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Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

Dydd Mercher, 19 Gorffennaf 2017

Hysbysiad o gyfarfod:

Cyngor Sir

**Dydd Iau, 27ain Gorffennaf, 2017 at 2.00 pm,
Council Chamber - Council Chamber**

AGENDA

Prayers will be said prior to the Council meeting at 4.55pm. All members are welcome to join the Chairman for prayers should they wish to do.

Eitem No	Eitem	Tudalennau
1.	Ymddiheuriadau am absenoldeb	
2.	Fforwm Agored i'r Cyhoedd	
3.	Cyhoeddiad y Cadeirydd a derbyn deisebau	1 - 2
4.	Datganiadau o Fuddiant	
5.	I gadarnhau'r cofnodion o'r cyfarfod a gynhaliwyd ar y 29ain o Fehefin 2017	3 - 10
6.	I nodi'r Rhestr Weithred o'r cyfarfod a gynhaliwyd ar y 29ain o Fehefin 2017	11 - 12
7.	I dderbyn cofnodion y Pwyllgor Archwilio:	
7.1.	16eg o Fawrth 2017	13 - 20
7.2.	25ain o Fai 2017	21 - 26
8.	I dderbyn cofnodion Pwyllgor Gwasanaethau Democratig	
8.1.	3ydd o Ebrill 2017	27 - 32
9.	Rhestr o Gynigion	

9.1.	Cynnig o'r Cynghorydd Sir S. Jones	
	Mae'r cyngor hwn yn galw ar Lywodraeth Cymru i dderbyn y cynigion yn ein hateb i'w ymgynghoriad Adolygiad Marchnad Agored oedd yn chwilio am farnau am y data bydd yn cyfarwyddo gwaith pellach i ymestyn cyrhaeddiad Band Eang Cyflym lawn dros Gymru. Mae'r cyngor hwn yn cydnabod y gwahaniaeth digidol sy'n cael effaith ar gymunedau dinesig a gwledig, ac mae'n adnabod y rhwystredigaeth gynyddol i nifer o breswylwyr sydd â darpariaeth band eang annigonol. O gofio'r ffaith taw ail awdurdod mwyaf cystadleuol yng Nghymru yw Sir Fynwy gyda'r gyfradd fwyaf o enedigaethau busnes, rydym yn gofyn i Lywodraeth Cymru blaenoriaethu Sir Fynwy yn nyraniad nesaf Superfast Cymru 2 sydd i'w gynnal yn gynnar yn 2018.	
10.	Adroddiadau'r Prif Swyddog dros Gofal Cymdeithasol, Iechyd a Thai	
10.1.	Polisi Diogelu Corfforaethol	33 - 106
10.2.	Adroddiad Blynyddol Cyfarwyddwr Statudol Gwasanaethau Cymdeithasol	107 - 158
11.	Adroddiad y Prif Swyddog, Enterprise	
11.1.	Cynnig Buddsoddi - Darpariaeth Pwll a Hamdden Trefynwy	159 - 208
12.	Cwestiynau Aelodau	
12.1.	O'r Cynghorydd Sir D. Batrouni i'r Cynghorydd Sir B. Jones	
	Pa drafodaethau cafodd y Cyngor gyda Llywodraeth Cymru ynglŷn â TrawsCymru?	
12.2.	O'r Cynghorydd Sir D. Batrouni i'r Cynghorydd Sir R. John	
	Pa fesurau bydd yn cael eu defnyddio i asesu llwyddiant neu fethiant mewn perthynas â'ch blaenoriaeth gyntaf am addysg fel yr amlinellir yn y Cyngor diwethaf?	
12.3.	O'r Cynghorydd Sir D. Batrouni i'r Cynghorydd Sir R. John	
	Pa fesurau bydd yn cael eu defnyddio i asesu llwyddiant neu fethiant mewn perthynas â'ch ail flaenoriaeth am addysg fel yr amlinellir yn y Cyngor diwethaf?	
12.4.	O'r Cynghorydd Sir D. Batrouni i'r Cynghorydd Sir R. John	

Pa fesurau bydd yn cael eu defnyddio i asesu llwyddiant neu fethiant mewn perthynas â'ch trydedd flaenoriaeth am addysg fel yr amlinellir yn y Cyngor diwethaf?	
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Paul Matthews

Prif Weithredwr

CYNGOR SIR FYNWY

MAE CYFANSODDIAD Y PWYLLGOR FEL SY'N DILYN:

Cynghorwyr Sir:

D. Batrouni
D. Blakebrough
M. Powell
V. Smith
P. Clarke
D. Dovey
A. Easson
R. Edwards
D. Evans
P.A. Fox
R.J.W. Greenland
L. Guppy
R. Harris
J. Higginson
G. Howard
S. Howarth
D. Jones
P. Jones
S. Jones
S.B. Jones
P. Jordan
P. Murphy
B. Strong
F. Taylor
A. Watts
A. Webb
K. Williams
J.Becker
L.Brown
A.Davies
L.Dymock
M.Feakins
M.Groucutt
R.John
L.Jones
M.Lane
P.Pavia
J.Pratt
R.Roden
T.Thomas
J.Treharne
J.Watkins
S. Woodhouse

Gwybodaeth Gyhoeddus

Mynediad i gopïau papur o agendâu ac adroddiadau

Gellir darparu copi o'r agenda hwn ac adroddiadau perthnasol i aelodau'r cyhoedd sy'n mynychu cyfarfod drwy ofyn am gopi gan Gwasanaethau Democrataidd ar 01633 644219. Dylid nodi fod yn rhaid i ni dderbyn 24 awr o hysbysiad cyn y cyfarfod er mwyn darparu copi caled o'r agenda hwn i chi.

Edrych ar y cyfarfod ar-lein

Gellir gweld y cyfarfod ar-lein yn fyw neu'n dilyn y cyfarfod drwy fynd i www.monmouthshire.gov.uk neu drwy ymweld â'n tudalen Youtube drwy chwilio am MonmouthshireCC. Drwy fynd i mewn i'r ystafell gyfarfod, fel aelod o'r cyhoedd neu i gymryd rhan yn y cyfarfod, rydych yn caniatáu i gael eich ffilmio ac i ddefnydd posibl y delweddau a'r recordiadau sain hynny gan y Cyngor.

Y Gymraeg

Mae'r Cyngor yn croesawu cyfraniadau gan aelodau'r cyhoedd drwy gyfrwng y Gymraeg neu'r Saesneg. Gofynnwn gyda dyledus barch i chi roi 5 diwrnod o hysbysiad cyn y cyfarfod os dymunwch siarad yn Gymraeg fel y gallwn ddarparu ar gyfer eich anghenion.

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

- Gall pobl hŷn fyw bywyd da
- Pobl â mynediad i dai addas a fforddiadwy
- Pobl â mynediad a symudedd da

Pobl yn hyderus, galluog ac yn cymryd rhan

- Camddefnyddio alcohol a chyffuriau ddim yn effeithio ar fywydau pobl
- Teuluoedd yn cael eu cefnogi
- Pobl yn teimlo'n ddiogel

Ein sir yn ffynnu

- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

Ein blaenoriaethau

- Ysgolion
- Diogelu pobl agored i niwed
- Cefnogi busnes a chreu swyddi
- Cynnal gwasanaethau sy'n hygyrch yn lleol

Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.

Chairman's Report 22nd June – 18th July

Thursday 22 nd June 12 p.m.	Royal Ascot Charity Day Chepstow Racecourse
Sunday 25th June 3 p.m.	<i>MCC Civic Service</i> <i>St Mary's Priory Church, Abergavenny</i>
Monday 26 th June 6 p.m.	Exhibition 'Hidden in the Lining, Krishna in the Garden of Assam – the tale two textiles' Chepstow Museum
Monday 26 th June	Gwent Music Showcase Concert St David's Hall, Cardiff
Wednesday 28 th June 2 p.m.	She Rallies Workshop with Judie Murray Abergavenny Leisure Centre
Thursday 29 th June 7.30 p.m.	Gwent Area Scout Council – Annual General Meeting Missioner to Seafarers, Newport NP4 5BE
Saturday 1 st July	Presentation of Prizes Haberdashers' Monmouth School for Girls
Saturday 1 st July	South Wales Shire Horse Society Show Beily Bedw Park Abergavenny
Sunday 2 nd July	Caldicot Civic Service St Mary's Church, Caldicot
Friday 7 th July 11.45 a.m.	Visit by the Royal Colonel HRH – Freedom of the town of Chepstow
Saturday 8 th July 11 a.m.	Caerphilly Civic Service St Sannan's Church, Bedwellty, Blackwood
Sunday 9 th July 3 p.m.	Powys Civic Service St Beuno's Church, Berriew
Saturday 15 th July	Reaffirmation of the Freedom of Monmouthshire Abergavenny Parade – The Royal Welsh
Sunday 16 th July 3 p.m.	Torfaen Civic Service Holy Trinity Church, Pontnewydd
Tuesday 18 th July 12.30 p.m.	Home-Start Monmouthshire Annual General Meeting Bridges Community Centre, Monmouth

