housing completions for this period
N	Numerator	191	85	159	53						
D	Denominator	189	273	301	212						

Index	
Improved or At maximum	Improvement >2.5% or at Maximum
Marginal Improvement	Improvement 0.1% - 2.4%
Unchanged	Unchanged - 0%
Marginal Decline	Marginal Decline - -0.1% - -2.4%
Declined	Declined - >-2.5%
N/A - Not applicable	Trend Not applicable

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SUBJECT: SOCIAL CARE AND HEALTH SENIOR LEADERSHIP REVIEW

MEETING: CABINET

DATE: 27 JULY 2016

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To propose a revised senior leadership structure for Social Care and Health.

2. RECOMMENDATIONS:

- 2.1 To agree a fit for purpose senior leadership structure for Social Care and Health.
- 2.2 To authorise the Chief Officer to proceed with management action necessary to give effect to these changes in keeping with approved Council employment policies.
- 2.3 To request that should the costs of redundancy not be able to be met from the directorate, these costs be covered from the Redundancy and Pension Reserve.
- 2.4 To request access to the invest to redesign reserve to support the transformation capacity needed to deliver the practice change needed for sustainable improvement in children's services.

3. KEY ISSUES:

- 3.1 Social Care and Health in Monmouthshire is at critical stage of practice lead transformational change. The context for this restructure is the need to ensure there is the right leadership capacity and capability to deliver consistently high standards of well-being, prevention, managed social care support and safeguarding across adult and children's social care. The proposed structure builds on the strengths that exist across the directorate, establishing an integrated social services leadership team.
- 3.2 The structures in Social Care and Health have been stable for a number of years, and reflect the traditional model of separate management of adult and children's services. The implication of the Social Services & Well-being (Wales) Act (2014) is that a 'people focussed' approach; leadership structures need to adapt to reflect this change of direction. The language and ethos of the Act is that a common approach for 'people' with care and support needs will achieve better outcomes for adults and children, within the context of their families and communities. The Act embeds legislatively the shift away from service led solutions to well-being, early intervention and prevention. In addition, adult safeguarding has a new legal basis and the Act also requires the consideration of further integration with the NHS.
- 3.3 Overall, the proposed structures aim to deliver a collective, purposeful, leadership team, building on the strengths in the areas of transformation and commissioning in adult services and safeguarding in children's services. The structures reflect the need to strengthen transformational capacity leaning into children's services to support the improvement

journey. The leadership structures aim to support effective partnership working within, and outwith, the Council so we are well positioned to play a leading role in regional collaborations. They also take integrated health and social care delivery to the next stage of maturity through integrating well-being and direct service provision into the remit of Integrated Service Managers who are aligned with primary care. This is an enabling structure which will facilitate further NHS integration.

3.4 This report recommends a sustainable structure that enables the policy direction of the Directorate to be delivered. It proposes deletion of the following posts:

- Head of Adult Service
- Head of Children's Services
- Service Manager – Care & Assessment – Children's Services
- Service Manager – Fostering, Adoption & Looked After Children
- Service Manager – Safeguarding
- Service Manager Learning Disabilities & Mental Health
- Integrated Service Manager x 2
- Team Manager – Direct Care
- Team Manager – Disabilities (0.81)

It proposes creation of the following posts:

- Head of Service - Adult Services & Transformation
- Head of Service – Children's Services & Safeguarding
- Service Manager – Well-being, Family Support & Safeguarding
- Service Manager – Managed Care & Looked After Children
- Service Manager – Disabilities and Mental Health
- Service Manager – Integrated Services (x 3 integrated positions with ABUHB)
- Commissioning Lead – Children's Services
- Team Manager – Disabilities (0.5)

3.5 There will be some changes to where services are aligned as a consequence of these proposals; with the aim of delivering a coherent, all age approach to well-being and managed care. The main changes will be:

- Integrated commissioning and transformation functions across Social Care and Health under the leadership of the Head of Service – Adults and Transformation. The following posts will support the Head of Service in these directorate wide responsibilities.
 - A Service Manager for Transformation will be created to lead a team to support practice lead transformation across Social Care and Health, with a particular focus on developing confident, outcome focussed practice in children's services which is fundamental to sustainable improvement. This Service Manager position will have responsibility for social care workforce development across the social care sector including succession planning, workforce planning and training.
 - The Service Manager for Commissioning will lead an integrated commissioning function, ensuring that children's services benefit equally from strengths in commissioning, service redesign and market development. A commissioning lead for children's services will be created to ensure there is expertise and capacity in this critical area.
- Alignment of children's and adult safeguarding under the leadership of the Head of Service – Children's Services and Safeguarding. This will ensure that adult safeguarding

is afforded the same priority as safeguarding children, building on the strength of the safeguarding and quality assurance unit within children’s services.

- An all age approach to social work for children and adults with disabilities under the leadership of a Service Manager – Disabilities and Mental Health. This will ensure a coherent, all age approach, addressing differences in practice at critical transitions from childhood to adulthood.
- Management of early intervention and prevention in children’s services will be integrated with the ‘front door’ of statutory children’s services. Accordingly, the Team around the Family (TAF) will move from policy and partnerships to children’s services.

3.5 The current and proposed configurations are presented at Annex 1.

4. REASONS:

4.1 There is recognition that we need to strengthen Social Care and Health leadership capability and capacity to deliver sustainable practice lead improvement in adult and children’s social services. A renewed leadership team is proposed with the capability and capacity to address the challenges of demographic change, increasing complexity and reducing budgets. These leadership structures will mean we are well positioned to rise to these challenges.

4.2 Central to these proposals is a recognition that the way we support and safeguard children and young people and adults will be improved if the whole of social care and health benefit from the strengths located currently in parts of the directorate. The shift to targeted early intervention and prevention, outcome focussed social work practice, remodelled service offers and integrated working will be enabled by leaders who work together to deliver a clear common vision and set of priorities.

5. RESOURCE IMPLICATIONS:

5.1 The recurring cost of the structure is cost neutral to the directorate, detail of these costs are shown below:

Current Posts Proposed to be Deletion	Proposed Post
Head of Adult Services (£94,000)	Head of Service - Adult Services & Transformation (£94,000)
Head of Children’s Services (£94,000)	Head of Service- Children’s Services and Safeguarding(£94,000)
Service Manager – Care & Assessment – Children’s Services (61,000)	
Service Manager – Fostering, Adoption & Looked After Children (61,000)	
Service Manager – Safeguarding (61,000)	
	Service Manager - Well-being, Family Support & Safeguarding (£66,000)
	Service Manager – Managed Care & Looked After Children(£66,000)
Service Manager Learning Disabilities & Mental Health (61,000)	

	Service Manager – disabilities and mental health (£66,000)
Integrated Service Manager x 2 (122,000)	
Team Manager – Direct Care (56,000)	
Team Manager – Disabilities (41,000)	Service Managers - Integrated Services x 3 (£183,000)
	Commissioning lead – (£56,000)
	Team Manager – disabilities 0.5 (£26,000)
Total: £651,000	Total: £651,000

5.2 It is proposed to create two posts, one Transformation Manager (at Service Manager grade) and a Practice Change Team Manager which will be occupied initially for two years to support practice led change, particularly the improvements needed in children’s services. These posts will serve to strengthen resilience around social care practice allowing us to remain within current budgets. The rationale is to transfer the method of practice improvement which has proved so successful in adults to children’s services. As such we request £250,000 over two years to fund the initial appointment of these posts from the Invest to Redesign reserve.

5.3 Initially an internal process will be conducted to recruit to positions within this structure. This process will recognise that a number of officers are being placed ‘at risk of redundancy’. Where appropriate, they will be considered for opportunities in keeping with the Council’s employment policies.

5.4 It is not possible at this stage to give an accurate estimation of costs associated with severance of employment given that there are processes to work through. The directorate will look to cover any severance costs, but in the event that these cannot be covered a request will be made to cover these via contingent liability reserve.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

6.1 Cabinet approval will see the establishment of a collective leadership team which is focused on the sustainability of high quality well-being approaches and social care services. It will be a leadership team which ensures the resilience of Social Care and Health in Monmouthshire which is critical to the Wellbeing and Future Generations Act.

6.2 Leadership of all aspects of safeguarding will be strengthened by these proposals, through the alignment of adult and children’s safeguarding responsibilities, as part of the whole authority approach to ensuring safeguarding is everybody’s business.

6.3 The leadership structures will strengthen management of services which support our looked after children, thus enhancing how we fulfil corporate parenting.

7. CONSULTEES:

A period of informal engagement, followed by formal consultation has taken place with employees affected by the changes and with Trades Unions in accordance with the Service

Redesign Protocol. Initial proposals were amended to take on board comments from consultees. These final proposals have been positively received, and are supported, by those consulted.

8. BACKGROUND PAPERS:

None

9. AUTHOR:

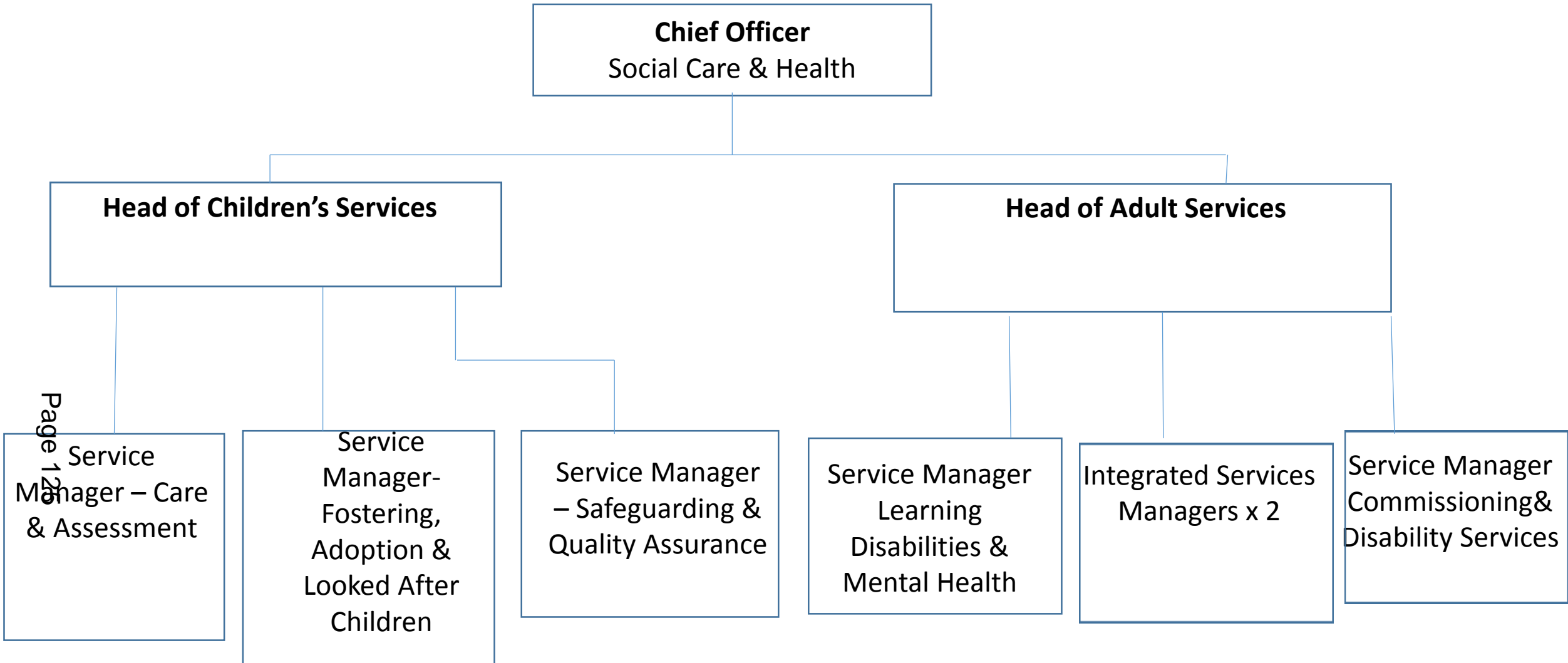
Claire Marchant, Chief Officer, Social Care & Health

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CURRENT STRUCTURE SOCIAL CARE AND HEALTH

Chief Officer
Social Care & Health

Head of Service
Children's Services & Safeguarding

Head of Service
Adults Services & Transformation

Service
Manager- Well-
being, Family
Support &
Safeguarding

Service Manager
Managed Care &
Looked after
Children

Service Manager
(All ages disability
& mental health
services)

Service Manager
Transformation

Integrated Services
Managers x 3

Service Manager
Commissioning &
Disability Services

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PROPOSED STRUCTURE SOCIAL CARE AND HEALTH

SUBJECT:	Children's Services
MEETING:	Cabinet
DATE:	27th July 2016
DIVISION/WARDS AFFECTED:	Social Care and Health

1. **PURPOSE:** To provide Cabinet with an appraisal of current issues and key challenges within Children's Services and recommend a service improvement programme which addresses these challenges.
2. **RECOMMENDATIONS:** Cabinet is asked to approve the Children's Services Improvement Programme set out in Appendix 1 to this report.

Cabinet is asked to approve investment of £250,000 from the Priority Investment Reserve to support the practice improvement in children's services which is critical to sustainable improvement in the service.

3. **KEY ISSUES:**

The primary aim of Children's Social Services is to work together with others to ensure that Monmouthshire's children and young people reach their full potential and live free from the harmful effects of abuse and neglect. We aim to provide responsive, family orientated services which ensure that our most vulnerable children are effectively safeguarded.

Over the last year, Monmouthshire Children's Services has continued to deliver services in an increasingly challenging and complex context. The work plan for the service from April 2015 - March 2016 was extensive and required the whole service to pull together in developing systems and processes; improving practice and building partnerships. The service has benefitted from investment from the Council to meet increasing demands and to try and make the shift to doing things differently particularly through the business cases approved by Cabinet in May 2015. The benefits from those business cases will start to be delivered in 2016/17 and reporting against them will form part of the monitoring against this improvement programme. The business cases largely focus on the type of service a child receives when they become looked after – inhouse fostering and therapeutic support to foster carers. What is clear, learning from the successful model of transformation in adult services is that sustainable improvement needs to be led by, and is dependent on, confident and consistent social work practice. This is critical for the service to be in a

position to manage the demands on it, within the means afforded to it, and to move from reactive crisis management to a proactive and preventative model in which children are supported to remain with their families if it is safe to do so.

There remains much to be done and in some areas we are not as far along our path to improvement as others. These areas include:

- Continued increase in our Looked After Children population
- Continued significant budgetary pressure
- Achieving a confident, competent and stable workforce
- Ensuring vulnerable families have access to the right services at the right time, recognising a deficit in family support services
- Implementing intelligent commissioning including families first and core funding
- To articulate our service model and ensure that our model, operating procedures and pathways of care are clear, embedded in practice and widely communicated
- Continued development of our partnership working
- Embedding a consistent quality assurance framework for the service that drives continuous self-assessment, analysis and improvement.

Addressing these challenges will require a programme approach which captures the inter-relatedness of many of the areas for development. This will require the commitment of the whole service together with on-going support from the council. Additional capacity through the commissioning of outside expertise, as well as continued collaboration activity with partners and maximising the use of regional and national support will be of benefit.

The proposed programme approach is set out at appendix 1.

4. REASONS:

The Social Services and Wellbeing (Wales) Act 2014 coming in to force requires changes in the way that we work with our partners and provide services to individuals and families particularly in respect of well-being and early prevention.

Within this overarching context of key legislation change, the need for continuous self-assessment and improvement within Children's Services is informed by data drawn from a range of sources across three main areas.

- Our own self-assessment and service planning processes; our analysis of key performance information including case audit and review. Our recent commissioned review through IPC has strengthened and reinforced our analysis.
- External regulators CSSIW and Estyn inspection reports; CAFCASS reports and case reviews.
- Recent and regular feedback from staff, service users and partners.

These information sources have provided consistent messages to inform us about our current children's service development priorities.

5. RESOURCE IMPLICATIONS:

There are resource implications for the programme outside of core-funding. Its successful implementation will require investment in capacity to transform social work practice in children's services from the Invest to Investment of £250,000 over a 2 year period will secure the secondment of an experienced service manager, and practice change support, to ensure that the highly successful practice led change methodology which has delivered improved service and financial outcomes in adult services is implemented sustainably within children's services.

The programme approach will be underpinned by a dynamic financial model that can track and report on the budgetary impact of the change to practice, workforce and commissioning as we grow, change and develop. Our quality assurance framework will enable us to report on standards of practice, ensuring there is consistency of threshold, risk management approaches and evidence based family support which is targeted where it has most impact.

Through this approach we will become a service that operates within the resources allocated by the council based on a clear understanding of risk and need at all levels. It is not expected that this will be a quick turnaround. However, confident practice alongside the current invest to save business cases and the implementation of innovations such as 'Where I am Safe' the Children, Young People and their Families commissioning strategy are intended to bring medium to longer term savings over 3 year period.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

This is set out at appendix 2

7. CONSULTEES:

Departmental Management Team 8th June 2016

Senior Leadership Team 14th June 2016

Children and Young People's Select Committee 7th July 2016

8. BACKGROUND PAPERS:

CCSIW Inspection Report (November 2014)

Children Services Business Cases (May 2015)

Children's Services Service and Financial Recovery Plan (January 2016)

Chief Officer's Annual Report (June 2016)

Children's Services Service Improvement Plan (2015 & 2016)

Delivering Excellent Practice in Children's Services (IPC June 2016)

9. AUTHOR:

10. CONTACT DETAILS:

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E-mail: janerodgers@monmouthshire.gov.uk

APPENDIX 2



Future Generations

<p>Name of the Officer completing the evaluation</p> <p>Jane Rodgers</p> <p>Phone no: 01633 644054 E-mail: janerodgers@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>The proposal is to implement a programme of improvement within Children’s Services.</p>
<p>Name of Service</p> <p>Children’s Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>24th June 2016</p>




1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Improving Children’s Services will have a positive impact on the use of resources by ensuring that early intervention and prevention services are in place for children and families. We will work with partners to promote early identification of risk and ensure that interventions are matched to need. This will maximise the chances of some of our most vulnerable children to learn and reach their full potential.</p>	<p>N/A</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	Our workforce development programme will ensure that Children's Services staff are skilled and confident.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N / A	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	<p>The Social Services and Wellbeing (Wales) Act 2014, requires local authorities to review the care and support they provide, while providing a range of services designed to promote wellbeing and prevent the need for care and support.</p> <p>The vision for our Children's Services overall is for children and young people to be healthy, happy, and feel valued and loved. This will enable them to grow into successful adults who can have positive relationships, positive futures and become responsible citizens.</p> <p>We will do this through supporting parenting and early attachment; helping families recognise and reduce risk where this is harming their children; and promoting positive parenting. In cases where children need to leave their families in order to stay safe we will work to provide placements for them which effectively build their resilience and help them to overcome the damaging impact of harmful experiences.</p>	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	In accordance with the Social Services and Well-Being Act our service will work from a strengths based model to promote well-being	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	within families and within communities. We will work collaboratively with other organisations and with the citizens of Monmouthshire to build resilient and cohesive communities where children are safe and valued. We will seek to strengthen parenting and reduce social need and dependency in key areas where this has a negative impact on children such as domestic abuse and substance misuse.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	There are many wider benefits to providing support for vulnerable families and strengthening communities in Monmouthshire. This will contribute to our children and young people growing up with a strong sense of identity, self-esteem and with the potential to be globally responsible citizens.	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	We will continue to expand and improve services to meet the language and cultural needs of individual children as part of our outcomes work around well-being goals.	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Children's Services and our partners work with vulnerable children and young people to reduce disadvantage and maximise their opportunities in life and their personal resilience.	N/A

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>We have set out our commitment to use the resources afforded to us by the Council effectively to support children, young people, and their families within the Councils allocation. We are developing our financial modelling to help us monitor invest to save and cost avoidance programmes over a 3 year plan. This will include tasks such as increasing our in-house fostering provision; developing preventative services and maintaining a stable workforce. We will continually look for opportunities to collaborate with others where this is cost effective to do so.</p>	<p>N/A</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6th of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work together. We will be working closely with our partners in health, police, other local authorities and 3rd sector organisations to ensure that we have effective services which achieve positive outcomes for children and families at all levels of need.</p>	<p>N/A</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>We will ensure that the workforce is skilled in direct work with children and families based on collaborative and strength based approaches within assessments and interventions. We will work with specific engagement processes included the young carers group and the magic group (for children with disabilities) and with the regional safeguarding children's board to ensure that the views and concerns of young people are listened to.</p>	<p>It is important that Children's Services engages with the corporate engagement and participation officer to take forward consultation with families.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>We will work with others to implement the principles of Early Intervention and Prevention so that children and young people are protected from the impact of abuse and neglect. We will work to identify need and vulnerability at early stages where there is maximum opportunity for sustained change.</p>	<p>N/A</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>Within the service we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will do this around concepts of well-being as set out in the Social Services and Well-being Act.</p>	<p>N/A</p>

- 3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Children's Services will focus on the well-being of the 0-18 population and 0-25 for care leavers.	N/A	N/A
Disability	The service includes specialist disability services for children.	N/A	N/A
Gender reassignment	Children's Services works to promote the well-being of children and their parents by strengthening their self-esteem and sense of individual identity. We will develop services that give children and young people choice where possible, and enables them to live fulfilling lives free from discrimination and harm. We have mechanisms in place such as the Independent Reviewing process and advocacy to ensure that individual identity needs are addressed.	N/A	N/A
Marriage or civil partnership	As above	N/A	N/A
Pregnancy or maternity	As above	N/A	N/A
Race	As above	N/A	N/A
Religion or Belief	As above	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	As Above	N/A	N/A
Sexual Orientation	As Above	N/A	N/A
Welsh Language	As Above	N/A	N/A

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Children's Services works with families to protect children from the harmful effects of abuse and neglect. We act as the lead agency for safeguarding across the council and with our partners.	N/A	N/A
Corporate Parenting	'Where I am Safe' the Children, Young People and their Families Strategy discusses the Councils corporate parenting responsibilities and how the Council currently responds to those duties and how it will respond in the future to those responsibilities to support children, young people and their families.	N/A	N/A