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MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held
on Thursday, 29th June, 2017 at 2.00 pm

PRESENT: County Councillor M. Powell (Chairman)
County Councillor P. Clarke (Vice Chairman)

County Councillors: D. Batrouni, D. Blakebrough, D. Dovey, A. Easson, R. Edwards, D. Evans, P.A. Fox, R.J.W. Greenland, L. Guppy, R. Harris, J. Higginson, G. Howard, D. Jones, P. Jones, S. Jones, P. Jordan, P. Murphy, B. Strong, F. Taylor, A. Watts, A. Webb, J.Becker, L.Brown, A.Davies, L.Dymock, M.Feakins, M.Groucutt, R.John, L.Jones, M.Lane, P.Pavia, J.Pratt, R.Roden, T.Thomas, J.Treharne and J.Watkins.

OFFICERS IN ATTENDANCE:

Paul Matthews	Chief Executive
Roger Hoggins	Head of Operations
Will McLean	Chief Officer for Children and Young People
Joy Robson	Head of Finance/Section 151 Officer
Robert Tranter	Head of Legal Services & Monitoring Officer
Nicola Perry	Senior Democracy Officer

APOLOGIES:

Councillors V. Smith, S. Howarth, S.B. Jones, S. Woodhouse and K. Williams

2. Public Open Forum

There were no matters for the public open forum.

3. Chairman's Announcement and receipt of petitions

Council received the Chairman's report. In doing so the Chairman expressed the sympathy of Council to all those affected by recent events in London.

County Councillor R. Greenland presented a petition from the business people of Monmouth regarding the street furniture policy. The petition, signed by 153 people and another 119 online, would be considered by Cabinet and Senior Officers and reported back to Council in due course.

4. Declarations of interest

County Councillors J. Pratt and L. Brown declared personal, non-prejudicial interests relating to item 8.2 due to being in the age bracket/gender under discussion.

County Councillor D. Dovey declared a personal, non-prejudicial interest in relation to item 9, as a governor of Chepstow School, and a member of JAG Committee.

5. To receive the minutes of the meeting held on 16th May 2017

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The minutes of the meeting held on 16th May 2017 were confirmed as an accurate record and signed by the Chairman.

6. To receive the minutes of the meeting held on 18th May 2017

The minutes of the meeting held on 18th May 2017 were confirmed as an accurate record and signed by the Chairman.

We noted a typographical error on page 9.

7. To receive the Action List of the meeting held on 18th May 2017

We noted the action list of the meeting held on 18th May 2017.

In doing so, it was agreed that the timing of meetings would be discussed at the next meeting of Democratic Services Committee, and the recommendations would be discussed at the following Council meeting.

8. Notices of Motion

8.1. Motion From County Councillor A. Easson

Following representation by parents in my Ward, and adjoining Wards, who have expressed concern that Cabinet in December last year agreed to divert section 106 monies from refurbishing Castroggi Park in Caldicot to the Leisure Centre ATP pitch. They say that the refurbishment is long overdue and believe that they have been ignored; that the park would be better used if the equipment was up to standard. Cabinet, when challenged, and following officer advice, stated that section 106 money from the White Hart site when developed, would be earmarked for the work needed to be carried out at Castroggi Park. I therefore bring a motion to Council, seeking support to vire monies from reserves, to bring the park back up to a high standard with the knowledge and confidence that it will be reclaimed from section 106 monies, in full, in due course.

The motion was duly seconded.

The Leader understood the frustrations expressed and explained that officers had been to inspect the park. He agreed that the park did look tired but was safe and useable. Some surfacing issues were to be addressed immediately. It was explained that it was not possible to use section 106 monies before they are received but in the meantime, design works could take place, and it was appropriate for Caldicot members to be involved in the process. He was therefore, unable to support the motion.

Councillor J. Watkins expressed disappointment that Councillor Easson had not discussed this with her, as it is in her ward. She added that there is grant funding from other sources, and suggested that this funding be used in collaboration with 106 money. She requested that officers liaise with community groups to enable discussion.

Councillor Greenland supported these views but was unable to support the motion.

Councillor L. Guppy proposed an amendment to the motion:

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To seek support for the virement of money to bring the park up to a high standard with full engagement of the community, and exploration of further financial contributions to the project, and that these monies will be reclaimed from 106 monies at a later date.

The amendment was seconded and became the substantive motion. Debate ensued.

Councillor Murphy said that as the amendment include the term 'vired' he was unable to support.

Councillor Easson expressed concern at the double standards of Council, in that reserves had previously be used in Portskewett. The Leader explained that 106 monies had been allocated in Portskewett but could not recall it being vired from reserves. He added that he could not support the motion while it still included virement from reserves.

As a point of personal explanation, the Leader asked financial officers to provide clarity of the distribution of 106 monies to Portskewett. The Chief Executive confirmed this would be clarified in writing, and explained that there is a clear process within Council on how 106 monies are spent.

Upon being put to the vote, the substantive motion was defeated.

The original motion was put to the vote, and was defeated.

8.2. Motion from County Councillor D. Batrouni

Pension changes introduced by the UK government to equalise women's pensionable age with men's will mean many women in Monmouthshire could lose around £38,000 - £48,000 compared to women who retired at 60. This Council notes this will have a negative impact on the lives of the women affected, making it harder for them to volunteer in their local communities and to commit time to their families. This could increase pressures on council services, e.g. social care, and the recruitment of volunteers to help the Council deliver some of its services. Therefore, the Council will write a letter to the UK government outlining its concerns and expressing support for the 63 is the new 60 proposal. This proposal is a compromise, which will allow all women born on or after 6th April 1953 up to 5th April 1960 to retire on their 63rd birthday. Anyone born after that date will follow the timetable of the 2011 Act.

The motion was duly seconded.

Councillor Blakebrough supported the motion and added that the issue had been brought to her attention by residents, and thought the motion was a good way for the '63 is the new 60' campaign group to be heard, and to raise awareness of the problem. People were looking for a fair deal, and a compromise of incremental increases.

There were some concerns over the generalisations of people in the age bracket.

Councillor Sara Jones supported pension equalisation, adding that those at the lowest end of the economic scale, and those employed in manual jobs were most likely to suffer the most financial hardship and should be given the priority as a matter of urgency. Councillor Jones added an amendment to the motion:

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To remove: *Therefore, the Council will write a letter to the UK government outlining its concerns and expressing support for the 63 is the new 60 proposal. This proposal is a compromise, which will allow all women born on or after 6th April 1953 up to 5th April 1960 to retire on their 63rd birthday. Anyone born after that date will follow the timetable of the 2011 Act.*

To add: *This Council supports the UK Government in the principle of pension equalisation which aims to ensure greater parity given our change in demographic. However we do note the concerns of our residents that are affected and this Council will make contact with the UK Government to request further exploration of the 63 is the new 60 proposal, and indeed all options around transitional arrangements.*

The amendment was seconded.

Councillor Batrouni accepted the amendment and withdrew the original motion.

Upon being put to the vote the substantive motion was carried.

9. Reports of the Head of Finance

9.1. Audit Committee Annual Report 2016-2017

Council were presented with the Audit Committee Annual Report 2016-17.

On behalf of the Audit Committee, the Chair of the Committee submitted the report for consideration by the Council.

The report showed that the workings of the Committee have been both valuable and productive and provides assurance to the Council regarding the Committee's activities in the effective governance of financial affairs and other matters conducted by the Authority.

The Leader thanked Mr. White for the presentation, and his sentiments were echoed by Councillors Higginson and Batrouni who praised Mr. White on his conduct of the meetings.

Councillor Easson stated that it had been a very successful year for the Audit Committee. He sought clarification on points 4.14 and 4.15 regarding Chepstow School, and asked if we are likely to see a secure future for the budgeting for Chepstow School. Councillor Murphy responded that regular meetings had been held with representatives of Chepstow School, and was happy to report that the recovery plan has been successful to the point where looking forward to the end of this current year the school budget is forecast to be in slight surplus.

Upon being put to the vote Council resolved to accept the report.

9.2. Monmouthshire County Council Zero Hour Contracts

Council received a report, as requested, from the Audit Committee, on the use of non-guaranteed hours/casual contracts used by the Council with specific regard to the use of 'Zero Hours Contracts'.