5. What evidence and data has informed the development of your proposal?

The evidence and data that has informed the Children, Young People and their Families Strategy was:

1. The Social Services and Wellbeing (Wales) Act 2014
2. Cordis Bright Report – ‘Why do local authorities with similar levels of needs, have different looked after children populations’ 2013
3. Statswales.gov.uk – Quantitative data on population, services users, comparative data across Wales
4. Local Government Data Unit – Qualitative data on service users
5. Service user data from PLANT
6. Financial data – Agresso
7. Cabinet – Business Cases Paper - May 2015
8. Children’s Services Framework – Windscreen of Need – IPC Draft Report 2016
9. Children Services Management Consultation on perceptions / views of services / performance data (qualitative data)

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The main positive impact of the proposed programme of improvement for Children’s Services is that it will enable us to promote better outcomes for children and young people and increased resilience in families and communities. The programme sets out the key tasks and required changes in a clear way to enable scrutiny and challenge during implementation.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Implement the programme approach	Over the next 2 years	Head of Service	Monitored through SLT and Select
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	June 2017
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Children and Young People Select Committee	07.07.2016	

Monmouthshire County Council

Delivering Excellent Practice in Children's Services

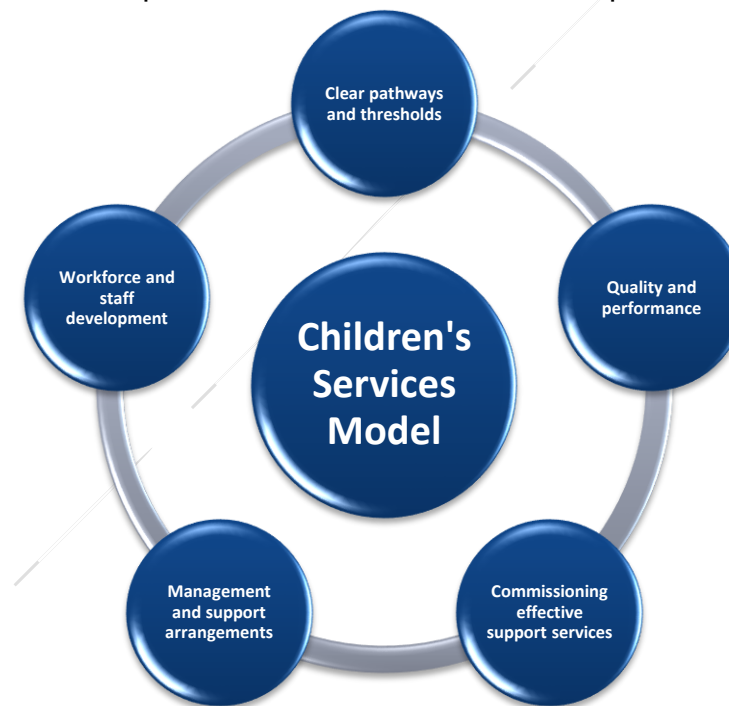
Implementation Plan 2nd Draft

20 June 2016

Monmouthshire County Council Delivering Excellent Practice in Children's Services Implementation Plan 2nd draft

1 Introduction

Following a recent review Monmouthshire County Council is working with the Institute of Public Care at Oxford Brookes University (IPC) to develop and implement a programme of change in Children's Services. This document is the first draft of the plan. It relates directly to findings from the review detailed in a report to the Children's Services Senior Leadership Team in June 2016. In that report an analysis of the 6 priority areas that the plan would need to address was presented as follows:



The key issues to address and activities needed in the implementation plan were proposed in the report and these are included for reference at appendix A.

2 Programme architecture

To deliver the overall programme including the areas above the following 3 workstreams are proposed, each comprising 2 related projects likely to require the engagement of similar staff and other stakeholders

Workstream 1: Model, Pathways and Thresholds

Workstream 2: Workforce and Management

Workstream 3: Commissioning, Quality and Performance

Each project is considered in the sections below.

3 Workstream 1: Model, pathways and thresholds

The purpose of this workstream is to produce:

- A common shared evidence-based vision and service model for children's services including how all family support including for those with complex needs will be delivered.
- An operating model for the delivery of children's services and systems.
- Policies and procedures to support the model which address arrangements for dealing with contact and referrals, information gathering, assessment, eligibility and care and support planning, and use of JAFF/TAF.

The following projects will be delivered, in order of completion, with deliverables, key stakeholders and project resources required:

Project	Activities	Deliverables	Stakeholders	Project resources
Vision and model of service	Reference group to work up draft vision and model drawing on IPC evidence review	8-10 page statement of vision and service model	Children's Services staff and managers Colleagues in other local authority services, NHS, and other partner agencies Members and senior executives	<ul style="list-style-type: none"> ■ Reference Group input ■ Materials preparation, writing and workshop facilitation ■ Project management
	Workshops with staff and managers and other stakeholders to refine the vision and model			
	Formal adoption by Senior Leadership Team			
	Dissemination and engagement with other stakeholders			
Operating model	Reference group to work up operating model with HR advice including balance of demand and resources and staffing and skills sets	Summary operating model including plans for distribution of people and	Children's Services staff and managers	<ul style="list-style-type: none"> ■ Reference Group ■ HR ■ Senior Leadership Team

Project	Activities	Deliverables	Stakeholders	Project resources
	Operating model to be tested and revised following engagement with team managers	resources across teams		
Policies and procedures	Initial review of existing policy and procedures and specification of new requirements including contact and referrals, information gathering, assessment, eligibility and care and support planning, and use of JAFF/TAF, to include ensuring compliance with the SSWB Act	New procedures and policy in each of the identified areas which support the vision and model of service and include clear key pathways and business processes	Children's Services staff and managers Colleagues in other local authority services, NHS, and other partner agencies	<ul style="list-style-type: none"> ■ Writing team input including operational managers and senior practitioners ■ Materials preparation, writing and workshop facilitation ■ Project management
	SLT to review report and agree list of new policy and procedures required			
	Writing team produce draft materials, and test them with key staff and stakeholders			
	SLT sign off revised policy and procedures			

4 Workstream 2: Workforce and Management

The purpose of this workstream is to:

- Clarify the roles and case responsibilities of senior practitioners, team managers and service managers and support managers to operate management arrangements effectively
- Ensure business support arrangements are effective in supporting best social work practice

- Support social work staff to operate effectively within the requirements of the new vision and model and the Social Services and Wellbeing Act

The following projects will be delivered, with deliverables, key stakeholders and project resources required:

Project	Activities	Deliverables	Stakeholders	Project resources
Management and Leadership	HR led project team with key operational staff and managers clarify roles of business support, senior practitioners, team and service managers in light of revised vision and model and propose revised job descriptions	Revised profile of reporting arrangements and line management responsibilities of team managers	Children's Services managers	<ul style="list-style-type: none"> HR and project team to shape JDs, consult Management development specialists to design and deliver programme for managers
	Consultation, job evaluation and formal adoption of new job descriptions	New job descriptions for senior practitioners		
	Recruitment or deployment of new posts as necessary	Management development programme		
	Design and delivery management development for senior practitioners and team to support their management of quality and performance			
Business support	HR led project team with key operational and business support managers clarify roles of business support in light of new management arrangements above	New business support arrangements	Children's Services Teams Business support staff	<ul style="list-style-type: none"> HR and project team as above
	Project team specify the business support resources and staffing arrangements and			

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Project	Activities	Deliverables	Stakeholders	Project resources
	undertake exercise to match staff to roles as required			
Staff development	Training and development team design a programme of training for social work teams to support skills development within the new vision and procedures, and the SSWB Act	Training programme delivered to all social work staff	Social workers and operational managers	<ul style="list-style-type: none"> ■ Training team including key operational staff to design and ensure delivery of the programme ■ Training unit to organise and deliver programme
	Delivery of the programme to social work teams			
	Review of impact on practice			
	Integration of the programme into annual training plans			

5 Workstream 3: Commissioning, quality and performance

The purpose of this workstream is to:

- Develop and implement a commissioning strategy and secure services to support families across all service tiers
- Design and implement improved performance and quality assurance systems which meet with the requirements of Welsh Government under the SSWB Act.

The following projects will be delivered, in order of completion, with deliverables, key stakeholders and project resources required:

Project	Activities	Deliverables	Stakeholders	Project resources
Commissioning	A project team will draw up a commissioning strategy for family support across all service tiers drawing on the new vision and policies.	A commissioning strategy and procurement plan for		<ul style="list-style-type: none"> ■ Commissioning strategy and procurement

Project	Activities	Deliverables	Stakeholders	Project resources
	It will include an outline procurement plan for services 2016-2019	families with complex needs	Existing and potential service providers	team including key operational managers
	SLT will test and sign off the plan and agree with partners the extent of their involvement and resource commitments involved	New contracts and services	Neighbouring authorities and Health Board including CAMHS	
	The strategy will be implemented by the commissioning team and SLT through contract renegotiation, new procurement and further internal service redesign		Social work teams	
Performance and quality assurance	A project team will arrange for a review of existing QA and performance review systems including the extent to which they are compliant with the requirements of the SSWB Act	A revised set of QA and performance review arrangements which are realistic and cost effective, and are implemented effectively	Teams, services and SLT	<ul style="list-style-type: none"> SLT to scope and analyse review and plan, and test implementation
	A plan for improved systematic QA and performance review will be developed to incorporate practice review, case file analysis, IRO, service user and families feedback, national data collection and reporting arrangements and key management reports required by team managers, service managers and SLT			<ul style="list-style-type: none"> Project team to undertake the review and create plan
	The plan will be implemented and reviewed			

6 Overview Programme Timetable and Dependencies

Each of the 6 projects within the 3 workstreams will need to develop a detailed programme of activities within the following overall timetable:

Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Vision and model of service	Reference group to work up draft vision and model drawing on IPC evidence review	X								
	Workshops with staff and managers and other stakeholders to refine the vision and model	X								
	Formal adoption by Senior Leadership Team		X							
	Dissemination and engagement with other stakeholders			X	X	X	X	X		
Operating model	Reference group to work up operating model with HR advice including balance of demand and resources and staffing and skills sets			X	X					
	Operating model to be tested and revised following engagement with team managers				X	X				
	Initial review of existing policy and procedures and	X	X							

Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Policies and procedures	specification of new requirements									
	SLT to review report and agree list of new policy and procedures required		X Start requires model completion							
	Writing team produce draft materials, and test them with key staff and stakeholders		X Start requires model completion	X	X					
	SLT sign off revised policy and procedures				X	X	X			
Management and leadership	HR led project team clarify roles of business support and managers and propose revised job descriptions			X Start requires model completion	X					
	Consultation, job evaluation and formal adoption of new job descriptions				X	X				
	Recruitment or deployment of new posts as necessary					X	X			

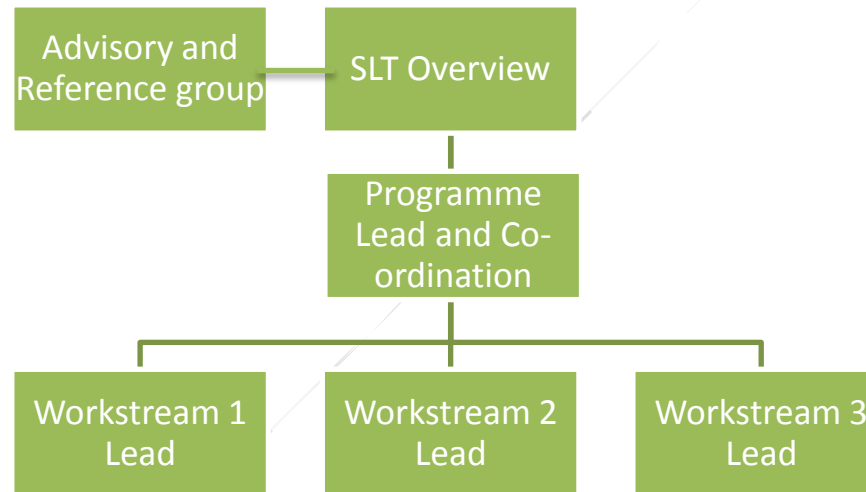
Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	Design and delivery management development for senior practitioners and team to support their management of quality and performance			X Start requires model completed	X	X	X	X	X	
Business Support	HR led project team clarify roles of business support			X	X	X				
	Project team specify the business support resources and staffing arrangements and match staff to roles					X	X			
Staff development	Training and development team design a programme of training for social work teams				X	X	X			
	Delivery of the programme to social work teams						X Start requires policy and procedure complete	X	X	X Ongoing

Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	Review of impact on practice									X Ong oing
	Integration of the programme into annual training plans									X Ong oing
Commissioning	A project team will draw up a commissioning strategy to support families with complex problems and procurement plan		X	X	X	X	X			
	SLT will test and sign off the plan and agree with partners the extent of their involvement and resource commitments involved					X Start requires plan complete	X	X		
	The strategy will be implemented by the commissioning team and SLT							X	X	X Ong oing
Performance and quality assurance	A project team will arrange for a review of existing QA and performance review systems	X	X	X	X					
	A plan for improved systematic QA and performance review will be developed					X	X			

Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	The plan will be implemented and reviewed							X	X	X Ong oing

7 Programme management, governance and reporting

The following programme management and delivery arrangements are proposed to maximise resources and minimise overlaps in activity:



- The role of SLT will be to maintain a weekly or monthly overview of the progress of the overall programme, via reports from the programme lead, and to drive activities or allocate resources as necessary. SLT will report to the wider local authority and partners via the Advisory and Reference Group.
- The role of the Advisory and Reference group will be to advise SLT and members on the quality of the deliverables and any additional activities or resources that may be needed.

- The programme lead will be the Head of Children's Services. Her role will be to assure the quality of all products and maintain an overview of the progress of the project for SLT. She will be supported by a programme manager who will co-ordinate all activities across the 3 workstreams, review progress and prepare reports for the Lead, and ensure that all the projects have clear and detailed project plans which are updated. The programme manager will also ensure materials are properly stored and published, and that any external contributors work is properly contracted and managed
- The Programme Lead and programme managers will ensure effective co-ordination of the programme through regular inputs to the Operational Managers Group.
- Each workstream will be led by a two-person team comprising the programme manager and a key senior manager with relevant operational or strategic responsibility as follows:
 - Workstream 1: Models Pathways and Thresholds – a senior operational manager with specific responsibilities for front door and assessment
 - Workstream 2: Workforce and Management – a senior manager with responsibility for HR and Training
 - Workstream 3: Commissioning, Quality and Performance – a senior manager with responsibility for Commissioning and or quality
- The role of the key senior manager will be to work with the programme manager to ensure that the design of the projects is right, that the right stakeholders are engaged, and that appropriate resources are secured to deliver on the projects in their workstream.
- Each workstream will have a single project team comprising people undertaking key project activities which will meet on a regular basis as needed to share materials and plan activities. They will be supported as contracted by external specialist support.

20 June 2016

8 Appendix

The following summary of priorities, issues and activities was included in the analysis report from IPC in June 2016

Priority area	Key issues to address	Activities needed
Children's Services Model	<ul style="list-style-type: none"> ■ A common shared model covering the full services windscreen and the role of different partners in it ■ A statement of intent about the balance between internal and external delivery of intensive interventions support for families in need 	<ul style="list-style-type: none"> ■ Development of a statement of intent for children's social services and the model that it will use in service development, design and delivery for agreement at a multi-agency level. ■ Development of a model of social work practice for the service and details of what is expected of practitioners in terms of direct work with families.
Pathways and thresholds	<ul style="list-style-type: none"> ■ Protocols and arrangements for step-up and step-down to TAF ■ Clarifying understanding of the role of TAF, the extent to which it should work with families with more complex needs and the key processes needed to support it amongst all agencies ■ Arrangements for management of contacts and referrals ■ Pathways and protocols for all agencies on how Monmouthshire categorises and responds to contacts and referrals ■ Procedures for managing 'further information gathering' arrangements ■ Expectations about the quality of contacts and referrals Practice and protocols for applying eligibility to families in need 	<ul style="list-style-type: none"> ■ Redesign front door processes and decision making arrangements. ■ Policy and procedures development to incorporate SSWB Act requirements and give clear guidance for staff. ■ Deeper engagement of children's social services in the development of TAF. ■ Development of a clear and shared understanding of thresholds for different service responses. ■ Development of clear and shared expectations about the information to be provided when making a contact or referral to social services ■ Development of practice and protocols for undertaking parenting assessments.

Priority area	Key issues to address	Activities needed
	<ul style="list-style-type: none"> Practice and protocols for undertaking parenting assessments Practice and protocols on use of JAFF/TAF for social care services 	
Commissioning effective support services	<ul style="list-style-type: none"> Range and capacity of intensive evidence-based support for families with significant problems, edge of care and rehabilitation from care Range and capacity of parenting and attachment support for families with significant problems Clarifying the role and criteria for Family First and Flying Start as part of an overall model, and having a joint approach to commissioning early intervention and prevention services, particularly to ensure the needs of families with complex problems are addressed Access to regional IFSS 	<ul style="list-style-type: none"> Review current distribution of resources in early help and intervention and explore rebalancing towards families with more complex needs and edge of care service. Identify the key needs and service development priorities in terms of supporting families with complex needs. Commission or develop these services including looking at potential partnerships with neighbouring services.
Quality and performance	<ul style="list-style-type: none"> Range and consistency of quality assurance arrangements Judiciary expectations of services 	<ul style="list-style-type: none"> Redesign systems for managing performance and reviewing progress and engaging with children and families.
Management arrangements and systems	<ul style="list-style-type: none"> Management and case management arrangements in teams Effectiveness and usability of the in-house information system Business support and capacity for social work duty 	<ul style="list-style-type: none"> Review structure and responsibilities of operational managers in the service. Ensure current information system can deliver requirements. Management development programme to support senior practitioners and team leaders

Priority area	Key issues to address	Activities needed
Workforce and staff development	<ul style="list-style-type: none">Recruitment and retention of social workers and/or support staff	<ul style="list-style-type: none">Programme to support the implementation of the above developments through training for current staffReview of roles and responsibilities in the light of revised pathwaysImproving social work confidence and skills in leading and delivering change with children and families.A programme to develop social work confidence and skills in leading and delivering complex interventions.

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SUBJECT: Workforce and Practice Development Plan

MEETING: Cabinet Report

DATE: 27th July 2016

DIVISION/WARDS AFFECTED: Social Care and Health

1. PURPOSE:

To consider and endorse the approach contained within the Workforce and Practice Development Action Plan.

2. RECOMMENDATIONS:

For members to receive and scrutinise the information concerning key challenges within the Workforce and Practice Development Plan.

3. KEY ISSUES:

- 3.1 This plan forms part of the overarching transformation programme for Children's Services. It has been designed to deliver the cultural and practice change necessary to realise the benefits from the legislative framework in the Social Services and Well-being (Wales) Act (2015).
- 3.2 This plan sets out how we intend to further shape the workforce within Children's Services. It is our mechanism for ensuring that we have the right people in the right places with the appropriate skills to deliver the aim of the Service which is to ensure that Monmouthshire's children and young people reach their full potential and live free from harmful effects of abuse and neglect.
- 3.3 The Workforce Plan has interrelated components; the diagram below illustrates these. This plan will be managed as a work stream that reports into the overall programme. This also supports our path to improvement. These areas include:
- Continued significant budgetary pressure
 - Achieving a confident, competent and stable workforce
 - By complimenting the service model and ensuring that our model, operating procedures and pathways of care are clear, embedded in practice and widely communicated



Addressing these challenges will require a programme approach which captures the inter-relatedness of many of the areas for development. This will require the commitment of the whole service together with on-going support from the council.

3.4 The proposed programme approach is set out in the action plan at appendix 1.

4. **REASONS:**

We recognise that continual change is challenging for staff therefore this stream of work will support staff to deliver the ambitious overall change agenda for children's services. Workforce development is a major element in improving outcomes for children and young people and families. The ability to continuously improve is intrinsically linked to:-

- 4.1 The quality and capacity of the people who lead, manage, deliver and support those services.
- 4.2 How effectively people work together across organisational and professional boundaries to combine their expertise.

Within the overarching context of key legislation change, the need for continuous self-assessment and improvement within Children's Services is informed by data drawn from a range of sources across three main areas.

- Our own self-assessment and service planning processes; our analysis of key performance information including case audit and review. Our recent commissioned review through IPC has strengthened and reinforced our analysis.
- External regulators CSSIW and Estyn inspection reports; CAFCASS reports and case reviews.
- Recent and regular feedback from staff, service users and partners.

These information sources have provided consistent messages to inform us about our current children's service development priorities and our aspirations, this includes the workforce elements. We will know we have succeeded within the workforce plan when;

1. We will have a range of effective marketing, recruitment and retention strategies that increase the number of good quality team members who apply, are appointed and who share our values and are committed to deliver our vision.
2. Our workforce will be working together effectively delivering evidence based interventions and making the most of the tools and processes available.
3. We will have confident, supportive and strong leadership team committed to deliver the plan.
4. The whole workforce share's the same vision.
5. Continue to support our workforce in their roles by making training and development opportunities available in line with specific identified and agreed needs.
6. We will use our finance and resources to support our workforce in a cost effective way.
7. We will have a stable workforce who are resilient and proud of the work they do.
8. We will become a 'grow your own' service that encourages and supports pre and post qualifying learning, personal development and support.
9. Social workers will spend more time with children and families through the embedded business processes that effectively supports the service to deliver good outcomes for children.
10. We will have a Workforce Strategy that is supported by the whole organisation. This strategy will be a key focus for the workforce work stream of the Children's Improvement Programme that is being developed.

5. RESOURCE IMPLICATIONS:

It is assumed that we have sufficient resource to deliver this action plan. As the work stream develops if this is not the case suitable approval will be sought to obtain relevant resources necessary.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

The Workforce and Practice action plan has been developed to impact positively on all children, young people and their families we work with. This will be regularly updated and reviewed as the programme develops.

7. CONSULTEES:

Claire Marchant – Chief Officer, Social Care and Health
Jane Rodgers – Head of Children's Services
Departmental Management Team 8th June 2016
Senior Leadership Team 14th June 2016
Unions – both unison and GMB
CYP Select Committee Thursday 7th July

8. BACKGROUND PAPERS:

CCSIW Inspection Report (November 2014)
Chief Officer's Report (June 2016)
Children's Services Service Improvement Plan (2015 & 2016)
Delivering Excellent Practice in Children's Services (IPC June 2016)

9. AUTHOR:

Claire Robins – Workforce Lead

10. CONTACT DETAILS:

Tel: 01633 644054

E-mail: Clairerobins@monmouthshire.gov.uk

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
Attraction, Recruitment, Selection & Retention						
Establish current workforce position via benchmarking:- <ul style="list-style-type: none"> Number of temp vacancies by team by post Number of perm vacancies Agency staff position Agree agency exit plan 	June 2016	Review every Month	Service & Financial Perf & Accountability	<ul style="list-style-type: none"> We understand our workforce. We know how much our workforce costs. Workforce planning is a routine. 	Management Team	
Summarise short term resource actions in a joint plan with the Team Managers and Senior Practitioner's. Agree a medium / long term plan with Team Managers for :- Attraction. Including web site, social media etc. Selection – process, procedures, agree a RACI. Retention.- Exit interview analysis, induction, T&C's. Exit interviews to be systematically undertaken, results analysed and acted upon.	June 2016	Review ever quarter	Quality & Effectiveness of Practice S & F Perf & Accountability	<ul style="list-style-type: none"> We know why people leave Information is requested from all leavers and is used to improve recruitment and retention CST within Monmouthshire is viewed as an attractive employment option Improved retention rates. We aspire to be the employer of choice. 	HR with Management Team	
Fill all existing CST vacancies with permanent employees	From April 2016	October 2016	S & F Perf & Accountability	<ul style="list-style-type: none"> Number of agency workers reduces 	Leadership Team	

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
				<ul style="list-style-type: none"> Staff turnover rates reduce 		
<p>Ensure safe recruitment and selection practices:-</p> <p>HR's Safe Recruitment Protocol/Workflow clarifies roles & responsibilities and provides useful links to documents. Video tutorial on safe recruitment. Both on the PS HUB. All available prior to December 2015.</p>	From March	Review ever quarter		<ul style="list-style-type: none"> Revised procedures in place "Safeguarding" mainstreamed into all recruitment and selection policies and practices Mandatory training established for managers Reduced risk/s arising from inappropriate appointments. 	Leadership Team	
<p>Recruitment and selection processes - review existing processes to ensure that all key behaviours, as well as technical skills, are taken into account.</p> <p>Review "select the best" to ensure R&S processes are aligned to business areas.</p>	June Onwards	Review every quarter.	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> Revised recruitment procedures in place Improved outcomes at end of individuals' probationary periods Required behaviours from new recruits evident in the workplace. Lessons learnt reviews in place following each recruitment drive to ensure continuous improvement of process. R&S processes ensure consistency and standard approaches are in place. 	HR to lead with the Management Team	
Training, Learning and Development						

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
Full Skills Audit to take place for every team member	June 2016	End of September	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> • Training needs identified • Development opportunities identified. 	Sue Wooding	
Whole Service training plan to be put in place. (by quarter)	May 2016	By quarter for year	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> • Every member of staff has access to training and development opportunities as identified and agreed in line with operational needs and personal development plans. 	Sue Wooding	Green – Training plan in place
Department specific plans to be identified if necessary (as FST)	Following TNA			<ul style="list-style-type: none"> • FST specific team training plan to be put in place and delivered. 	Service managers	Green
Evaluate the pathway for all NQSW (actions included in the training action plan)	June 2016	Commence in Sept ready for NQSW appointments.	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> • Pathway in place for all NQSW • All NQSW will have the confidence, skills, knowledge and capability to deliver high quality Social Care. They will feel supported by us and will have the tools to do their job. • Review and update following delivery of the pathway. 	Sue Wooding	
Induction Review, improve & systematically implement induction arrangements. Establish Induction plans	June 2016	Review following next intake of SW.	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> • Improved induction arrangements in place • New staff feel valued • Retention rate will improve <p>100% compliance with induction procedures</p>	HR to lead with the Management Team	

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
Management Training Review / identify specific Management & Leadership Training and incorporate it into the whole service plan.	July 2016	Review in line with Whole Service training plan	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> We will know the training & Development needs of all managers. We will have a plan to deliver training solutions as identified. Managers feel confident in leading their teams and have the skills required. 	Sue Wooding	
Workforce Planning & Productivity						
Structures:- <ul style="list-style-type: none"> Establish the CS establishment Map the establishment against the current workforce in place. Reinforce establishment controls 	From June 2016			<ul style="list-style-type: none"> Availability of accurate and complete employee data for all staff. Monthly report on establishment, vacancies & Agency workers distributed on a weekly basis Regular updates to HR to ensure RL reflects the establishment, monthly review in place. 	HR to lead with the Management Team and finance	
Role Profile Review Review Social Worker and Consultant Social Worker job descriptions and align with service needs, within the context of the all Wales Social Work Career Pathway and CPEL Framework	June 2016	End of September	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> SW posts and CSW posts to be prioritised Proposed changes implemented Improved ability to recruit experienced Social Workers through designated HR support in CST. Consultant Social Worker Capacity increased via a recruitment drive. 	HR to lead with the Management Team	

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
Employment Contracts Revise employment contract arrangements for NQSWs to reflect NQSW Consolidation Programme Requirements	July	End of August		<ul style="list-style-type: none"> Improvement in retention rate. Contracts are fit for purpose. 	HR to lead with the Management Team	
Productivity & Efficiency Using all relevant information we need to fully understand the resources required in order to deliver our service. We will use all relevant information in order to identify the current and future supply and demand.	July		Quality & Effectiveness of Practice	<ul style="list-style-type: none"> We will have accurate data that will inform the resources required. We understand the 'supply and demand of the services' We are clear on the type of workforce required now and in the future. We will be fit for the future with a flexible workforce in line with the Social Service & Wellbeing Act. 	Finance, HR & Management Team.	
Leadership & Management						
Performance Management Implement arrangements to ensure that staff time is made available for supervision & training	June 2016	Monitor ever Quarter	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> Managers to be fully committed to delivering this. All teams and leaders will feel supported in an environment of on-going change and are encouraged to continue to develop and evolve for the benefit of the children, young people and their families. 	HR to lead with the Management Team	

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
Ensure that employee performance appraisals are embedded across the whole of Children's Services	April 2016	On-going. Monitor and track every quarter		<ul style="list-style-type: none"> Managers to be fully committed to delivering this. 	HR to lead with the Management Team	
<p>HR Support Additional HR capacity to be provided to support SCH (CST) workforce improvement activity</p> <p>Nov/Dec 2015 – appointment of extra resource</p> <p>March 2016 – Sue C and Julie (corporate HR Leads) providing assistance with attendance management training</p>	<p>In place in Nov</p> <p>From March 2016</p>			<ul style="list-style-type: none"> Additional 2 days corporate HR support – SCH focus, but not exclusive. Managers will feel supported by HR in their advisory role. Managers will feel empowered to deliver / carryout HR policies and procedures. 	HR Manager	
<p>Setting Direction and Role Modelling The leadership Team will play a crucial part in Setting the direction of the Service and are the key role models in shaping how the service will evolve and further develop.</p>	From commencement of development work	Review in line with transformation timescales.	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> The leadership & management team have the necessary skills to transform the service. They are role models and key people in the change process. They are confident and instil confidence in their teams. 	Leadership Team	
<p>Workforce Development Strategy We will build & develop a 'workforce development strategy'. This will ensure</p>	September	October		<ul style="list-style-type: none"> The strategy will be built from the bottom up. 	Leadership Team	

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
our sustainability for the future within Children’s Services				<ul style="list-style-type: none"> We will find out ‘what matters’ to teams and individuals and this will be the foundation of the strategy. We will have the child and the family at the heart of the strategy. It will be aligned to the overall aims and objectives of the service. 		
Attendance Management						
Data capture Identify, analyse and report upon current sickness absence levels and “hotspots” in specific service areas. HR tracker for DMT provides update/narrative on data.	Every Quarter		S & F Perf & Accountability	<ul style="list-style-type: none"> Consistent and effective maximising attendance management practice Better understanding about ill health, wellbeing and other issues affecting individuals and teams Flowchart relating to sick absence process to be developed and delivered to managers and staff to ensure consistent approach to maximising attendance Reports to Management Teams & DMT Reduction in average number of days lost per employee HR to develop protocol documents to help clarify roles and responsibilities between managers and HR. 	HR to lead with the Management Team	

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
				<ul style="list-style-type: none"> More staff are in work more of the time. 		
Tools for Managers Attendance & Wellbeing Flowchart for Managers completed by HR and on the PS HUB. Further useful material ("tools to equip managers" e.g. video tutorial on 'How To' report sickness absence) on the PS HUB. Workflows clarify roles & responsibilities.	From Feb 2016	Review Quarter 2		<ul style="list-style-type: none"> Managers to be confident to navigate the HUB and use the HUB as on-going resource of information, guidance and management tools. Workflows help managers in a simple and straightforward way. 	HR to lead with the Management Team	
Promote a healthy workforce which has a good work/life balance, low levels of sickness absence and stress, and a safe working environment.	From Feb 2016	Review Quarter 2	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> Report to Management Teams & DMT on actions taken Ongoing reduction in average number of days lost per employee Reduced number of workplace stress related absences against the listed long term absent staff. Continue to promote policies etc. during 121 and team meetings with Team Managers. 	HR to lead with the Management Team	
Specific bespoke training for managers on attendance & wellbeing issues. Delivered by HR.	Feb / Mar 2016			<ul style="list-style-type: none"> All Managers are confident to implement the attendance management policy with the service. 	HR to lead with the Management Team	

Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
				<ul style="list-style-type: none"> Teams feel that policies and procedures are implemented fairly and consistently. 		
Support Services						
Admin Review A full review of the Business Support with the service will be carried out. <ul style="list-style-type: none"> Brief admin team members. Brief management team Ensure full team engagement with the review During the review current role profiles will remain with an expectation on delivery of RP during the review. 	June 2016	Review every quarter	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> Outcome of the review delivered. All team members will have the opportunity to contribute. Business support will support Social Workers to spend more time with children and families through embedded business processes that effectively support services to deliver good outcomes for children. 	Nicky Needle / Deborah Driffield	
Telephony Full review of telephony. <ul style="list-style-type: none"> Ensure network updated and appropriate for agreed process. Explore data available to analyse calls 	June 2016	Weekly review	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> General enquiries calls are taken by the business support team. Callers are received efficiently and effectively. 		

RAG every month with HR and Leadership Team. Review and keep plans on track.

<p>Name of the Officer Claire Robins Phone no: 07921781075 E-mail: clairerobins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To approve the Workforce and Practice Development Plan</p>
<p>Name of Service Children's Services</p>	<p>Date Future Generations Evaluation 20th June 2016</p>

1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.


Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The workforce plan shows how we intend to create a flexible workforce within Children's services that is skilled for the future, motivated and engaged. The Learning and Development plan will give all team members the opportunity to develop new skills, increase capability, build confidence and resilience for their future careers within Children's Services and the council.</p>	<p>There is a detailed skills audit included in the plan. This will ensure that the learning and development opportunities will be relevant and appropriate to the teams. This will enable the ongoing plans to reflect the training needs identified. Thus ensuring best use of time, and valuable resources. Teams & individuals will know what their individual training needs are. This will result in greater attendance</p>





Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		and increased credibility for the training being offered.
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Team structures will reflect the service and operational priorities along with demonstrating a contribution to core purpose 'sustainable and resilient services'</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Creating a highly skilled, stable and flexible workforce will result in people's knowledge & skills being applied in the appropriate areas of the service. Staff will be encouraged to take accountability of their own career. There will be visible leadership that builds a sense of shared common purpose.</p> <p>The Team will become more resilient, will enjoy and be proud to work within Monmouthshire</p> <p>The attendance management work stream will also contribute to this goal.</p>	<p>Supply & demand work will ensure that caseloads are realistic. The structure will reflect the appropriate leadership and management being in place in order to support, coach and develop teams.</p> <p>Managers will have the leadership skills and the support from HR in order to support all team members. HR policies and procedures will ensure employee wellbeing is monitored during the programme and where necessary support put in place to mitigate any negative impact.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The workforce plan will ensure that we have the right people in the right places to enable delivery of the priorities of the service that will meet the needs of all of our communities in Monmouthshire.</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	We actively support the Welsh Language measure and continue to support team members to undertake welsh language education.	We have an agile working policy that supports staff towards achieving a healthy work life balance.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	We continue to work within our policies and procedures in relation to equal opportunities.	We will work with all colleagues to ensure appropriate equal opportunities with regards to any new / updated policies in relation to workforce and practice change.

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2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 Balancing short term need with long term and planning for the future	<p>Improving Social Work Practice and implementing the workforce development plan will ensure a sustainable service for the future both short, medium and long term.</p> <p>Creating a nimble work force structure demonstrating a 'council of the future' capability.</p>	The workforce and practice plan supports the longer term robust financial plan, this provides an opportunity for preparedness and long term sustainability service for the future.

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Working together with other partners to deliver objectives</p>	<p>The re-alignment of resources will increase efficiency and effectiveness enabling resources to be directed appropriately. Changing practice in line with the Social Services and Well Being (Wales) Act (2015) will focus on working in collaboration with our partners and the community.</p>	<p>The training and develop plan will support this change in practice. Many training solutions support the new Act and there is intensive training available for all team members to support them in their change of practice.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>All relevant stakeholders have been involved in developing this plan. These include, HR, Training, Children Services Team</p>	<p>Continued consultation will be undertaken as part of the ongoing engagement and delivery of the plans. Relevant teams will be engaged at all stages of the delivery plan. Continuous feedback will be sought.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>We will continue to review our structure to ensure flexibility which will continually enable us to realign staff resources to service need. This will include reviewing the roles and responsibilities of posts within teams. A stable, committed, flexible workforce is required in order to deliver the practice changes required.</p>	<p>We will continue to review our workforce policies, processes and procedures to enable this flexible approach.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies.</p>	<p>By working together with partner agencies and communities, by ensuring we have a stable workforce that have the skills, knowledge and live the values of Monmouthshire, this will ensure long term sustainability and consistency of service delivery.</p> <p>This in turn will positively impacts on people, economy and our environment.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Neutral		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	In line with the Welsh Language measure of 2011, and the Welsh Language Standards we will considering Welsh Language in recruitment advertising, documentation, posters, language skills etc.		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	One of the principals on which the plan is based is to ensure that safeguarding and corporate parenting issues are fundamental to all considerations of the delivery plan.	N/A	Safe recruitment practices will be followed for all Children's Services appointments. Safeguarding and corporate parenting are both featured within the learning and development plan for all teams and individuals.
Corporate Parenting			

5. What evidence and data has informed the development of your proposal?

The evidence and data used to inform the development of the Workforce and Practice plan was :-
 Attendance Management Data 2013/14, 2014/15, 2015/16
 Labour turnover Data
 Exit interview Data
 Agency Worker Data
 Financial Data
 Training Audit information
 Workforce planning data.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The workforce action plan will provide the ability of our staff teams to be more flexible and stable. People's skills and competencies will be aligned to deliver the objectives and the priorities for the Children's Services Team, now and in the future.

The Future Generation Evaluation Form assists and informs the Council's understanding of both the positive and negative impacts of the Workforce and Practice action plan. The Council has paid due regard to the equality and sustainable development issues within this plan and this is evidenced in this document.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Ensure the plan is delivered, monitored, reviewed and updated in line with the Children's Improvement Programme.	Every month	Project Lead	
Continue to review any risks and issues identified as the plan is delivered.	Every quarter	Project Lead with the Programme Manager.	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	14 th June 2017
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9. VERSION CONTROL

Version No	Decision Making	Date considered	Brief description of any amendments made following consideration
1	CYP Select	7/7/2016	

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SUBJECT:	Commissioning Strategy: 'Where I am Safe?' - A Strategy for Children, Young People and their Families
DIRECTORATE:	Social Care and Health
MEETING:	Cabinet
DATE:	27th July 2016

1. PURPOSE:

To consider and endorse the Strategy for Children, Young People and their Families.

2. RECOMMENDATIONS:

That Cabinet endorse the approach contained within the Strategy for Children, Young People and their Families, and reviews progress and the approach at regular intervals.

3. KEY ISSUES:

The Strategy for Children, Young People and their Families attached as Appendix 1 sets out the strategic intentions in respect of Children, Young People and their Families who require care and support by Monmouthshire County Council.

Specifically, it seeks Cabinets support to:

1. Endorse the Children, Young People Strategy which aims to keep children and young people safe by preventing need from escalating, responding appropriately to disadvantage and safeguarding concerns, and maintaining a focus on identifying the most appropriate placement setting;
2. Develop and resource prevention and early intervention services to reduce need from escalating, and to support children and families out of statutory services;
3. Review the range of family support services Monmouthshire provides at all tiers of intervention to ensure that where possible children remain in their families and where they are in care that they can be effectively reunified;
4. Strengthen our approach to practice and quality assurance by learning and implementing change from the findings from quality assurance exercises;
5. Strengthen our collection, validation and presentation of high quality information and intelligence that gives insight into how effective the system as a whole is at protecting and supporting vulnerable children, as well as helping to change and improve practice;
6. Strengthen the procedures for admission to care;
7. Improve the opportunities for children and young people to have permanency outside of the care system by enabling them to be reunified with their birth or extended family where it is safe to do so, or by securing an adoption order or a special guardianship order to live with a permanent family;

8. Expand the availability of placements to meet a wide range of children, in particular placements for teenagers, parent and babies, sibling groups and children with additional / challenging needs;
9. Evaluate the BASE project with the aim of establishing if the model has been effective, and whether it can be expanded to all foster carers, adopters, and special guardians;
10. Ensure placement with parent agreements are updated in line with regulatory requirements and plans are monitored, and where possible that arrangements are made to discharge Care Orders and support families to meet children's needs without the requirement for them to remain looked after.

4. REASONS:

1. We want to work successfully with children and young people, their parents and families, and partner agencies to help children and young people achieve the best outcomes.
2. We want to ensure that children and young people achieve in their childhood, and that they can be successful in their futures
3. We want to ensure that achieving the best for children and young people is at the centre of everything we do.
4. We want to safely support children to achieve the best possible outcomes for them within their families, recognising this is the best environment for the majority of children and young people to develop and achieve their outcomes.
5. We want to ensure that children and young people who are unable to live safely within their own families are looked after and provided with the best possible care and support in placements that meet their needs.
6. We want to ensure we use the resources afforded to us by the Council effectively to support children, young people and their families within the Councils allocation.

5. RESOURCE IMPLICATIONS:

Understanding the financial implications and potential constraints of the Strategy for Children, Young People and their Families will be built into the work programme for the next phase. In embarking upon this journey we are mindful of the financial challenges facing local government.

In terms of the resources needed to realise the ambitious outcomes, we are conscious of competing priorities within a limited staff group and also the potential need for expert help. Should additional support be required the necessary permissions will be sought.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

The significant equality impacts identified in the assessment (Appendix 2) are summarised below for members' consideration:

The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This

will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families

The Future Generations Evaluations Form has helped the Council understand the positive and negative impacts of the Children, Young People and their Families Strategy proposal and has evidenced that the Council has paid due regard to equality and sustainable development issues within the strategy proposal.

The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will be:

1. Against the actions contained within the children, young people and families care and support action plan;
2. Against the impact measures contained within the children, young people and families performance table

7. CONSULTEES:

Claire Marchant – Chief Officer, Social Care and Health
Jane Rogers, Head of Children's Services
Departmental Management Team – 8th June 2016
Senior Leadership Team – 14th June 2016
Children and Young People Select Committee – 7th July 2016

8. BACKGROUND PAPERS:

None

9. AUTHOR:

Craig Williams, Lead Commissioner – Children's Services

10. CONTACT DETAILS:

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APPENDIX 1

Monmouthshire County Council Children's Services



'Where I am Safe'

**A Strategy for Children, Young People and their
Families**

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Part 1

1. Our Pledge to Children and Young People

We will work successfully with children and young people, their parents and families, and partner agencies to help children and young people achieve the best outcomes.

We will ensure that children and young people achieve in their childhood, and that they can be successful in their futures

We will ensure that achieving the best for children and young people is at the centre of everything we do.

We will safely support children to achieve the best possible outcomes for them within their families, recognising this is the best environment for the majority of children and young people to develop and achieve their outcomes.

We will ensure that children and young people who are unable to live safely within their own families are looked after and provided with the best possible care and support in placements that meet their needs.

2. Our Vision for Children and Young People who are unable to Live Safely within their own Families

Children and young people will be healthy and happy, and feel valued and loved. Children and young people will enjoy learning and grow into successful adults who can have positive relationships, positive futures, become responsible citizens and achieve their goals and ambitions. Our aspirations for the children and young people that we look after are the same as any good parent would want for their children. Where they need it children and young people will receive the very best possible standards of care and support.

3. Values and Principles

It is our priority to ensure that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support

children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after.

The next best alternative when children and young people cannot live within their own family is a permanent stable family such as an adoptive placement and a family based foster placement. An adoptive placement is a way of providing a permanent home and family to a child or young person who can't be brought up by their birth family. Today, the majority of adoptions in the UK involve older children, sibling groups and children with disabilities, who have been taken into care. Fostering is a family based foster placement which offers stability and security to children and young people, which often provides them with their first experience of positive family life. Today 80 per cent of looked after children within the UK live with foster families,

Residential placements will rarely be seen as long term arrangement, as children and young people achieve better outcomes if they can live in a family based environment. Residential care offers short and long term care for children with complex needs and behaviours. Children and young people placed in residential care typically arrive as teenagers after multiple foster care placements. They tend to have complex needs including mental health, emotional and behavioural problems as a result of childhood trauma. According to UK government figures, 30% children and young people are placed as a result of abuse or neglect, while the same percentage has experienced significant instability with five or more different placements. Some 38% of children and young people in residential settings have special educational needs. They are also more likely to be in contact with the criminal justice system. A residential placement will always be the exception, and will only be considered when detailed assessments of a child's / young persons needs have identified that a specialist resource is required.

We will always seek to look after children within the boundaries of Monmouthshire in order to maintain their relationship with their family, peers and to enable them to continue to maintain their links with education, health and other services that may be involved with them unless there is a reason why this would not be in their best interest.

We will always aim to return children and young people to their birth family or to a foster family unless it is explicitly clear that to do so would be detrimental to a child / young person's health or wellbeing.

4. Context

4.1 Policy Context

The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6th of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. It requires local authorities to review the care and support they provide, while providing a range of services designed to promote wellbeing and prevent the need for care and support.

In 2013 Cordis Bright was commissioned by the All Wales Heads of Children's Services, the Welsh Local Government Association (WGLA) and the Association of Directors of Social Services to provide insight into 'why do local authorities with similar levels of needs, have different looked after children populations' across Wales. Their research took a case study approach involving the following areas: Bridgend, Denbighshire, Newport, Rhondda Cynon Taf, and Torfaen. It was found that whilst some variation in the numbers and rates of looked after children across local authorities can be explained by differences in the demographic and socio-economic profile of each authority, these factors only go part of the way to explain differences between local authorities. Other factors affecting the numbers and rates of looked after children relate to factors more within the control of the local authority and their partners – especially the way that local authorities lead, organise and deploy their services to children, young people and their families. Their research highlighted five main areas that can help support children, young people, and their families – strategic leadership, prevention and early intervention, approach to practice, partnership working, and information and intelligence about performance.

This document sets out the strategic intentions in respect of care and support provided to children, young people and their families within Monmouthshire and specifies how the intentions will be realised and the actions that will be taken to ensure we achieve the best possible outcomes for all of the children, young people and families for whom we have responsibilities.

4.2 National Context

We do not currently have the all Wales 2016 comparative figures as these figures will not be released by the Welsh Government until later this year. However, to provide the most recent national context we have been provided figures as at 31st March 2015. As at the 31st of March 2015 there were 5,615 looked after children in Wales. Of these children 76% (4,255) were living in foster placements, 4% (250) were living in local authority or registered children's homes, and 10% (575) were placed with parents (*source of data – statswales.gov.uk).

4.3 Local Context

As at 31st March 2016 there were 129 children looked after in Monmouthshire. Of these children 71% (92) were living in foster placements (32 were placed in Monmouthshire foster placements, 28 were placed with family or friends, 32 were placed in independent foster placements), 8% (10) were placed in residential children's homes, and 12% (16) were placed with parents.

Monmouthshire has a slightly lower percentage of children being looked after in foster placements than last years National average; a higher number of children in residential placements, and a higher number of children who are subject to Care Orders living at home subject to Placement and Parent Regulations.

Monmouthshire has seen a significant rise in the population of looked after children over the last 5 years from (106) in 2012 to (129) in 2016 which is a 22% increase.

4.4 Financial Context

The cost of meeting the needs of the rising looked after children population has resulted in Children's Services and the Local Authority being placed under significant financial strain (see fig 1 below).

Fig 1 - Looked After Children Budget Breakdown between 2012 to 2016

	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
LAC Budget (Per RA Return to WG) - £m	2.375	2.706	3.799	4.942

2012/13 2013/14 2014/15 2015/16

Breakdown of LAC Budget (from above)				
External Placements (Residential, Schools, IFAs, Secure, etc.)	1.079	1.169	1.458	2.287
In-house Fostering	1.141	1.355	1.442	1.582
*Other (which includes Independent Living / Supported Housing / Legal Costs / Base Team / Adoption Allowances etc.)	0.155	0.181	0.899	1.073

Percentage Increase in LAC Budget since 2012/13	13.94%	59.96%	108.08%
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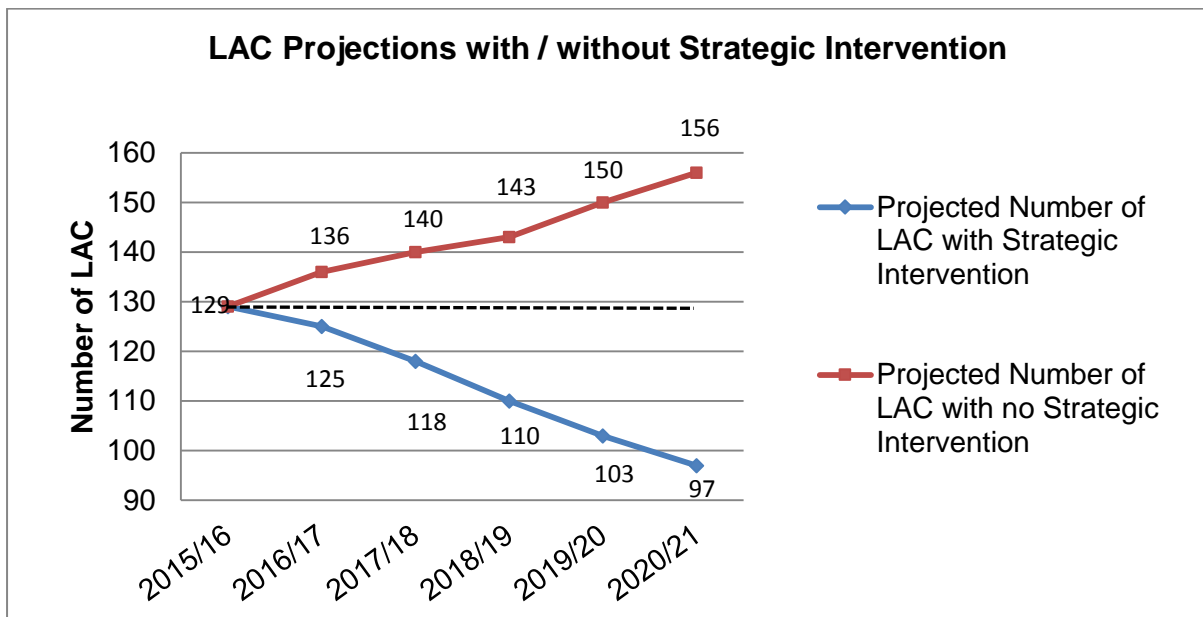
LAC nos. at year end as shown in fig 2	102	103	108	129
Actual Cost of LAC (Per RO Return to WG) - £m	3.748	4.514	5.261	Not Available Yet
<i>Average LAC Unit Cost (£)</i>	<i>Not Calculated</i>	30,000	36,000	42,000
Approximate Cost of LAC based on year end nos. & Unit Cost (£m)				5.418

**LAC costs calculated for the RA Return are determined according to guidance notes which accompany the return. Sometimes there are changes from one year to the next where costs are re-categorised under a difference heading. Re-categorisation would be largely responsible for the increase on 'Other' costs above from 2013/14 to 2014/15.*

As a consequence of the rise in the LAC population and the financial strain the Council is under, we are setting out our commitment within this strategy to use the resources afforded to us by the Council effectively to support children, young people, and their families within the Councils allocation.

Fig 2 below shows LAC projections over the next five years with and without the impact of the strategic interventions contained within this strategy. It is our intention to reduce the looked after population by 25% (32 children and young people) to 97 children and young people by 2021 through the measures contained within this strategy. Fig 2 also shows the projected rise in the LAC population to 156 children and young people by 2021 without any strategic intervention.

Fig 2 - LAC Projections with / without Strategic Intervention



Through implementation of the commissioning strategy and the planned reduction in LAC numbers, the Council will look to contain spend within its budget allocation within the five year period. It is important to note that the commissioning strategy will be supported through other improvement programmes in social work practice and workforce development. However, the commissioning strategy is the key document to deliver improvements in commissioning.

Part 2

5. Needs Analysis

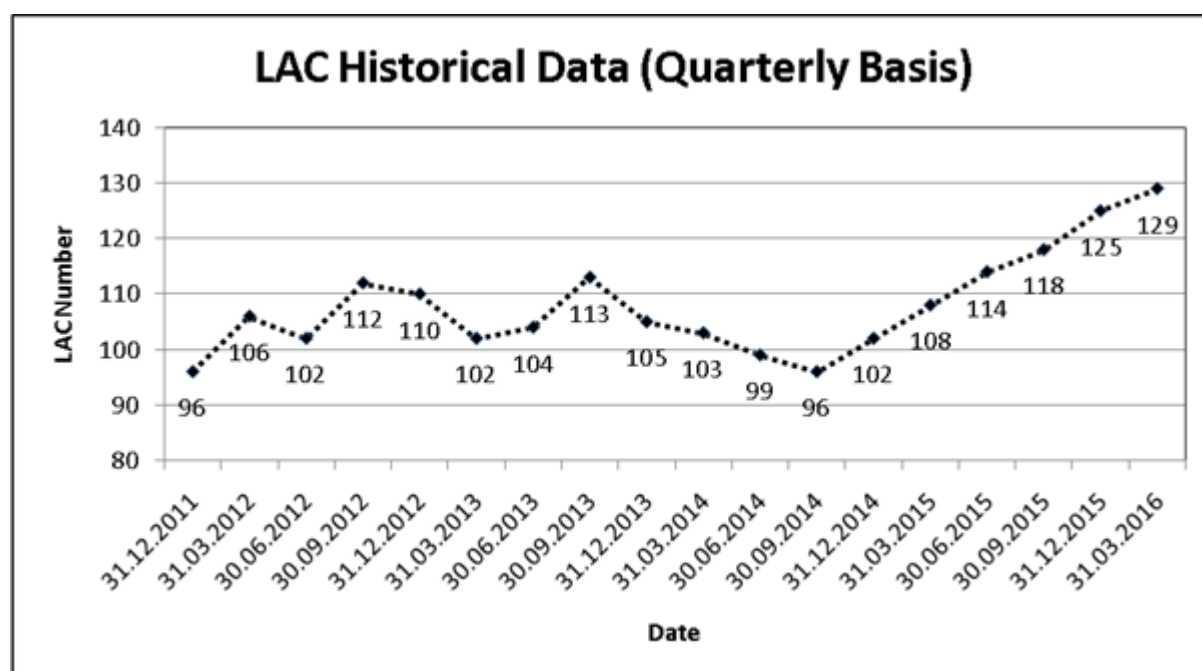
5.1 Number of Looked After Children in Monmouthshire / Wales Comparison

Fig 3 - Number of Looked After Children in Monmouthshire / Wales Comparison

	31.03.12	31.03.13	31.03.14	31.03.15	31.03.16
Monmouthshire	106	101	103	108	129
All Wales Average	260	262	262	255	*

* All Wales Averages will be published by Welsh Government later in the year.

Fig 4 - Monmouthshire LAC Historical Data (Quarterly Basis) – 31.12.2011 – 31.03.2016



While the LAC population is decreasing across most Welsh authorities during the period 31.12.11 – 31.03.2016, Monmouthshire has seen a 34% increase within the same period.

Consideration has been given to the reasons why Monmouthshire has seen this significant rise in numbers of looked after children. Amongst these reasons are:-

- Increased level of risk and complexity of cases
- The increased use of court / legal processes to manage risk rather than through a multi-agency child protection plan
- A lack of a consistent preventative LAC strategy including a coherent, multi-agency family support strategy and services to support families who experience difficulties
- The impact of staff turnover, together with a 'built-in' transfer point at the first looked after child review can undermine the timely implementation of alternative risk management processes or care plans for rehabilitation
- The increase use by the courts of children being placed at home with their parent(s) whilst retaining their Looked After Status (Placement with Parent Regulations). The year-end figure for this was 16 children 12% of the LAC population

There is an urgent need to ensure that children, young people, and their families are provided with the best possible care and support in placements that meet their needs.

5.2 Age of Looked After Children within Monmouthshire

Fig 5 - Age of Looked After Children within Monmouthshire

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
31.03.2012	5	5	5	5	8	3	5	2	2	5	3	6	3	10	9	9	9	12
31.03.2013	5	4	7	5	7	8	3	4	3	2	6	2	7	4	9	10	8	7
31.03.2014	6	6	5	4	5	6	7	3	5	5	5	5	3	9	5	10	8	6
31.03.2015	8	5	7	1	4	5	5	6	3	5	5	6	6	3	9	9	12	9
31.03.2016	9	10	7	8	5	5	8	5	7	5	8	5	6	8	4	10	7	12

Of the children looked after on 31.03.2016 there are 44 children who are 0-5 years old; 33 are aged 6-10, and 52 are aged 11 plus. When these figures are considered in conjunction with legal status of children looked after it is possible to highlight patterns which impact on the overall looked after children population (see Fig 7)

5.3 Ages of Children by Admission and Discharge

Fig 6 indicates that there is a need to ensure that there are available resources to ensure that children under the age of 5 who enter the care system do not remain in care for longer than required.

Fig 6 - Ages of Children by Admission and Discharge

	2011/2012		2012/2013		2013/2014		2014/2015		2015/2016	
	Adm	Dis	Adm	Dis	Adm	Dis	Adm	Dis	Adm	Dis
0	9	5	7	1	14	5	12	7	15	8
1	5	2	1	3	1	2	3	1	6	1
2	5	0	4	2	1	1	3	4	3	1
3	4	1	5	2	1	4	0	2	4	2
4	4	2	1	3	4	5	2	3	4	0
5	2	0	1	1	1	2	2	2	2	2
6	2	1	2	2	4	2	0	1	3	0
7	4	3	2	2	1	2	0	0	1	1
8	1	0	3	2	0	0	1	0	3	0
9	3	0	3	2	4	1	0	1	2	1
10	1	0	0	0	3	2	0	0	1	0
11	4	2	3	3	4	3	3	1	0	0
12	4	2	1	1	2	1	0	0	2	1
13	4	1	2	0	4	3	0	1	2	0
14	3	2	2	4	3	0	4	1	0	0
15	2	2	4	2	1	3	4	1	3	2
16	2	3	0	3	4	7	3	0	2	4
17	2	6	2	3	1	1	0	5	0	8
18	0	1	0	12	0	7	0	1	0	1
Total	61	33	43	48	53	51	37	31	53	32

This can be achieved through improved planning in care proceedings at court, exploring alternatives to fostering with extended family members, and the development of the adoption service to enable children to achieve permanence without delay.

In addition, fig 6 highlights that there is a need to ensure that there is sufficient resource within the in house fostering service to ensure that there are placements available for children aged 11 plus and that these placements are supported to meet the needs of young people. It also highlights the need to ensure that there are

interventions available to support young people returning home where this is possible.

5.4 Legal Status of Looked After Children by Age Group as at 31.03.2016

The data in fig 7 indicates that there is potential to achieve permanence outside of the looked after children's system for the majority of children aged 0-5 as indicated by those children who are subject to Care Orders and a Placement Orders.

For the children aged 6 plus the majority are looked after subject to a Care Order with few having Placement Orders. A Care Order is an Order, which places a child under the care of the Local Authority. This is otherwise known as a child 'being in care'. The Order is applied for by the Social Services Department of the Local Authority and gives the Local Authority Parental Responsibility for the child. This does not necessarily mean that the parent doesn't have Parental Responsibility but the parent's wishes can be overridden if the Local Authority believes it is in the best interests of the child. A Placement Order gives the child / young person's social worker permission to go ahead with the adoption plan. This means the social worker can arrange for your child / young person to go and live with a prospective adoptive family (if one has been matched as being suitable to meet your child / young person's needs). This is called being placed for adoption.

Fig 7 - Legal Status of Looked After Children by Age Group as at 31.03.2016

	0 - 5	6 – 11	11 plus	Total
Placement Order	11	4	0	15
Interim Care Order	15	3	5	23
Care Order	15	23	27	65
Section 20	3	8	12	23
Wardship	-	-	3	3
TOTAL	44	38	47	129

It is recognised that achieving permanence through adoption for children aged 6 plus is likely to be more difficult, and therefore permanency outside of the care system for this age category is most likely to be through revocation of Care Orders where children are placed with parents or through applications for alternative orders such as Special Guardianship Orders or Child Arrangement Orders. A Special

Guardianship Order is an order appointing one or more individuals to be a child's 'special guardian'. It is a private law order made under the Children Act 1989 and is intended for those children who cannot live with their birth parents and who would benefit from a legally secure placement. A Child Arrangements Order decides who the child is to live with and/or who the child will spend time with, and can be granted to more than one person whether they live together or not. If a child arrangements order states that the child will live with a person, that person will have parental responsibility for that child until the order ceases.

For some children their permanence plan will be one of long term fostering, and therefore there will always be a need to ensure sufficiency in the availability of long term foster carers.

5.5 Parent and Baby Placements between 01.04.2015 – 31.03.2016

We are unable at this time to provide the number of parent and baby placements between 01.04.2015 – 31.03.2016 as this will be reported to Welsh Government later this year. However, within Monmouthshire's Fostering Service there is currently one approved mother and baby carer and no mother, father and bay carers. As a consequence there is an urgent need to increase this resource to provide appropriate assessment placements for parents and babies including community based assessments and supports.

Fig 8 - Parent and Baby Placements between 01.04.2015 – 31.03.2016

	Mother and Baby Placements	Mother, Father and Baby Placements
Independent Fostering	-	-
Monmouthshire Foster Carers	-	-

5.6 Placement Stability of Monmouthshire Looked After Children (3 or more placements in a year)

Again we do not have the all Wales 2016 comparative figures, as these figures will not be released until later this year. However, Monmouthshire's provisional figure (which needs to be validated by Welsh Government) for the year ending 31st March

2016 was 8.5% of looked after children having three or more placements in the year compared to 1.9% the year before (see fig 9 below).

Fig 9 - Placement Stability of Monmouthshire Looked After Children (3 or more placements in a year)

	31.03.12	31.03.13	31.03.14	31.03.15	31.03.16
Number of Children	10	2	11	2	11
Percentage	9.4%	2.7%	10.7%	1.9%	8.5%

The most commonly reported reason for placement breakdown was cited to be a challenging teenagers (including young people using substances, at risk of offending, and at risk of sexual exploitation) and carers not being able to manage complex behaviours.

It is more likely to be the case that the young people placed in independent fostering placements are those who are likely to have more complex needs. However, it would appear from the data available that there is no indication that for this age category, independent foster placements are able to provide greater placement stability than Monmouthshire Carers.

Monmouthshire has invested in employing a Clinical Psychologist within its BASE therapeutic support project, to pilot with 20 foster carers a detailed programme of group training and support, coupled with individualised consultations and professional team consultations known as network consultations. This proactive and intensive support will change the current crisis approach, by providing regular planned therapeutic support to foster carers and their professional network of support, resulting in foster carers being supported to maintain placements and meeting the needs of children more effectively.

5.7 Type of Placement

The data in fig 10 below indicates that the number of children placed with Monmouthshire foster carers has reduced from 42 in 2012, to 32 in 2016, at the same time the number of children placed with family / friend carers has increased from 22 in 2012 to 28 in 2016.

Fig 10 - Looked After Children by Placement Type as at 31st March

	31.03.12	31.03.13	31.03.14	31.03.15	31.03.16
Monmouthshire Carers	42	36	35	34	32
Monmouthshire Family and Friends (kinship carers)	22	28	19	16	28
Independent Fostering	26	25	25	37	32
Independent Living	4	2	2	1	1
Pre-adoption	0	0	7	2	9
Placed with Parent	3	4	9	9	16
Residential / Educational	9	6	5	8	10
Mother and Baby Placement*	0	0	0	0	0
Secure Unit	0	0	1	1	1
Child in Hospital	0	0	0	0	0
Total	106	101	103	108	129

**NB the data for Mother and Baby placements reports the number of placements as at the 31st March and is not reflective of the total number of placements made during the year.*

The number of children placed with Independent Fostering carers has also increased from 26 to 32 over the same period. There has been a substantial increase in the number of children placed with parents from 3 in 2012 to 16 in 2016 which will be discussed further under point 5.11. There has been an increase in the number of children in pre-adoption placements from 0 in 2012 to 9 in 2016, with a slight increase in the number of young people placed in residential / educational accommodation from 9 in 2012 to 10 in 2016.

5.8 Number of Approved Monmouthshire Foster Carers

Fig 11 - Number of Approved Monmouthshire Foster Carers as at 31st March

	31.03.12	31.03.13	31.03.14	31.03.15	31.03.16
Foster Carer	51	47	49	49	54

5.9 Number of Monmouthshire Placements

Fig 12 - Number of Children Looked After Placed with Monmouthshire Foster Carers as at 31st March

	31.03.12	31.03.13	31.03.14	31.03.15	31.03.16
Foster Carer	86	79	86	88	80

5.10 Number of Young People in Independent Fostering Placement by Age and Gender as at 31.03.2016

Monmouthshire has increased its use of independent fostering placements between 2012 and 2016. However, there has been a slight reduction over the last 12 months.

Fig 13 - Number of Young People in Independent Fostering Placement by Age and Gender as at 31.03.2016

Gender / Age	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Male	1	0	0	0	1	2	3	1	1	2	1	0	0	1	2	3	1	2
Female	0	0	0	0	0	0	0	0	0	0	2	2	1	2	1	1	2	0
Total	1	0	0	0	1	2	3	1	1	2	3	2	1	3	3	4	3	2

5.11 Number of Children Placed with Parents as at 31.03.2016

Monmouthshire has a high number of children who are subject to care orders and placed a home with their parents subject to Placement with Parent Regulations. As at 31.03.2016 there were 16 children who were placed with parents. The average length of these arrangements was 1.3 years (although it must be noted that of those 16, 2 children became looked after at the end of March 2016 and a large family became looked after in December 2015, therefore reducing the average length of time of these arrangements). The length of time children remain subject to care

orders needs to be reviewed to ensure that wherever possible the right supports and plans are being made to discharge Care Orders when it is safe to do so.

5.12 Permanence

Fig 14 - Adoption Orders / Special Guardianship Orders Granted during the year ending 31st March

	2011/12	2012/13	2013/14	2014/15	2015/16
Adoption Oder Granted	2	1	2	9	1
Special Guardianship Orders	2	5	21	3	6

There was a significant rise in the number of Adoption Orders granted in 2014/15 to 9 compared to previous years. However, this number fell in 2015/16 to 1 which is in contrast to the number of Care Proceedings and Care Orders granted during 2014/15.

In May 2015 the Local Authority agreed to increase its social work capacity within the Placement and Support Team to manage Special Guardianship Orders (SGO). The additional post supports SGO carers and their application process. However, due to recruitment and retention issues within the service over the last 12 months, the impact of this post has not been as anticipated. Nevertheless, there are 11 prospective SGO carers who care for 12 looked after children that the SGO worker is currently working with. Therefore, it is anticipated that the number of SGO's granted will rise over the next 12 months.

5.13 Number of Care Leavers

Fig 15 - Number of Care Leavers at 31st March

	31.03.14	31.03.15	31.03.16
Eligible	14	15	19
Relevant	7	3	3
Former Relevant	39	33	28
Total	60	51	50

There has been a rise in the number of eligible young people in 2016 which is a reflection of the rise in the number of children looked after during the last few years. However, there has been a fall in the number of former relevant young people in 2016.

5.14 Number of Children becoming Looked After and Leaving the Looked After System

Fig 16 - Number of Children becoming Looked After and Leaving the Looked After System during the year ending 31st March

	31.03.12	31.03.13	31.03.14	31.03.15	31.03.16
Admissions	61	43	53	37	53
Discharges	33	48	51	31	32

The figures in fig 16 demonstrate that the number of young people being discharged from care does not equal the number of children and young people being admitted to care over the period 2012 to 2016, which contributed to a rise in the looked after children population up to March 2016.

Part 3

6. Current Service Provision and Placement Choice

6.1 Fostering

Monmouthshire's fostering service supports 38 approved foster carers, 11 of which are connected foster carers who look after family members.

The service consists of Recruitment and Assessment Team and a Foster Carers Support Team.

The service does not benefit from having a dedicated recruitment and retention officer, although in May 2015 Cabinet did agree to fund two additional social worker posts in the Fostering Team (one permanent and one for 12 months) to focus upon recruitment and assessment of foster carers, particularly children aged 10+. These posts should support the process of increasing Monmouthshire's pool of in-house foster carers. However, there have been delays in recruiting to these posts since agreement was given in Cabinet in May 2015; therefore it isn't possible to evaluate the impact of these posts at this time.

There is a need to expand the availability of placements to meet a wide range of children, in particular placements for teenagers, parent and babies, sibling groups and children with additional needs.

All foster carers are approved for children and young people from birth until their 18th birthday while allowing carers to have a preference for younger or older children as part of matching considerations.

The largest age group represented in independent fostering placements is that of young people aged 11 plus. There is limited capacity to consider returning teenagers to Monmouthshire placements due to the small number of foster carers willing to care for teenagers. The 11 plus age group is also the most likely to have the largest number of young people whose length of time in care is greater due to the less likely options of exploring permanence through other orders such as adoption or SGO's. It is important that there are robust plans to support successful

rehabilitation and move on from care in addition to supporting placements to prevent breakdowns due to challenging behaviour.

6.2 Children with Complex Needs and Specialist Placements

Current support for carers who look after children with complex needs or children who are in specialist placements is usually reactive and activated at times of crisis, therefore they are less effective with more intensive levels of intervention.

Children in care have often experienced abuse, neglect and trauma and so their behaviour towards those who care for them can be very challenging, abusive and confusing to understand. We should expect Monmouthshire foster carers to need therapeutic support if they are to sustain caring relationships and placements for these children

Therefore, the fostering service, with the employment of a Clinical Psychologist at BASE (the Therapeutic Support Project) is delivering a pilot project with up to 20 Monmouthshire foster carers by involving them in a detailed programme of group training and support, coupled with individualised consultations and professional team consultations known as network consultations.

This project will provide the assessing social worker with consultation with a psychologist halfway through the assessment process regarding attachment styles. Once approved, each foster carer will attend, over a 14 month period, an 18 week therapeutic attachment group run by the clinical psychologist, 3 network consultations, and 3 individual psychological consultations.

It is hoped that if foster carers are supported to maintain placements and meet the needs of children more effectively, then children will experience more stable placements, have improved emotional well-being, learn better and make the transition to adulthood more successfully. In addition, foster carers will become more resilient, enjoy better emotional well-being and are more likely to remain as Monmouthshire foster carers.

This project will be evaluated later this year with the aim of establishing if the model has been effective, and whether it can be expanded to all foster carers, adopters, and special guardians.

Nevertheless, Monmouthshire needs to attract and develop additional specialist foster carers to provide placements to children and young people considered to have particularly challenging behaviours.

6.3 Mother and Baby Placements

There is currently only one approved mother and baby foster placement within Monmouthshire's Fostering Service. The carers have received specialist training on mother and baby assessments and follow an assessment programme. However, there is a need to expand this service provision in order to meet the demand for placements.

6.4 Children with Disabilities

A small number of Monmouthshire foster carers (4 households) offer placements to children with disabilities. These 4 households include salaried carers at the Herbert Road facility, one specific short-breaks carer, and two generic carers who offer a range of short / respite placements to children. The service has recently had 2 short breaks households resign, which need to be replaced.

Of the population of children and young people who are placed with independent fostering placements and residential placements 21% (9 out of 42) are children who have a disability. The fostering service now needs to consider how best to effectively meet the needs of children with additional needs.

The Herbert Road facility provides a short breaks service to 8 Monmouthshire families with a further 3 children currently being introduced. Monmouthshire's generic short break carers offer short-breaks to a further 8 children and more depending on frequency of breaks required.

However, there is a need to expand the in-house provision to enable children to live in their local communities and wherever possible and appropriate, to return children placed in independent foster care to its own in-house provision.

6.5 Current Support Services and Commissioned Arrangements

Monmouthshire does not have a coherent model of the range of family support services required at all tiers of intervention. A review is urgently required aimed at identifying the range of interventions that are required to ensure that where possible children remain in their families; where they are in care that they can be effectively reunified; or where this is not possible that placements are secure and stable.

It is essential to ensure that provision match the service need and can be flexible to quickly respond to changing demands and priorities (e.g. services which support the rehabilitation of children to their families, as well as a rapid response service which is able to offer flexible support to assist in preventing family or placement breakdown).

6.6 Training

In order to support carers to look after children with complex needs and ensure placement stability it is essential that foster carers are provided with the resources and training to develop their skills. The Fostering Service provides a core and advanced training programme to all carers, but there is a need to review this training programme. Monmouthshire County Council's Training Unit provides a core training programme to all carers and as discussed earlier BASE the therapeutic support project is currently trialling detailed programme of group training and support with 20 foster carers. Nevertheless, there is a need to increase the capacity of this advanced / specialist training to all carers who look after children with complex needs.

Training also needs to be able to increase its capacity to support carers to develop professional qualifications. The issue of foster carers attending training is one which needs to be addressed to ensure that foster carers are involved in developing training programmes and attendance is maximised.

6.7 Independent Foster Placements

A small number of children and young people will need to be placed outside of the local area. This may be due to their assessed specialist needs or because the risks of them remaining in the local community cannot be managed safely.

Independent foster carer placements are commissioned when a suitable in-house match cannot be identified.

Monmouthshire commissions foster placements via the Children's Commissioning Consortium Cymru (The 4C's) via the Children's Commissioning Support Resource (CCSR) database. The 4C's ensure that there is an equitable commissioning resource, and that all agencies who are registered providers are working towards the same framework arrangements which improve placement choice, quality and cost effective provisions.

There is a placement and contracts officer located within the fostering service who is responsible for sourcing external fostering and residential placements from within the 4C's framework.

Contracts with providers are managed under the 4C's Framework.

6.8 Residential Placements

Monmouthshire does not have its own residential provision. Where an assessment of a child or young person's needs has explored all placement options and residential placement is required, a placement will be commissioned with multi agency involvement with an Independent provider via the placement and contracts officer using the 4C's framework and the CCSR. However, if no placements are found through the CCSR, the Placement and Contracts Officer will procure 'off framework'. This process has been strengthened within the last six months with dedicated commissioning support from the Commissioning Team with regard to accreditation of providers off framework.

6.9 Placement with Parents

Monmouthshire has an over representation of children who are subject to Care Orders and looked after and placed with parents. Overall it is noted that children placed with parents remain subject to placement with parents regulations for a lengthy period of time (average 1.3 years). Arrangements need to be made to ensure that placement with parent agreements are updated in line with regulatory requirements and that plans are monitored and where possible that arrangements

are made to discharge Care Orders and support families to meet children's needs without the requirement for them to remain looked after.

Part 4

7. Keeping Children and Young People Safe

7.1 Supporting Families and Children and Young People on the Edge of Care

We are currently strengthening our social work model to ensure that families get the help they need when they need it. We need to ensure that all of our social workers are competent, trained to a high standard, have a shared vision, receive strong support, supervision and leadership to be able to effectively support the families they work with.

We are looking at thresholds, decision making and front door arrangements and how children's services can work with partners on an agreed common model for engaging with, and supporting children, young people and their families.

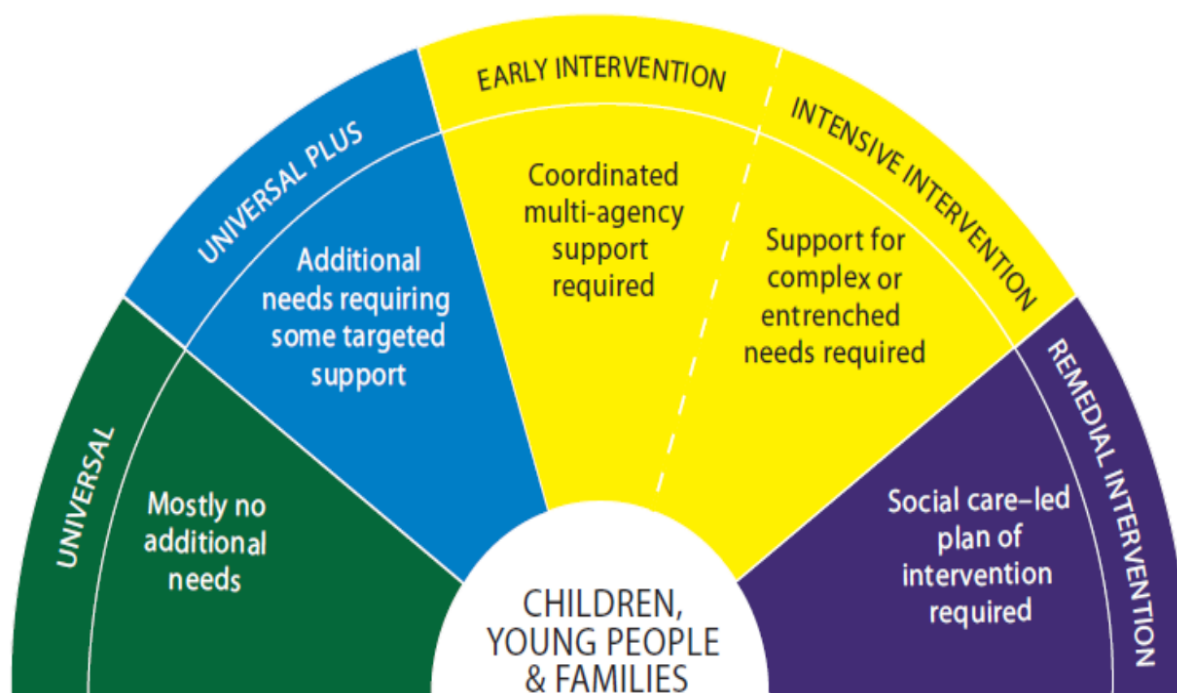
We need to have access to intensive intervention services to reduce the number of looked after children by reviewing the current distribution of resources in early help and intervention, while exploring the rebalancing towards families with more complex needs and edge of care service.

We also need to identify the key needs and service development priorities in terms of supporting families with complex needs, and therefore commission, re-commission or develop these services, to include looking at potential partnerships with neighbouring services.

This strategy uses the Children's Services Framework – Windscreen of Need (see fig 17) as the basis of the scope for our analysis. It recognises the importance of the whole network of services to supporting all families, and in particular identifies a differentiation between services and support for children and families needing early intervention and those needing intensive intervention.

This is based on research evidence which indicates that different forms of intervention require very different levels of support and skill on the part of those undertaking assessment, care, and support:.

Fig 17 - The Children's Services Framework – Windscreen of Need



We need to develop a common shared model covering the full Windscreen of Need, and the role the different partners play within in it. This will require a redesign of our front door processes and decision making arrangements while developing a clear and shared understanding of thresholds for different service responses. All of these activities will support children, young people and families on the edge of care.

We will continue to strengthen commissioning and partnership arrangements to ensure that the services we use are the ones that best meet the needs of children, young people and their families, and will best help families to be able to become successful and independent.

7.2 Looked After Children Admissions and Prevention Panel

Where there is a need for interventions we ensure this is undertaken in a coordinated way, and a way that ensures that families are fully involved in planning. Monmouthshire has recently established a Looked After Children Admissions and Prevention Panel to consider the range of services and supports available to children on the edge of care / or children who are already in looked after accommodation. It is planned that the Looked After Children Admissions and Prevention Panel will include representatives from partner agencies who are essential to this process.

Whenever there is a need to consider a child or young person becoming looked after the Looked After Children Admissions and Prevention Panel must consider this. The multi-agency panel, chaired by the Head of Children's Services will ensure that children, young people and their families receive the appropriate support they need at the right time to help them, and to ensure that any admission into care is appropriate, and that an early return to family is facilitated where ever possible.

Research indicates that when a child is accommodated for 6 weeks they are likely to remain looked after for 6 months and if they are looked after for 6 months they are likely to remain looked after for 18 months. Therefore it is important that children are only accommodated if it is essential and once accommodated they should be supported to return home as soon as possible but only if it is safe to do so and if it is in their best interests.

In order to ensure that at the earliest opportunity reunification is considered, it is the intention for the Looked After Children Admissions and Prevention Panel to review cases 6 weeks after the date of placement.

The Looked After Children Admissions and Prevention Panel will be a key pillar in ensuring children are safe and that we provide the right care to the right children.

The Looked After Children Admissions and Prevention Panel will also support the planning arrangements for looked after children. It will play a key role in ensuring that children do not drift in care, and that alternatives are being considered.

A long term foster carer may be considered to be the most appropriate way of meeting the needs of some children. However, Monmouthshire is committed to ensuring that wherever possible children have the opportunity to live with a permanent family either through

- Reunification to their birth or extended family
- Adoption
- Special Guardianship Orders

We will continue to develop the role of Looked After Children Admissions and Prevention Panel in order to ensure that drift is avoided when children become looked after. We will review arrangements for children to ensure that they have a permanent plan by 6 months of being in care and we will ensure that the panel reviews the arrangements of all children and young people who are looked after for 2 years or more.

7.3 Legal Planning Meetings

A child or young person may be referred to legal planning meetings by their social worker following discussion with their manager. Legal planning meetings provide the opportunity for the social worker to seek legal advice as to whether a case meets the threshold for care proceedings; to issue care proceedings; to decide whether any expert assessments are required; consider and resource issues relating to care plans; and seek senior management agreement to commence care proceedings.

Legal planning meetings help to determine thresholds, and therefore should help to reduce the number of care proceedings and ensure that the interventions of the Local Authority are appropriate and proportionate. Legal planning meetings will continue to be held to support planning for children and families.

7.4 Looked After Children Reviews

When children or young people become looked after they will have regular looked after children's reviews. These are chaired by an Independent Reviewing Officer (IRO) who is responsible for ensuring that the child or young person has a robust plan, and that this plan is meeting their needs. The role of the IRO is to ensure that the voice of the child or young person is heard and that the people who are tasked with meeting the needs of the child are accountable. All children and young people should have an agreed plan for permanency by their second looked after review.

7.5 Children and Young People Support Team

Monmouthshire has a social work team which works with looked after children. The team are proactive ensuring permanency plans are made for children and that wherever possible, they will seek to make plans for children or young people which

will enable their needs to be met without the need for them to remain in the looked after children system. This includes working with children who are placed with parents to safely revoke care orders; supporting children and young people returning home; or supporting applications from carers who wish to pursue Special Guardianship Orders

The social work workforce needs stability to improve social work confidence and skills in leading and delivering change with children and families. The improvement of social work confidence and skills will support a consistency of support for children and young people; it will improve the quality of planning for children and young people and support their preparation for independence. It will also ensure that where possible the team are being proactive in ensuring that children can be cared for safely outside of the care system through driving forward care order discharge and alternative order applications.

7.6 Adoption

Monmouthshire forms part of the collaborative arrangement of the South East Wales Adoption Service. The service, which operates across the Torfaen, Monmouthshire, Blaenau Gwent, Caerphilly and Newport, sets out to meet the agenda of Welsh Governments Social Services and Wellbeing (Wales) Bill and the introduction of a National Adoption Service for Wales. The aim is to provide adoption, increase the number of available adopters, and provide good quality matching and support for those who require it. The newly established Welsh Adoption register aims to enable potential matches to be identified more quickly than if matches were only made at a local level. The development of the South East Wales Adoption Service has enhanced the existing good outcomes for children that were established by Monmouthshire's Adoption Team and will aim to increase the number of adopters and reduce the length of time children remain looked after.

7.7 Special Guardianship Orders

In line with the Family Justice review Monmouthshire has introduced a *Unified Assessment* when considering applications of family members who are identified as being potential carers within the Public Law Outline process.

The aim of the unified assessment is to prevent the duplication of assessments for families, reduce the timeliness of assessments being completed and to allow the opportunity to explore all possible permanence options for children at an early stage, and where possible to achieve permanence outside of the looked after children's system.

Wherever possible, existing carers will be supported to offer permanency to children in their care. It is essential that arrangements are in place to set out the financial and practical support available to carers to enable them to make applications.

When carers put the Local Authority on notice to apply for a special guardianship order it is important that applications are dealt with in a timely manner by the social worker to ensure completion of applications. However, this isn't always the case and opportunities are missed. This has now been strengthened through an additional post within the Placement and Support Team. This new post focuses on supporting carers who have either expressed an interest on becoming a special guardian, or supporting current special guardians through an annual review of their special guardianship order arrangements. However, due to recruitment and retention issues within the service over the last 12 months, the impact of this post has not been fully felt as yet.

7.8 Complex Care Panel

In accordance with *Towards a Stable Life and Brighter Future*, Monmouthshire holds a multi agency Complex Care Panel on a monthly basis (and more frequently if required) to ensure that the needs of children placed out of county are being met, and where appropriate that partner agencies are involved in the contracting and commissioning arrangements.

We will continue to develop working arrangements with partners to ensure that we are achieving the best outcomes for children and young people.

7.9 Consultation and Quality Assurance

It is essential that the voice of the child and the carer's views are sought and are used to support the services that are delivered and developed. Monmouthshire is

committed to developing a consultation and engagement strategy and ensuring that the voice of the child is central to everything it does.

In addition it is important to build on the existing consultation activities with groups of young people such as the Children in Care Council by including younger children.

It is important that Children's Services engages with the corporate engagement and participation officer to take forward consultation with families.

7.10 Corporate Parenting

Monmouthshire has a Corporate Parenting Panel and a Corporate Parenting Strategy. There is strong support from members to improve outcomes for children and young people whom the Local Authority has responsibility for.

The Corporate Parenting Panel provides a proactive approach to ensuring that all young people who are looked after and who have left care have access to the best opportunities. There is representation at the Corporate Parenting Panel from young people, carers, officers of the Local Authority and partner agencies.

7.11 Accommodation for Care Leavers

For many young people in foster care, their home with their foster carers is one which provides a stable, permanent placement, and one that the young people can remain in until they are able to move on to independence. For other young people, foster care may provide a short term transition to other provisions. Young people may either through circumstance or choice find themselves needing to move towards independence from foster or residential care between the ages of 16 to 18. The reasons may vary from the young persons needs being unable to be met through foster care, or the young person wishing to live independently. Post 18 will continue to have responsibility to support young people who have been previously looked after up to and on the 16th birthday

Historically the limited accommodation options available resulted in some young people who required support being accommodated in less than appropriate living options (e.g. bed and breakfast accommodation). However, currently there are no care leavers in bed and breakfast accommodation within Monmouthshire, and the

service is committed to ensuring that this type of accommodation if used is used only in emergency situations.

Monmouthshire has no framework arrangement with external providers to provide supported accommodation or supported living accommodation to young people. However, we do have spot contract arrangements with a number of providers who provide supported accommodation and supported living accommodation when needed. It is our intention to review these arrangements and develop a new service model which will assist in delivering the range of accommodation choices and support needs that young people require. It will ensure that young people have appropriate choices, and young people will not be accessing poorer quality housing due to the lack of options available.

7.12 Recruitment of Carers

Securing sufficient accommodation that meets the needs of children who are looked after is vital to delivering improved outcomes. Having the right placement at the right time is essential to ensuring placement stability.

Monmouthshire foster carers provide the opportunity for children and young people to remain living in their local communities which assists with potential plans for reunification, and enables children and young people to retain their friendships, education, and community activities, all of which promote placements being stable and successful.

There are many significant benefits in promoting the growth in local foster carers. Monmouthshire foster carers promote a strong sense of community pride and achievement in supporting local children and young people to remain in the communities they are from.

There is a strong competitive local market, with Monmouthshire fostering having to compete with large neighbouring local authorities and a high number of independent fostering agencies recruiting within its locality. Monmouthshire must ensure it has a marketing campaign which is visible, and offers an attractive package of support to foster carers in order to offer a competitive service.

The fostering service has a recruitment strategy which is reviewed on a regular basis and as a result the service has made a number of improvements this year. Monmouthshire's fostering service public facing internet site has been upgraded and improved, prospective applicants information packs have been reviewed and revised, advertising materials (banners, flags, posters etc.) have been reviewed and revised, monthly sessions at the 'HUBS' in Monmouth, Abergavenny, Caldicot & Usk have been set up and publicised, several newspaper articles and recruitment notices have been publicised, and a series of events were planned and completed for fostering fortnight across the County Borough. There are several events planned for the summer 2016 across the County Borough (i.e. local shows such as Monmouth, Chepstow, and Usk, as well as the Eisteddfod)

Nevertheless Monmouthshire's fostering service needs to develop a fostering plan that is absolutely clear about the number of different types of foster placements that are needed to meet need. This will then be supported by a targeted marketing strategy to identify carers to meet the needs of children and young people and ensuring that it can meet a range of needs including supporting children with complex needs. As part of the marketing strategy the financial arrangements that support foster placements needs to be reviewed. The finance policy needs to ensure that it reflects the need to support placements for children and young people with complex needs, and that this links with the need to develop skills and competencies.

7.13 Key Areas to keeping Children and Young People Safe

Based on evidence gathered and the experience of the service already provided there are a number of key areas to focus on in keeping children and young people safe:

This will be achieved through:

- Having a clear strategy in place to keep children and young people safe by preventing need from escalating, responding appropriately to disadvantage and safeguarding concerns, and maintaining a focus on identifying the most appropriate placement setting;

- Developing and resourcing prevention and early intervention services to reduce need from escalating, and to support children and families out of statutory services;
- Reviewing the range of family support services Monmouthshire provides at all tiers of intervention to ensure that where possible children remain in their families and where they are in care that they can be effectively reunified;
- Strengthening our approach to practice and quality assurance by learning and implementing change from the findings from quality assurance exercises;
- Strengthening our collection, validation and presentation of high quality information and intelligence that gives insight into how effective the system as a whole is at protecting and supporting vulnerable children, as well as helping to change and improve practice;
- Strengthening the procedures for admission to care;
- Improving the opportunities for children and young people to have permanency outside of the care system by enabling them to be reunified with their birth or extended family where it is safe to do so, or by securing an adoption order or a special guardianship order to live with a permanent family;
- Expanding the availability of placements to meet a wide range of children within the Foster Team, in particular placements for teenagers, parent and babies, sibling groups and children with additional / challenging needs;
- Evaluating the BASE project with the aim of establishing if the model has been effective, and whether it can be expanded to all foster carers, adopters, and special guardians;
- Ensuring placement with parent agreements are updated in line with regulatory requirements and plans are monitored, and where possible that arrangements are made to discharge Care Orders and support families to meet children's needs without the requirement for them to remain looked after.

As a consequence of the above planned strategic intervention it's our intention to reduce the looked after children population (if safe to do so) by 25% (32 children) by 2021. This reduction is shown below in fig 18:

Fig 18 - Proposed LAC Reduction 2016 - 2021

Financial Year	Projected Number of LAC	LAC Reduction Per Year	Rate of LAC per 10,000 population
2015/16	129 (actual)		71
2016/17	125	4	71
2017/18	118	7	67
2018/19	110	8	62
2019/20	103	7	58
2020/21	97	6	54

Whenever it is safe to do so we will support children staying in their own family. However, when this is not possible we want to make sure that we provide the best possible service and have arrangements in place to ensure that we look after the right children in the right placements for the right length of time.

Part 5

8.0 Children, Young People and Families Care and Support Action Plan

Task No:	Specific Action	Target Date
1	Develop and put in place this strategy to support children, young people and their families.	August 2016
2	Review current distribution of resources in early help and intervention and explore rebalancing towards families with more complex needs and edge of care service.	September 2016
3	Identify the key needs and service development priorities in terms of supporting families with complex needs.	September 2016
4	Commission or develop services supporting families with complex needs including looking at potential partnerships with neighbouring services.	March 2017
5	Improve the opportunities for children and young people to have permanency outside of the care system by enabling them to be reunified with their birth or extended family where it is safe to do so, or by securing an adoption order or a special guardianship order to live with a permanent family;	On-going

Task No:	Specific Action	Target Date
6	Expand the availability of placements to meet a wide range of children within the Foster Team, in particular placements for teenagers, parent and babies, sibling groups and children with additional needs.	March 2017
7	Evaluate the BASE project with the aim of establishing if the model has been effective, and whether it can be expanded to all foster carers, adopters, and special guardians.	December 2016
8	Ensure there are robust and effective quality assurance functions fully implemented to support children, young people and their families.	November 2016
9	Review the current information and intelligence system to ensure it is able to collect high quality information and intelligence that gives insight into how effective the system as a whole is working to protect and support children.	December 2016

9.0 Children, Young People and Families Performance Table

Pledge / Vision	Objectives	Impact Measures
<p>In Monmouthshire we want the same things for children and young people that we look after as any good parent would want for their children.</p> <p>We want to ensure that all children and young people who are looked after are provided with the best possible care and support in placements that meet their needs.</p> <p>We want to achieve this by providing the best possible standards of care.</p>	<ol style="list-style-type: none"> 1. To ensure that children in care have good quality foster placements close to home, by increasing the number of local foster care placements to meet a range of needs. 2. To increase the number of children looked after secure permanency outside the care system by achieving permanence through adoption, special guardianship orders, or placements with family and friends. 3. To ensure that suitable placements are available to support young people with 	<ol style="list-style-type: none"> a. An increase in the number of children and young people who are looked after by in-house foster carers proportionate to the total looked after population. b. A reduction in the number of placement moves. c. A reduction in the average length of time children and young people spend in care. d. An increase in adoption orders and special guardianship orders made. e. An increase in children and young people being reunified with their birth or extended family. f. A reduction in the number of children

Pledge / Vision	Objectives	Impact Measures
	additional needs.	and young people in residential placements.
<p>We want to work successfully with children and young people, their parents and families, and partner agencies to help children and young people achieve the best outcomes.</p> <p>We want to ensure that children and young people achieve in their childhood, and that they can be successful in their futures</p>	<p>4. To ensure there is strong collaborative working in place between all agencies working with children, young people and their families.</p> <p>5. To provide early multi agency intervention and support to prevent children and young people becoming looked after.</p> <p>6. To review current distribution of resources in early help and intervention and explore rebalancing towards families with more complex needs and edge of care services.</p>	<p>g. Evidence of strong collaborative working between all partners.</p> <p>h. Effective services in place which support families with significant problems, children and young people on the edge of care, and rehabilitation of children and young people from care, which have been developed in collaboration with partners.</p> <p>i. Reduction in the number of looked after children.</p>

Pledge / Vision	Objectives	Impact Measures
	<p>7. To identify the key needs and service development priorities in terms of supporting families with complex needs.</p> <p>8. To commission and develop services supporting families with complex needs including potential partnerships with neighbouring services.</p>	
<p>We want to ensure that achieving the best for children and young people is at the centre of everything we do.</p> <p>We want children and young people to be healthy and happy and we want them to feel valued and loved.</p> <p>We want children and young people to enjoy learning and we want them to grow</p>	<p>9. To ensure there is a clearly defined approach to social work practice in place that is understood and implemented by all relevant stakeholders.</p> <p>10. To develop a model of social work practice for the service which details what is expected of practitioners in terms of direct</p>	<p>j. Outcomes of audits to show that care planning and reviewing arrangements are helping children and young people achieve outcomes.</p> <p>k. Evidence that the views of children and young people have been actively sought and are used to inform their reviews and plans</p>

Pledge / Vision	Objectives	Impact Measures
<p>into successful adults who can have positive relationships, positive futures, become responsible citizens and achieve their goals and ambitions.</p>	<p>work with children, young people and their with families.</p> <p>11. To improve social work confidence and skills in leading and delivering change with children, young people and their families.</p> <p>12. To ensure that all children and young people have a robust care plan which identifies their needs and is reviewed regularly</p> <p>13. To ensure that all children and young people understand and are fully involved in any plans that are made and that they have copies of plans where appropriate.</p>	<p>l. Timeliness of Looked After Children Reviews.</p> <p>m. Reduction in the number of Looked After Children.</p>

APPENDIX 2



Future Generations

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<p>Name of the Officer completing the evaluation</p> <p>Craig Williams</p> <p>Phone no: 07855 112814 E-mail: : CraigWilliams@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>The Children, Young People and Families Strategy articulates what Monmouthshire County Council needs to do to support Children, Young people and their Families in Need within the County.</p>
<p>Name of Service</p> <p>Children's Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>14th June 2016</p>

1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The Children, Young People and Families Strategy will have a positive impact as it articulates a number of actions which will ensure that resources are effectively and efficiently used within Monmouthshire (e.g. reviewing current distribution of resources in early help and intervention / commission and develop services supporting families with</p>	<p>N/A</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	complex needs / supporting children and young people to have permanency outside the care system / expand the availability of placements to children and young people)	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N / A	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The Social Services and Wellbeing (Wales) Act 2014, requires local authorities to review the care and support they provide, while providing a range of services designed to promote wellbeing and prevent the need for care and support. The vision contained within the Children, Young People and Families Strategy is for children and young people to be healthy, happy, and feel valued and loved and grow into successful adults who can have positive relationships, positive futures and become responsible citizens. For example it is hoped that if foster carers are supported to maintain placements and meet the needs of children more effectively, then children will experience more stable placements, have improved emotional well-being, learn better and make the transition to adulthood more successfully.	N/A


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	In addition, foster carers will become more resilient, enjoy better emotional well-being and are more likely to remain as Monmouthshire foster carers.	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The values and principles contained within the Children, Young People and Families Strategy are to ensure that we find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after. We will always seek to look after children within the boundaries of Monmouthshire in order to maintain their relationship with their family, peers and to enable them to continue to maintain their links with education, health and other services that may be involved with them unless there is a reason why this would not be in their best interest. For example Monmouthshire foster carers provide the opportunity for children and young people to remain living in their local communities which assists with potential plans for reunification, and enables children and young people to</p>	N/A


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	retain their friendships, education, and community activities, all of which promote placements being stable and successful.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	There are many significant benefits in promoting the growth in local foster carers. Monmouthshire foster carers promote a strong sense of community pride and achievement in supporting local children and young people to remain in the communities they are from.	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	An action within the Children, Young People and Families Strategy is to expand the availability of placements to meet a wide range of children within the Foster Team, in particular placements for teenagers, parent and babies, sibling groups and children with additional needs. This also means promoting and protecting the culture, heritage and Welsh language by expanding and proving placements to meet these particular needs / well being goals.	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	An overarching priority within the Children, Young People and their Families Strategy is to ensure that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to	N/A


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after. But when children and young people are unable to live with their own family a permanent stable family such as an adoptive placement or a family based foster placement which meets their needs will be sought and secured.	


2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<p>We have set out our commitment within the Children, Young People and their Families Strategy to use the resources afforded to us by the Council effectively to support children, young people, and their families within the Councils allocation. This is within the context of the 3 year service and financial plan which sets out a sustainable service and financial plan for children’s services, combining improvements in social work practice, workforce development and commissioning. This strategy is the key document to deliver those improvements in commissioning and provides an action plan to not only support children, young people and families on the edge of care, but to actively reunite children and young people with their families by reducing the look after children population over a 4 year period.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p data-bbox="360 799 548 975">Working together with other partners to deliver objectives</p> <p data-bbox="188 979 331 1002">Collaboration</p>	<p data-bbox="593 301 1348 1477">The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6th of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. Within the Children, Young People and their Families Strategy we outline how we will continue to strengthen commissioning and partnership arrangements to ensure that the services we use are the ones that best meet the needs of children, young people and their families, and will best help families to be able to become successful and independent. We are also going to identify the key needs and service development priorities in terms of supporting families with complex needs, and therefore commission, re-commission or develop these services, to include looking at potential partnerships with neighbouring services. We will also develop a common shared model covering the full Windscreen of Need, and the role the different partners play within in it. This will require a redesign of our front door processes and decision making arrangements while developing a clear and shared understanding of thresholds for different service responses. We will continue to strengthen commissioning and partnership arrangements to ensure that the services we use are the ones that best meet the needs of children, young people and their families, and will best help families to be able to become successful and independent. We will continue to develop working arrangements with partners to ensure that we are achieving the best outcomes for children and young people.</p>	<p data-bbox="1711 890 1765 916">N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Involving those with an interest and seeking their views</p>	<p>Within the Children, Young People and Families Strategy we outline when there is a need for interventions with families we ensure this is undertaken in a coordinated way, and a way that ensures that families are fully involved in planning. The strategy outlines that the voice of the child and the carer's views are sought and are used to support the services that are delivered and developed. Monmouthshire is committed to developing a consultation and engagement strategy and ensuring that the voice of the child is central to everything it does. In addition it is important to build on the existing consultation activities with groups of young people such as the Children in Care Council by including younger children.</p>	<p>It is important that Children's Services engages with the corporate engagement and participation officer to take forward consultation with families.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Within the Children, Young People and Families Strategy we discuss how we will work successfully with children and young people, their parents and families, and partner agencies to help children and young people achieve the best outcomes. We will ensure that children and young people achieve in their childhood, and that they can be successful in their futures. We will ensure that achieving the best for children and young people is at the centre of everything we do. We will safely support children to achieve the best possible outcomes for them within their families, recognising this is the best environment for the majority of children and young people to develop and achieve their outcomes. We will ensure that children and young people who are unable to live safely within their own families are looked after and provided with the best possible care and support in placements that meet their needs. To enable to do this we have developed and action plan which articulates the actions we must take and the resources we must develop to ensure that the needs of children and young people are appropriately met.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Within the Children, Young People and Families Strategy we outline our priority to ensure that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. It outlines whenever it is safe to do so, we will always look for ways to support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after. The strategy further outlines when children are unable to remain within their own families we will find the next best alternative which a permanent stable family such as an adoptive placement and a family based foster placement with the aim of returning children and young people to their birth family when it is safe to do so. The strategy as a whole demonstrates how we will meet sustainable development by supporting children, young people and their families and how it may / or may not impact on other organisations.</p>	<p>N/A</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The Children, Young People and their Families Strategy has been developed to impact positively on all children and young people we work with by ensuring they achieve in their childhood, and that they can be successful in their futures. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	The Children, Young People and their Families Strategy has been developed to impact positively on all children and young people we work which includes children and young people with disabilities with by ensuring they achieve in their childhood, and that they can be successful in their futures. This will be achieved through reviewing, identifying and commissioning / developing a range of services to support the needs of children, young people with disabilities.	N/A	N/A
Gender reassignment	The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families	N/A	N/A
Pregnancy or maternity	The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families	N/A	N/A
Religion or Belief	The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families	N/A	N/A
Sexual Orientation	The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	The Children, Young People and their Families Strategy has been developed to impact positively on all children, young people and their families we work with. This will be achieved through reviewing, identifying and commissioning / developing the right services to support the needs of all children, young people and their families that we work with.	N/A	N/A

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The Children, Young People and their Families Strategy outlines the key areas to keeping children and young people safe by preventing need from escalating, responding appropriately to disadvantage and safeguarding concerns, and maintaining a focus on identifying the most appropriate placement setting.	N/A	N/A
Corporate Parenting	The Children, Young People and their Families Strategy discusses the Councils corporate parenting responsibilities and how the Council currently responds to those duties and how it will respond in the future to those responsibilities to support children, young people and their families.	N/A	N/A

5. What evidence and data has informed the development of your proposal?

The evidence and data that has informed the Children, Young People and their Families Strategy was:

1. The Social Services and Wellbeing (Wales) Act 2014
2. Cordis Bright Report – ‘Why do local authorities with similar levels of needs, have different looked after children populations’ 2013
3. Statswales.gov.uk – Quantitative data on population, services users, comparative data across Wales
4. Local Government Data Unit – Qualitative data on service users
5. Service user data from PLANT
6. Financial data – Agresso
7. Cabinet – Business Cases Paper - May 2015
8. Children’s Services Framework – Windscreen of Need – IPC Draft Report 2016
9. Children Services Management Consultation on perceptions / views of services / performance data (qualitative data)

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The Future Generations Evaluations Form has helped the Council understand the positive and negative impacts of the Children, Young People and their Families Strategy proposal and has evidenced that the Council has paid due regard to equality and sustainable development issues within the strategy proposal.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	14.06.2017
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Children and Young People Select Committee	07.07.2016	None
1	Cabinet	27.07.2016	

SUBJECT:	People Services Annual Report June 2016
MEETING:	Cabinet
DATE:	27 July 2016
DIVISION/WARDS AFFECTED:	None

1. PURPOSE:

To present Cabinet with the first People Services Annual report for information and comment.

2. RECOMMENDATION:

Cabinet consider the contents of the first People Services Annual Report and identify any issues that they would like the People Services Team to consider going forward.

3. KEY ISSUES:

- 3.1 Our People are at the heart of everything we do. The collective purpose, passion and talents of our colleagues, on and off the payroll are the foundations to our success as a council and a county.
- 3.2 We believe that people join public service to make a difference and we have developed our people services in order to ensure that we are best placed to engage, support and develop our workforce , to ensure they are able to do just that, make a difference.
- 3.3 To provide clarity of purpose and direction we developed a People and Organisational Strategy, underpinned by an ambitious delivery work programme. We have reported progress against the strategy in 2015/16 and the attached People Services annual Report, June 2016, provides a summary of activity against our areas for improvement during the year.
- 3.4 We can be proud of what the service has achieved during the year and this will now form the base line for monitoring future activity. Bringing the different elements of People services together has delivered a more coherent, effective and efficient service organised around a common purpose.

4. REASON:

To provide cabinet with information regarding the activity of People Services against key areas identified in the Council's People and Organisational Strategy.

5. RESOURCES:

None

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

The People and Organisational Development strategy well – being of future generations assessment is attached, as appendix 2, which forms the basis of the activity which is reflected in the People Service’s Annual Report.

7. AUTHOR: Tracey Harry, Head of People Services and Information Governance

8. CONTACT DETAILS: Tel: Tel 07796610435
Email: traceyharry@monmouthshire.gov.uk



People Services Annual Report JUNE 2016

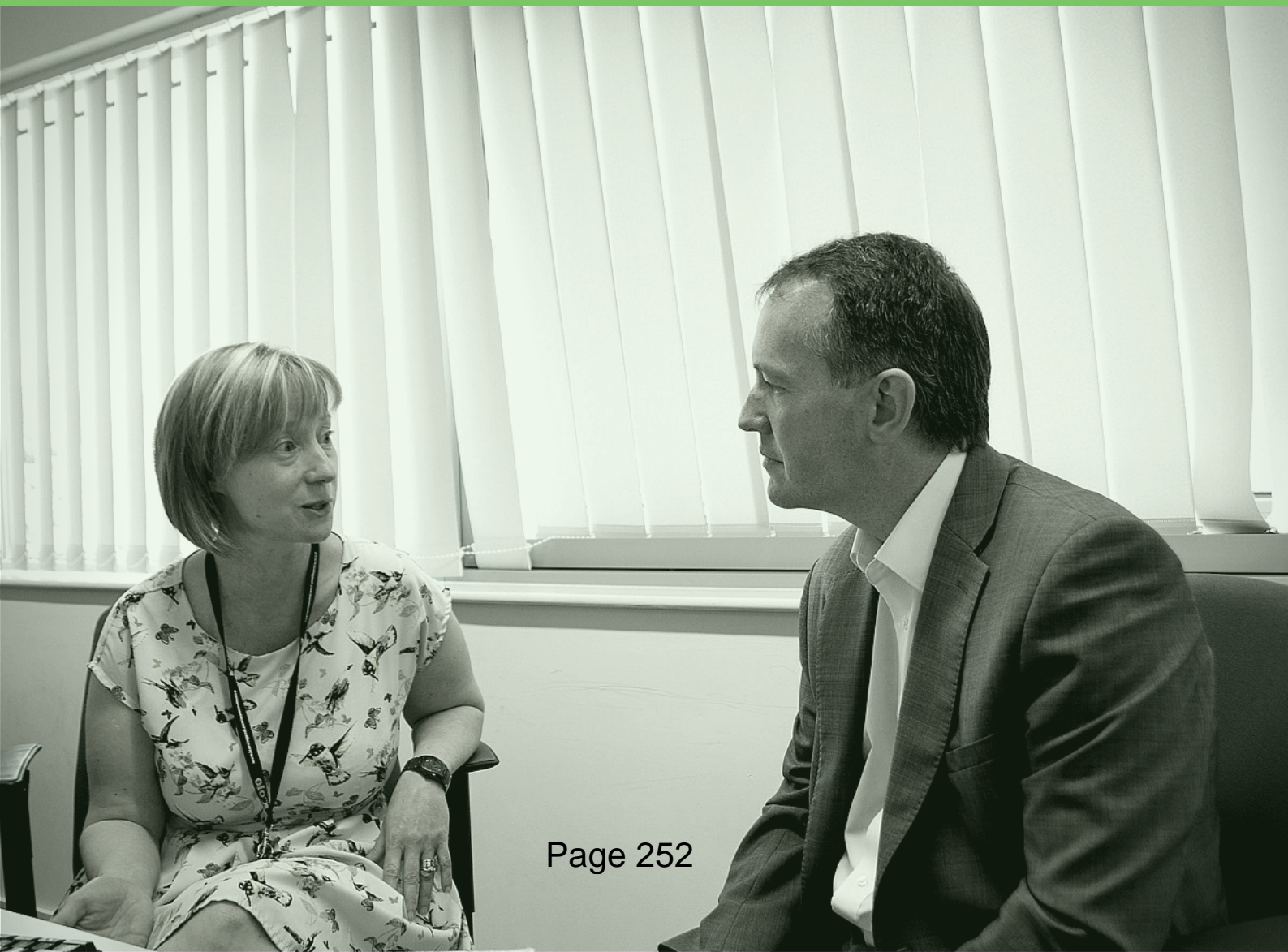


monmouthshire
sir fynwy

It's even more than the place, it's the people.



MONMOUTHSHIRE'S
PEOPLE SERVICES



Introduction

I am delighted to introduce this first People Services Annual Report.

Our People are at the heart of everything we do. They are our greatest resource.

The collective purpose, passion and talents of our colleagues, on and off the payroll are the foundations to our success both as a council and a county.



Peter Davies

We believe that people join public service to make a difference and we have developed our people services offer and approach in order to ensure that we are best placed to engage, support and develop our workforce, to ensure they are able to do just that, make a difference. To provide clarity of purpose and direction we developed a People and Organisational Strategy, underpinned by an ambitious workforce delivery programme. We have reported progress against the strategy in 2015/16.

We can be proud of what the service has achieved during the year. Bringing the different elements of People services together has delivered a more coherent, effective and efficient service organised around a common purpose.

Whilst the People Services annual Report provides a summary of activity against our areas for improvement during the year it more importantly provides an initial baseline of key workforce data. This data will assist the Authority in developing robust workforce planning arrangements which are being developed during 2016/17.

This dataset will continue to be developed in response to the current and emerging needs of the workforce. Our work programmes will similarly evolve and our resources and activity will be targeted towards the areas of greatest need.

The development of the work around 'Future Monmouthshire' and specifically the insight on what is required of the modern day public servant will further inform our need for relevant and accurate data as well as providing the necessary challenge such as to ensure that our programmes of work remains relevant and targeted.

Peter

Peter Davies

Head of Resources

Add a little bit of body text

Workforce Planning

Monmouthshire People, our People & Organisational Development Strategy is built upon a number of themes and priorities. Two of these key themes and priorities are as follows:



Great people, on and off the payroll are at the heart of a sustainable and successful organisation.



394 Vacancies advertised internally & externally

191 Children & Young People

97 Enterprise

61 Operations

66 Social Care & Health

19 Chief Executive Unit

As at 31/03/2016

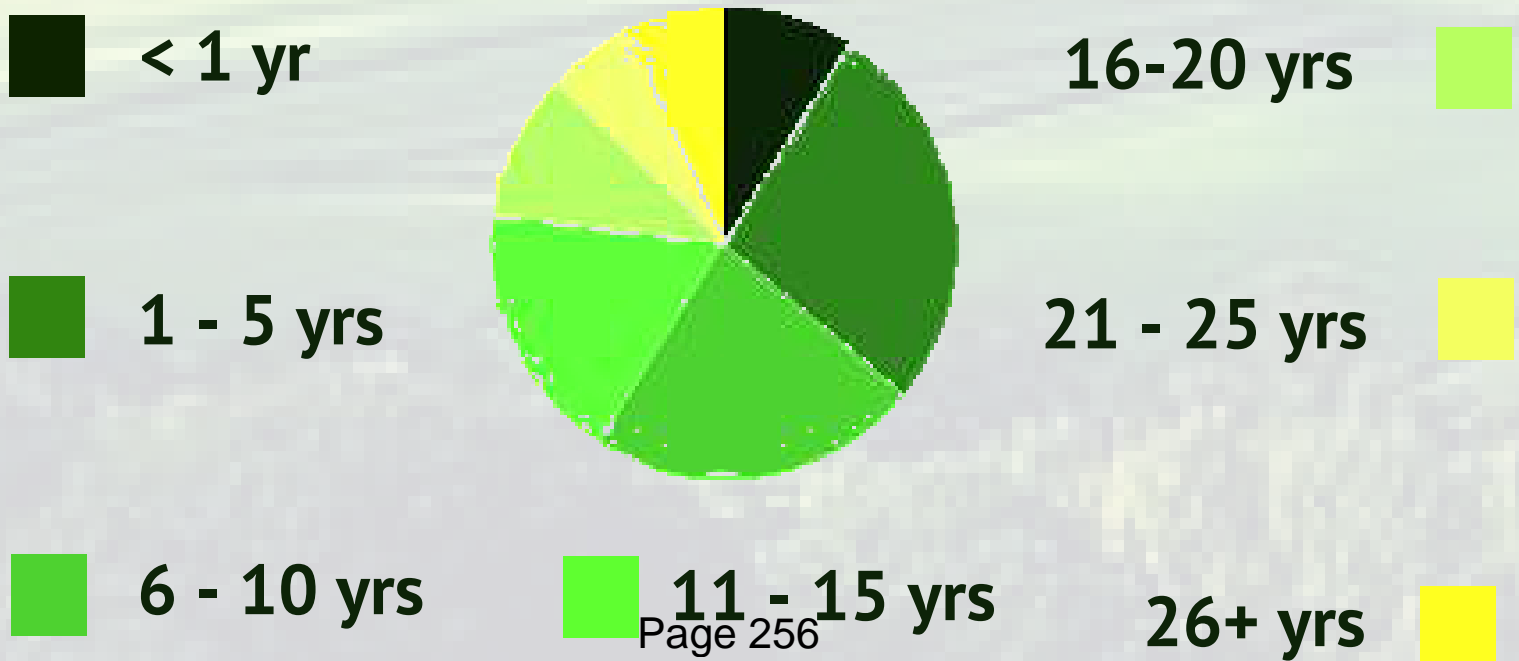


3,714
Employees

1,821 Volunteers



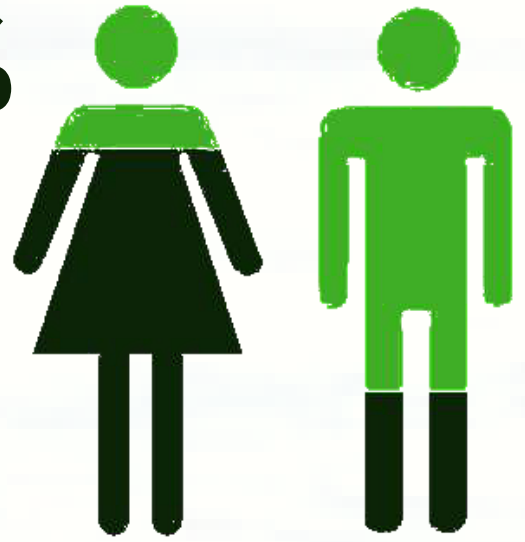
Employee's Length of Service



73%

2,132 Part time employees

1,582 Full time employees



27%

32%

23%

16%

17%

8%

4%

16-
24

25-
34

35-
44

45-
54

55-
64

65+

Employee Age Profile

RIGHT PERSON, RIGHT ROLE



Attracting the right person to the right role has been a priority for People Services. We want our colleagues to both love and excel in their roles and a big part of this is aligning the right skills and the right behaviours with the right role.

According to Bradford Smart, author of internationally renowned 'Topgrading', the cost of 'mis-hiring' can be anywhere from 4 - 27 times the annual salary of the role.

**Cost of
'mis-hiring'=
> 4 X
Annual Salary**

SELECT THE BEST

When it comes to recruiting the best, a "one size fit all" approach is not always the best one. Our "Select the Best" model of recruitment and selection focuses on getting to know the whole person through the interview process, finding out what motivates people and how they react in different situations. The in-depth bespoke model helps to match those much needed skills with the right values and motivations so that we get the best fit, both for the organisation and for individuals.

RECRUIT, RETAIN & DEVELOP

367
New
Starters



10.5%

Council
Leavers
Turnover = 396



The priority of retaining and developing our existing workforce has been of equal importance as recruiting new colleagues. Not only because we want people to thrive in their roles, the financial implications of recruitment also play a part.

According to CIPD (Chartered Institute of Personnel & Development) research, the average recruitment cost of filling a vacancy is £4,000 per employee.

A key part of retaining great people is to create the conditions in which individuals can grow and develop. Our focus on training and supporting wellbeing aims to help create those conditions

Training - Investing Time in Talent



Investing in people and helping them realise and reach their full potential is important to our organisation. People are central to our success. Underpinning all parts of culture, talent and purpose.

To enable us to provide training that is based on the behaviours we promote and firmly connected to our values, the Talent Lab was created.



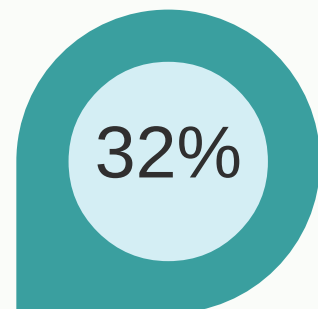
Operating as the Talent Lab has enabled our Corporate Training team to work collaboratively with external partnerships to deliver learning. This has allowed us to expand both the variety and frequency of learning opportunities that we provide.



**Courses in
2015/16**



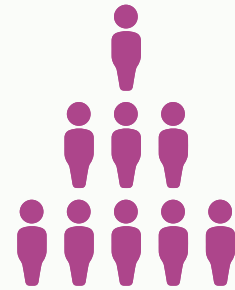
**860+
Attendees**



**Increase in
skill level**

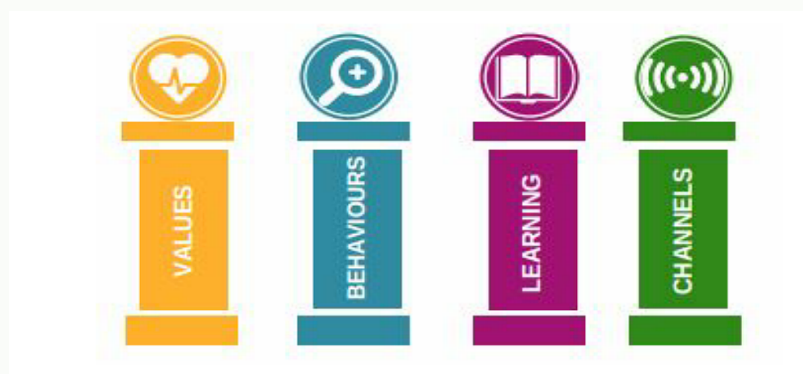
New ways of advertising our events has made it even easier for colleagues on and off our payroll to access training. Part of our ethos has been to reinvest in those who give their time voluntarily to their communities by offering free places on our courses to volunteers. Using alternative methods for advertising our courses has also allowed us to open up the training to external clients to generate income and expand our networks.

**72 delegates
from
voluntary/third
sector**



4,412+
**investment back into communities
based on cost of course places**

The variety and frequency of learning opportunities that we offer has expanded in response to the needs of individuals and the Authority as a whole. This has led to the development of comprehensive learning pathways which focus on equipping our colleagues and communities with the skills needed to meet future opportunities and the long term goals of Monmouthshire.



Wellbeing

With continued financial pressures, decreasing work forces and increasing workloads, there is no doubt that we ask a great deal from our colleagues, which is why fostering a supportive and caring culture is vital and one of our key priorities.



29,752 days
lost to sickness
in 2015/16



Average
per employee

**21% of
sickness due
to
psychological
reasons**

92 Referrals to
Counselling

Research has shown that the proportion of sickness that is due to mental ill health is estimated to be closer to **40%**. The physical and emotional impact of stress and mental ill health within our organisation cannot be underestimated

Promoting emotional resilience, mental toughness and positive mental health

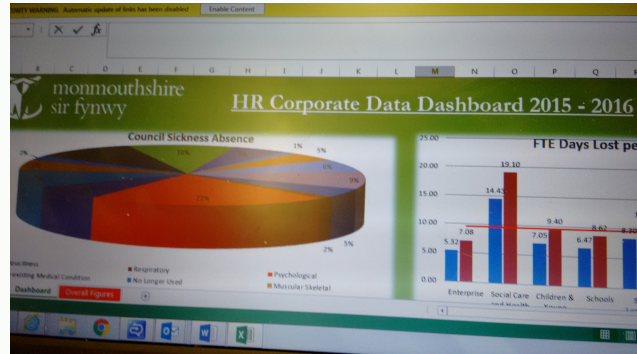


Since April 2015, more than 245 people have accessed the training they needed to improve their own wellbeing. This figure does not include the 1:1 coaching that continues to be provided across the authority to help support our colleagues.

A big part of our Organisational Development will be focusing on determining and establishing a strategic approach to the organisation's Wellbeing offer, which will include early intervention and support for those who need it and further roll out of mental health training so that we can get better at recognising when our colleagues need help.

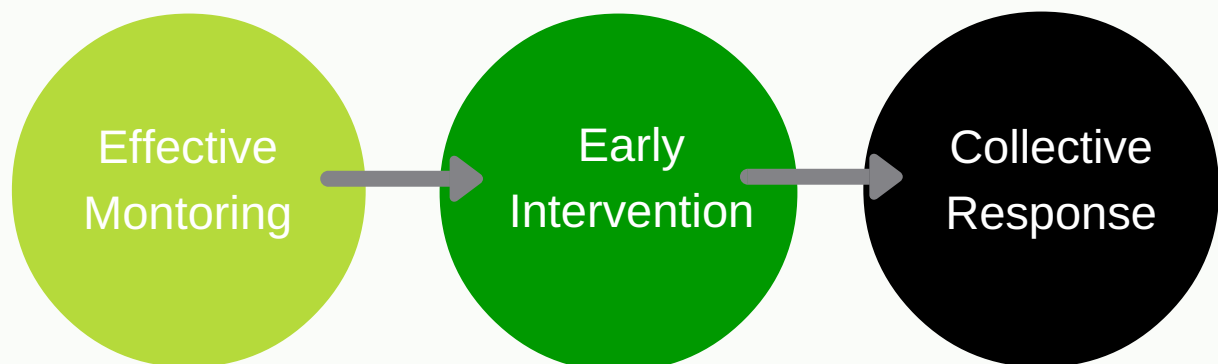
The cost of mental ill health can be huge for both individuals, teams and the organisation. The estimated ratio of presenteeism is 1.5 times absenteeism. Taking this into account, the combined financial implications of absenteeism and presenteeism equates to an estimated annual cost that is close to £3million. But we can take steps to reduce this. Investing in promoting positive mental health through training, greater awareness and support can achieve better outcomes for our colleagues and potentially reduce the cost of mental ill health by 30% as well as

DATA DRIVEN DECISIONS



Effective monitoring of sickness data is a vital part of leading a team. To support this, a great deal of work was undertaken in 2015/16 to develop the People Services Data Dashboard. This has entailed improving the accuracy of sickness data and also making that data available in a format that is both readable and, most importantly, usable.

Presented in a clear and understandable way, the data can be utilised to identify areas where action is needed to assist colleagues. We will then be better positioned to respond collectively in the most practical and appropriate way. The aim of this is to reduce sickness levels through early intervention and support.



Payroll & Human Resources Support

Meet
the
Team



Team of 12.7 FTE (8 Full
Time & 7 Part Time)
providing support
services to nearly 4,000
MCC colleagues

43,396 payments
processed
to MCC employees



37 payroll
runs
completed




370

Emergency payments
0.85% of overall payments
41 payroll error

Overpayments

0.27% of overall payments
28 payroll error



115



3,500
P60's produced

3 payroll
runs paying
463 employees
for the elections

6 pay runs
paying
9,969 South
Wales
Fire & Rescue
Service
employees

12 payroll
runs
processing
156
payments for
a small local
creche

1,225 DBS processed



30% of which were for volunteers, supporting our increasing focus on A County That Serves

732 Internal DBS

97 External DBS

384 Volunteer DBS

12 DBS cancelled due to errors, i.e. Blue pen/ Tippex

Resource Link

Two major system changes have been made to Resource Link in 2015/16 which has been significant in terms of team resource and effort. Whilst part of these changes have been mandatory, it is also hoped that it will increase the usability of Resource Link for colleagues and those in leadership roles.

The biggest change was the system upgrade to Release 16. Following the release, a large number of issues were identified within the ResourceLink pages which presented some major challenges for the team. A vast amount of work has been undertaken to resolve these issues for year end.



Human Resources Advisory Team

Team of
8.2 FTE

(5 full time and
5 part time)
providing expert
advice and
guidance to
nearly 4,000
MCC colleagues



Meet the Team

People Services Hub

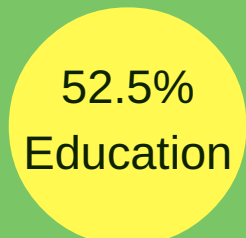
The People Services Hub provides a toolkit of guidance and policies. This includes straight forward workflows, video guidance and revised policies.

- Straightforward Workflows – Outline the key roles and responsibilities of those in leadership roles. Examples include the Attendance and Wellbeing Workflow and the Safe Recruitment Workflow.
- Revised and updated policies – Policies are being revised and updated to ensure they remain relevant, straightforward and aligned to our organisational needs. Examples include the Shared Parental Leave Policy, the Capability Policy and the Fairness at Work Policy.

Effective Resolution:

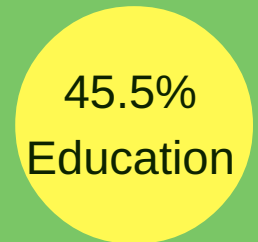


40 Disciplinary Cases resolved
in the year



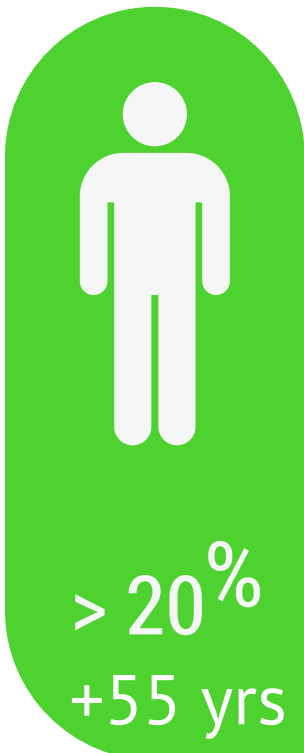
3 Capability Cases resolved
in the year

11 Grievance Cases resolved
in the year



1 Dignity at Work
Case resolved in the
year

Workforce Planning



Workforce planning is a vital part of maintaining services. More than 20% of the workforce are within early retirement/retirement age, which potentially means that there is a wealth of skills and knowledge that we will lose as an organisation over the next ten years. That is why it is vital to have effective processes in place to enable succession planning so that we continue to maintain, and grow, the vital skills that are needed now and in the future.

To support this a workflow has been developed and uploaded to the Hub to enable service leaders to effectively focus on succession and workforce planning. The combination of the workflow and the coded pathways will help leaders foster the behaviours and skills needed to take a proactive and forward thinking approach to maintaining their teams and services and also provide colleagues with clear channels of training & progress in their careers.

Safe Recruitment

Working with the young and/or vulnerable people in our society can bring great rewards, both to the service user and to those people providing the service. It also places a great responsibility on employers to ensure that the people providing these vital services are suited to the task.



The safe recruitment practices for both volunteers and employees has been improved. A safeguarding policy has been produced to support good practice within educational settings and other child and family services in Monmouthshire. Pre-employment check information has improved for recruiting managers so that they are able to access a Sharepoint system at any point during the pre-employment process to see what elements of data may or may not be missing regarding a new recruit.



Supporting training videos on the HUB

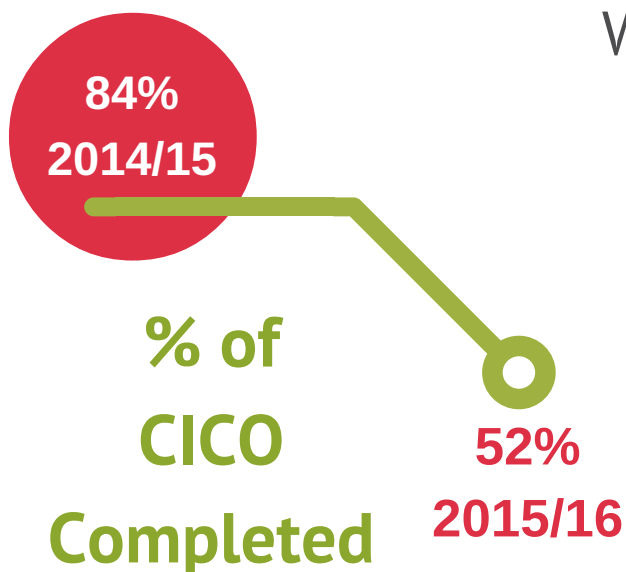
To support the continued improvement in the recruitment process a Safe Recruitment Protocol has been designed, which provides step by step guidance for all stages of recruitment and specific Safe Recruitment training has been rolled out to service areas with more training workshops scheduled for 2016/17.

Check In, Check Out

In April 2014, a new approach to performance appraisals was introduced. Focusing on a human approach to performance conversations, the Check In Check Out process was designed to help colleagues feel supported and to enable them to have a clear understanding of their roles.



In the first year take up of the new approach was relatively high at 84%. This was in parts due to a big push on promoting the approach from Senior Leadership. Since then, there has been some confusion around the process and also the recording mechanisms, and also less of a promotion on the importance and purpose of the CICO. We've recognised that improvements in the process were required and have taken steps to address this



What next?

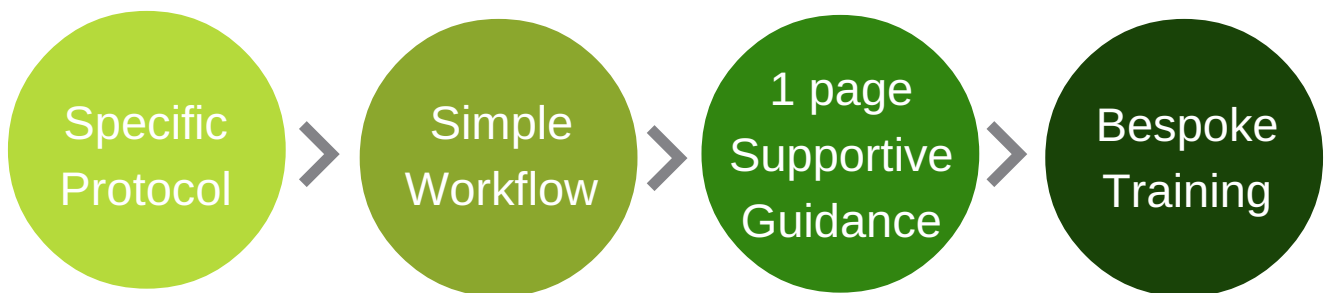
- CICO approach revised and developed
- More robust guidance, including video tutorial and supportive training
- Improved reporting method to make it easier and to ensure outcomes and actions are captured

Attendance & Wellbeing



Addressing absence is of vital importance, not only in terms of effectively maintaining our services, but also in terms of ensuring that our colleagues are healthy and supported. Changing the attitudes and expectations of both managers and staff towards long term sickness absence plays a big role in addressing and reducing the impact on the service and the individuals affected.

Our approach:



Corporate

**42 cases
resolved**



Education

Secondary

96%



Primary

70%



**Reduction in
Long Term Sickness Cases**

A County That Serves: Volunteers

The draft Volunteering Strategy and Action Plan 2016 - 2019 has been created which sets out the ambitions of Monmouthshire County Council to enable and develop volunteering across the county, and to encompass support by partnerships across voluntary, public and private sectors. Monmouthshire A County That Serves leads a different way of thinking about how 'we' – our staff teams and communities can support and enable volunteering and social action in Monmouthshire.



Owen Wilce -
Programme Lead



Volunteers
support our
organisation

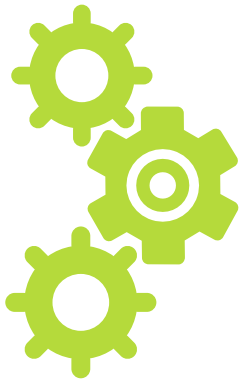


Coordinators
support
our volunteers

Vital insights have been gained to understand the level of volunteering in Monmouthshire through a comprehensive mapping exercise. These insights have helped to shape the direction of the Strategy. The mapping exercise also helped to capture the impact that volunteering has on the community



Coalition Status
Achieved



Online Volunteer Toolkit

Network for Volunteer Coordinators

The online Volunteer Toolkit provides guidance and a clear level of expectations. Since being launched the toolkit has received 1,117 visits and has been adopted across the organisation. A comprehensive training offer has been developed to further support volunteers and the Network for Volunteer Coordinators is helping to identify and coordinate training needs and support, as well as discussing key areas for development and best practice.

MCC Networking
Events

New
Volunteering
Opportunities
created &
advertised

Leading
Volunteers Training

Volunteers
receiving
Safeguarding
Level 1 Training

Volunteering Specific
Supervisions

Organisational Development

Truly effective organisations don't put people through change - they change through and with people. Our People & Organisational Development Strategy forms the plan by which we continue to work towards creating the culture and conditions needed for our colleagues to thrive and be at the heart of the change that will take our council forward.



MONMINDS: Connecting People to Purpose

The group MonMinds was established to ensure a continuous link between our colleagues and our core purpose and business approach. It provides an opportunity for staff to openly voice their opinions on key developments that affect them.



Since its formation, the MonMinds group has been instrumental in ensuring that the People & Organisational Development Strategy remains relatable to our colleagues. Through regular open meetings their opinions continue to shape the actions of the strategy and provide an effective communication channel to communicating progress within their teams.

The staff survey that was completed at the end of 2014/15 provided the direction for specific areas of priority for 2015/16.

The first priority was communication. From discussions held with colleagues, one of the key messages that came from the survey was that people didn't respond to the survey as they believed "Nothing ever changes". We do listen and we do change, yet we need to be far more effective in sharing those stories of change with the organisation. To do this a week of events was launched to share ongoing work.

2014/15 Staff Survey Responses



719 Responses Received

This is how you all responded out of 5:



We listened; we'll keep listening and making changes.....

You said.....

Deliver training not only in locations appropriate to me but also at convenient times

Staff feel disconnected from Senior Leaders

We did.....

Flexible learning opportunities, including short breakfast and lunchtime workshops in various locations.

Members of the Senior Leadership Team worked with different teams to connect with and understand other service areas.

You said.....

When we do staff surveys lots of people never see or hear about the results

We did.....

Concise 1 page poster created to share staff survey results with the organisation

These events were not one-offs. We will keep listening to what our colleagues are saying and responding with changes that enable our colleagues and organisation to remain healthy, effective and efficient.



Livestreaming

In the staff survey we asked "Do you feel kept up to date?". The average response was 3.18 out of 5, We think we can do better. Interactive, live streamed sessions have been introduced to enable improved communication and sharing of information. The sessions have included live Q&A sessions with People Board and policy discussions.

MonTalks & MonDelivers

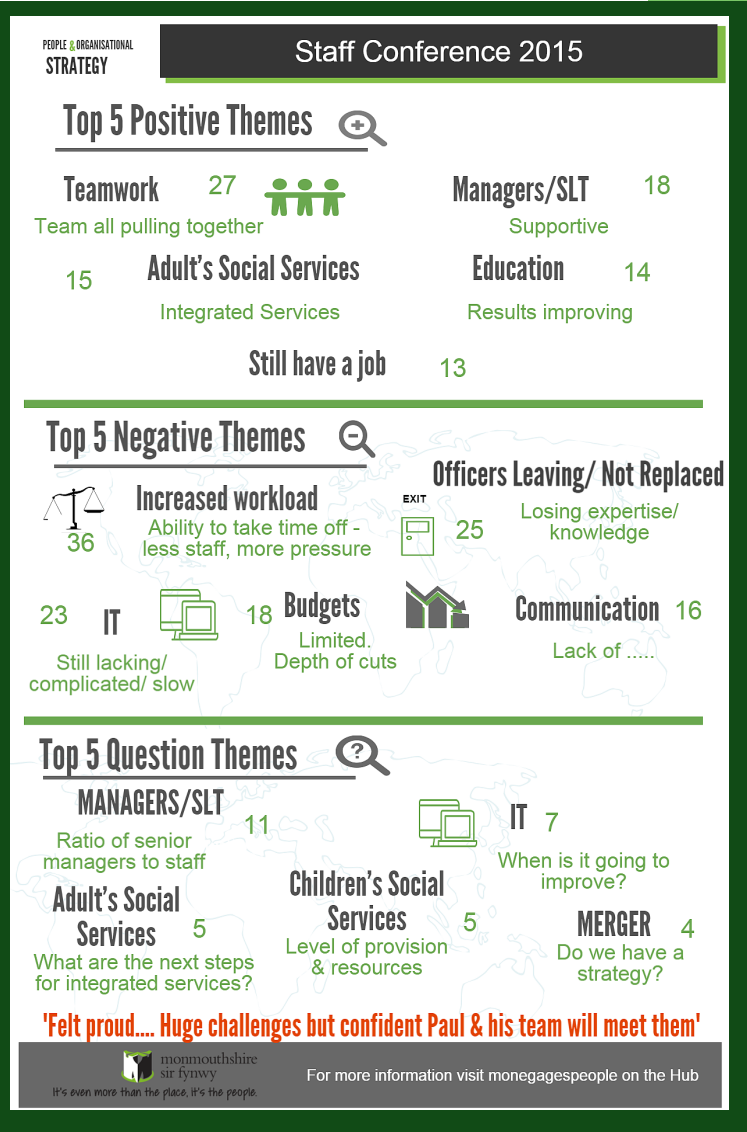
Following the success of the live streaming sessions, MonTalks and MonDelivers were introduced to share insights, information and updates. Feedback has been positive and the talks have provided the opportunity for colleagues to get to know the Senior Leadership Team better.



Staff Conference

The second annual conference to be held was another packed out event. The timing of the conference allowed for it be an opportunity for colleagues to engage with proposed budget mandate plans and for valuable comments and questions to be captured.

Feedback from the conference identified a need across the organisation for directorate conferences to be held. This suggestion has been taken on board and incorporate into the programme of events planned for 2016/17.



Driven by our shared values

Our People and Organisational Development is based on a firm foundation of our shared values. What truly embodies our values is how we behave, our actions. The sharing of our values and the expected behaviours begins with a comprehensive induction and continues throughout a colleague's journey with our organisation through Check In Check Out performance appraisals and programmes of support and training.

Our intervention work with teams has focused on connecting those values with tried and tested methodologies that improve leadership, communication and effectiveness., supported by a strong focus on wellbeing and resilience.

Connected and Collaborative Approach

Our strength as People Services lies in the collective knowledge and experience across our whole team. Our sense of shared purpose, teamwork and collaboration has enabled us to develop a connected People Services offer that focuses on proactively delivering the right support, advice and guidance when our colleagues need it.



The People Services leadership team has been restructured to provide shared leadership across all areas of the team



The shared leadership structure is further enabling us to embrace a truly connected and collaborative approach to meeting the needs of the organisation.

Understanding
our
services



"Demand
Drives
Design"

Bringing data
together to set
our direction



Our drive and direction will be based on our customer needs and demand will design our work based on evidence and data.

We are preparing our people, on and off our payroll for the opportunities and challenges that will shape the future of our Council.



In closing: A few words from our new Head of People

I am delighted to have recently joined our People services and I am looking forward to working with you and my colleagues in building on the great work and developments that the team have achieved over the last twelve months. Whilst much has been improved there still remains a huge amount to do to ensure that as individuals, teams, and services we have the right skills, tools. Information and support to enable us to be as good as we can be.



Tracey Harry

I, like many of you, am passionate about public service, and believe in Local government and the huge contribution it makes to our communities. Local Government reorganisation is off the agenda so much of the anxiety that had created has been removed. That said we know that financially, times are unlikely to improve, and we need a capable, confident and engaged workforce in place to ensure that Monmouthshire continues to deliver excellent services for and with our citizens.

Our response to the challenges that lie ahead is positive and you should all have heard about and been invited to engage in the work around “Future Monmouthshire”. Future Monmouthshire relies on all of us understanding that we cannot stay the same, we need to adapt and develop our services in ways which we may not have thought of before and that may be scary, though not a reason to stay the same. We are working closely with colleagues to understand what we, as people services, need to do to ensure that we are providing the necessary training, support and information to ensure the success of the programmes of work within Future Monmouthshire.

I would remind you that The People Board provides an excellent forum for keeping you up to date with our work in people services and it also provides an opportunity for you to engage directly with members of the team, please take the opportunity. From time to time check out the People Services Hub which we are expanding all the time with useful information, online training and guidance to help you in your roles.

I also invite you to speak to me direct or send me an e-mail if you have any concerns or issues which you feel need to be addressed.

I look forward to another productive year and will keep you informed of progress.

Tracey

Tracey Harry

Head of People





monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Lisa Knight-Davies</p> <p>Phone no: 07814139878 E-mail: lisaknight-davies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To present a progress report for the People and Organisational Development Strategy.</p>
<p>Name of Service</p> <p>People Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>8/03/16</p>

Page 283
Pa. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This People and Organisational Development Strategy aims to bring the many facets of people and organisational development we run and promote into one composite piece. Some of these activities and programmes have achieved great outcomes already, whilst others are a work in progress and that's important because this is a learning process and an investment in continually improving performance. Our people must be enabled with the right tools to operate optimally in what is a permanent state of transition and this is no easily 'measurable' task. The aim is for this strategy to make a key contribution to</p>	<p>Develop bespoke solutions to support both volunteers and staff supporting to improve efficiency and impact measurement.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>ensuring people development initiatives support our core purpose and business approach in a systematic and sustained way. We aim to provide a cohesive People Services Offer that meets the needs of our people before and throughout their journey with Monmouthshire.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The way we support people, our core training and supportive pathways ensures that the appropriate advice, support and guidance is available to help individuals focus on resilience and sustainability.</p> <p>Our Volunteers are active in a variety of different ecological projects across the county from Path care and Bridge surveys, volunteers supported by our countryside department making a positive impact on our county. We have been supporting voluntary groups that have taken ownership of areas in Monmouthshire and are actively reinstating wild flower gardens across the county.</p>	<p>Supporting the collaboration between all parties involved will contribute to future proofing our offer. Sharing expertise, networks and resources will ensure quality is evident.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>We aim to increase the level of support for volunteers in Monmouthshire, directly improving the experience for the volunteer through leading Volunteers training and the Volunteer Toolkit. The clear guidance ensures that we are supporting volunteers at the same standard across the authority. Within the programme we</p>	<p>The way in which we support our volunteers through regular supervision sessions will allow us to shape the opportunity to the needs of the individual. Setting agreed goals and reinforcing recognition and achievements. Reduction of barriers to participation is a key aim to the programme, allowing more volunteers to be engaged and</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>will use a distance travelled tool to measure the impact of the opportunity on the Volunteer.</p> <p>In 2009 the University of Ulster carried out a study looking at the impact on volunteers' health the research showing that, under certain circumstances, volunteering has a positive effect on volunteers' health. Some of these health benefits found were: -</p> <ul style="list-style-type: none"> • Volunteering supports mental and physical health by providing stimulation, something to do, exercise, as well as routine and structure in life. • The social aspect of volunteering is highly valued. It provides the opportunity to be socially connected thus buffering the effects of depression, loneliness and social isolation. • Volunteering has a positive effect on attitudes, stress and coping style • Volunteering takes people out of their own environment, helps them to gain perspective and broaden their outlook • The additional benefits in terms of positive outcomes for volunteers are the feel good factor of making a contribution to the lives of others and being appreciated and feeling valued for what they do. <p>Our learning opportunities ensure that managers are able to assess and support colleagues to ensure that their physical and mental wellbeing needs are met.</p>	<p>supported. The level of the support offered will be high and consistent.</p> <p>Wellbeing support and training is available to our colleagues on and off our payroll. Our wellbeing courses have strong emphasis on the benefits of mindfulness and exercise to help ensure our people look after both their mental and physical wellbeing.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>This programme of support includes positive psychology, emotional resilience and mental toughness workshops as well as workshops focusing on identifying signs and symptoms of stress to help early intervention and support. These learning opportunities are also open to volunteers across the Authority to ensure that they have the same access to wellbeing support.</p> <p>We have plans in place to centralise and improve access to individual coaching and counselling services. Not only will this improve access to mental health support, it will also help to reduce the stigma surrounding mental health challenges.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Additions and updates to the policy suite – volunteering, capability procedure, mentoring and work experience We are working to integrate WFG into these policies e.g. volunteering has strong links with many of the Wellbeing Goals, especially a Wales of Cohesive Communities, and is a good example of working collaboratively.</p>	<p>The regular organisation of networking opportunities for Volunteers and the staff that support them. This reduces the silo mentality often found, agreeing a common purpose and working cohesively.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>As part of the research for this project we have highlighted the Cities of Service impact volunteering model as global best practice. Now achieving coalition status with the Cities of Service programme we are supported globally and learning how being part of a global movement can benefit Monmouthshire. We also feed our learning and achievements into the Cities of Service programme therefore</p>	<p>The mentoring we have received through the Cities of Service programme has allowed us to foresee potential concerns. The mentors we have received are four to five years into implementing their models and happy to share their learning. We are also aware that whilst Cities of Service provides a platform we acknowledge that one size does not fit</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>globally we are making an impact on wellbeing through shared learning.</p> <p>Our RESULT Coaching Programme for managers, supervisors and anyone aspiring to leadership roles focuses on decision making within the triple context. By the triple context we mean that decisions take into account, economic, social, environmental and other impacts of decision making on individuals, communities and beyond. This approach to decision making ensures that whilst costs are minimized other impacts are mitigated.</p>	<p>all. We will take the learning and create a bespoke adaptable model for Monmouthshire.</p> <p>We continue to provide training that focuses on the triple context within decision making to ensure that consideration is given to all aspects of global well-being.</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>We aim to produce our literature and online presence bilingually to promote the Welsh language and conform to the Welsh Language legislation (Welsh Language) (Wales) Measure 2011.and accompanying welsh language standards. Volunteering opportunities within Tourism Leisure and culture are strong and well established from Tourism Ambassadors to Young Ambassadors in sport, museums, libraries etc. We aim to build on this platform to improve participation with volunteers supporting the delivery of welsh language and culture to the citizens in Monmouthshire. The Eisteddfod is located in Abergavenny in 2016 therefore we</p>	<p>Clear communication within communities is key to developing a vibrant culture, enabling our residents to make impacts on the priorities within their community. For example in Caldicot they have we have just supported a community led fireworks display. Supported by 110 volunteers giving 1400hours delivering an event for 10,000 people.</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>will be heavily involved in the recruitment and support of volunteers for the event.</p> <p>There are regular opportunities for people to access information bilingually and further opportunities are available on request.</p> <p>Our involvement in this year's Eisteddfod is a great opportunity for us to participate in and promote a thriving welsh culture.</p>	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Volunteering offers a platform for people to gain new skills and experiences, this can often be a taster or a transitional route into a new career. Within our programme we have equal opportunities guidance within the Volunteer toolkit and follow fair and equal recruitment procedures of our volunteers.</p> <p>Our focus across the whole of People Services is upon supporting and enabling individuals to reach their full potential through support, advice, guidance and training. These opportunities are available to all.</p> <p>We also anticipate that our pathways for colleagues, managers and supervisors can assist with succession training and giving everyone equal access to learning opportunities. We measure the impact of all support to ensure that it is relevant and meeting the needs of each individual. We ensure that we appropriately monitor access to our services</p>	<p>All of our policies and procedures are guided by the current local and national equal opportunities guidance and legislation.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	via completion of equal opportunities questionnaires linked to protective categories.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
<p data-bbox="103 675 136 858" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 290</p> <div data-bbox="136 675 309 914">  <p data-bbox="147 884 277 914">Long Term</p> </div> <p data-bbox="327 675 510 895">Balancing short term need with long term and planning for the future</p>	<p data-bbox="544 276 1317 655">With the implementation of the programme and strategy we no longer have a scattergun approach to volunteering in Monmouthshire. With strategic investment and working closely with volunteers and communities to enable our rich social capital. The programme will develop and equip our communities effectively to contribute to their priorities. This in turn contributes to our organisational priority of creating resilient sustainable communities. As the programme is linked to strategy it gives it a solid base and credibility and longevity.</p> <p data-bbox="544 691 1317 994">The sustainability of the programme is supported by the investment in our volunteers and the staff that support them. This investment is through training for both volunteers and staff also the infrastructure with is focused around the developing Volunteer Toolkit. This toolkit sets out guidance for both volunteers and staff and provides the framework to support both parties. Many current volunteering projects contribute to environmental.</p> <p data-bbox="544 1029 1317 1297">Our focus is to provide support advice and guidance that is sustainable and linked to long term priorities. Our approach in terms of data led demand and decision making will enable us to keep up to date with current and future trends within the county and communities so that our ongoing planning is always linked to future demand and anticipated changes.</p>	<p data-bbox="1350 276 2101 611">With the funding for the programme being two years we have the opportunity to build a sustainable programme underpinned by a robust infrastructure of support for Volunteers and community groups. The implementation of a Volunteer toolkit coupled with a training programme will give both staff and volunteer's clear guidance and improved confidence in joint working. The closer we can work with our communities the more strength and positive networks will improve the lives of Monmouthshire residents for the challenging future.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Working together with other partners to deliver objectives</p>	<p>The programme will collaborate firstly with communities and volunteers themselves. Internally within the council by promoting joint working and the Volunteering Managers Network supports this ethos. Our strongest partner in co-delivery is Gwent Association of Voluntary Organisations, our work is aligned and we are planning to co deliver training for volunteers in Monmouthshire. Currently a joint initiative with Community Connections has led to a Volunteer Coordinator being appointed at Mardy Park Resource Centre. We are working with other local authorities and public bodies both locally and nationally for example Aneurin Beavan Health Board. We are currently supporting WCVA with taking Volunteering forward in the public sector.</p> <p>The Cities of Service coalition is global and our mentoring comes from the United States so our collaboration is also global.</p> <p>People Services work in partnership with both internal and external partners. For example we have a range of internal and external partners that assist with the design and delivery of learning interventions. Our combined strategies involve shared priorities with partners and in many areas of People Services work in collaboration with other public and third sector bodies, private companies and individuals.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The programme involves a variety of groups for development and feedback. We are linked with community networks to better understand priorities. Internally staff have been involved through network groups and other avenues. We continually seek involvement and views through Monminds, the staff conference, staff surveys and individual feedback. We also link in with national bodies like WCVA and SOLACE to better understand and take into account additional perspectives.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Preventative measures can be implemented and supported by our connected programmes of work through early identification of priorities. Our updated People Services offer and method for performance appraisal (check In Check Out) ensures that priorities are established and any barriers and challenges are identified at the earliest opportunity and plans put in place to ensure ongoing and continuous improvement.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>With the development of MCC's Coaching Model we have ensured that more managers, supervisors and volunteers than ever have undertaken learning and development which is underpinned by our equal opportunities policy, supports the ethos of the Future Generations Act, by ensuring that all business and personal decisions are undertaken within the wider context and recognise the impact on people.</p> <p>Our priorities and actions have clear social, economic and environmental benefit and working with our partners will ensure an integrated approach. The way in which we support individuals and through our collaborative approach both internally and externally will maximise the impact of wellbeing goals.</p>	

Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:

<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We aim to engage with all members of the community using a variety of channels without discrimination.		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Gender reassignment	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Marriage or civil partnership	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Pregnancy or maternity	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Race	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Religion or Belief	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Sex	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Sexual Orientation	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Welsh Language	We aim to set up Welsh speaking volunteering opportunities within the county to add value and better meet the needs of the Welsh speaking residents of Monmouthshire. Access to guidance and training can be available in the Welsh Language upon request.		

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<p>Safeguarding has been a priority and we have implemented safe recruitment processes and guidance across Monmouthshire. Through the wider training programme, volunteers have undertaken training for Safeguarding Level 1 and POVA for Volunteers in regulated activity. For young people volunteering under 16 we have implemented both safeguarding protocol and bespoke training.</p> <p>Our Safe Recruitment workflow and video help support our approach to safeguarding and provide the tools to do the job.</p>	<p>There is a risk that Safeguarding protocol could be seen as a barrier to Volunteering, however when working with children, young people and vulnerable adults there is little room for negotiation.</p>	
Corporate Parenting		<p>This has not currently implemented but has been highlighted as a potential area for future development.</p>	

5. What evidence and data has informed the development of your proposal?

The very ethos of our approach is based on data and evidence to make informed decisions. The data and evidence has been captured through staff surveys, conferences, service interventions and feedback from managers and colleagues. Monminds continues to provide wider perspectives and keeps us in touch with the thoughts and views of our colleagues.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Our collective work as People Services and our collaboration with the wider organisation has a positive impact on all of the wellbeing goals, and has been developed collaboratively help support our colleagues and communities and to maximise their contribution to improving social, economic, environmental and cultural wellbeing in Monmouthshire. There are no negative impacts. We are confident that we are delivering a model that is in response to what is required by our organisation, our colleagues and our communities.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	1 st September 2016
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1			



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

Meeting and Date of Meeting: 27th July 2016 Cabinet

Report: Redundancy Report Leisure Services

Author: Ian Saunders

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

Exemptions applying to the report:

Information relating to a particular individual as described in Paragraph (**Resources section & Appendix 1**) of Part 4 of Schedule 12A to the Local Government Act 1972.

Factors in favour of disclosure:

Openness & transparency in matters concerned with the public

Prejudice which would result if the information were disclosed:

The report is such that a named post is identified and detailed personal financial information. This is sensitive information.

My view on the public interest test is as follows:

Factors in favour of disclosure are outweighed by those against.

Recommended decision on exemption from disclosure:

Maintain exemption from publication in relation to report

Date: 12th July 2016

Signed:

Post:

Head of Tourism Leisure & Culture

I accept/I do not accept the recommendation made above

Signed:

Date:

15/07/16

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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