Debate ensued, where the following points were noted:

Councillor Batrouni explained that the report defined an exploitative zero hour contract rather than a zero hour contract as defined by the Government.

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Councillor Blakebrough referred the figures being above the UK average and requested a breakdown of figures by age and gender.

Assurance was sought that all those working regular hours have been offered a fixed term contract.

Councillor Taylor noted that the report was a result of a motion and it highlighted some gaps in enactment of policies. She expressed disappointment in the scope of the Audit Committee's investigation. She asked the Head of Paid Service if he was content with the assurances of the Committee. The Chief Executive responded that based on the scope the Audit Committee took, the outcome was reasonable. He added that at the various levels of investigation over the last few months he had always been satisfied with the outcome. The Cabinet Member for Finance assured Council that these arrangements were reviewed regularly, and the matter was raised in every management meeting, on a more heightened basis than previously.

Upon being put to the vote, Council resolved to agree the recommendations in the report:

- The County Council should note that the Audit Committee is satisfied that MCC does not use Zero Hours Contracts for anyone it employs according to the definition: 'A flexible contract where an employer does not guarantee set hours of work for an employee. The employee is contracted to that employer and cannot work for another employer'.
- MCC does employ casual workers who are not obliged to do any work for the Authority if they choose not to. It is accepted that this is helpful both to the Authority, when organising work patterns and suits many of the casual workers who have other commitments or do not wish to be committed to fixed hours.
- It is recommended the use of casual employment should continue to be monitored. Managers and Service Areas should take ownership of this for their own areas. The Human Resources Business partnering approach will help, making use of annual information on the use of casual employment.
- Where appropriate, MCC should continue to offer casual employees fixed term contracts, if the work has become a regular commitment, for example.

10. Members Questions:

10.1. From County Councillor A. Watts to County Councillor P. Murphy

How many of our public buildings, within our property portfolio, are compliant with Welsh Assembly legislation standards regarding the fitting of sprinkler systems?

Councillor Murphy responded:

MCC has functioning sprinkler systems in the following primary schools: Kymin View; Llanfoist; Ysgol Yfenni; Magor; Pembroke; Dewstow and Rogiet.

The two new schools in Caldicot and Monmouth will have sprinklers installed. With regards to Thornwell and Castle Park, the extensions built in recent years were constructed with both pipework and sprinkler heads and when both schools are fully refurbished this will be connected up. In addition, the cladding systems used on buildings are not within the flammable range that was unfortunately installed in London. County Hall, Usk is covered by a high quality fire alarm system that covers all areas including roof voids. When the building was designed and constructed MCC building insurers and consultants were aware of the future uses of the building, and a sprinkler system did not form part of their requirements. The only stipulation the Insurers raised was that we had a fire suppression system in the bio-mass fuel store. The matter has been reviewed since and is considered to meet all standards.

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10.2. From County Councillor G. Howard to County Councillor B. Jones

Following on from the car park review of last year and the proposal to introduce a public electric car charging point in Chepstow, would the Cabinet

Member outline his commitment, any proposals and a timescale to extend this to the whole of the County area? I ask on behalf of a constituent who has recently purchased an electric Nissan car and who feels that not only it would be convenient for residents to introduce a network of charging points but that it might encourage greater ownership of such vehicles. Furthermore, any tourists travelling to the area might be encouraged to spend a few hours in our towns and villages, whilst their cars are recharged.

As Cllr Jones will be aware, this Authority does not have to directly provide charging outlets since they are often installed by other companies who will receive a revenue stream; however his confirmation that MCC will engage and enable such provision would be welcomed.

Councillor Fox responded on behalf of Councillor B. Jones:

I am pleased to advise Council that I took an Individual Member Decision on 14th June 2017, which approved the installation of an electric vehicle charging point in Welsh Street car park, Chepstow. The report goes on to delegate further distribution of charging points in our towns to the Head of Operations. The charging system is being installed and managed by a Monmouthshire based community interest company at no cost to MCC. I understand that the number of electric vehicles is growing and this initiative will help to demonstrate MCC's commitment to supporting sustainable energy solutions.

As a supplementary, Councillor Howard asked that a timetable of roll out to other towns be reported as part of the action list at the next meeting.

10.3. From County Councillor D. Batrouni to County Councillor R. John

1. What is the Cabinet Member's top three priorities for education in Monmouthshire?

2. How many teaching assistants in Monmouthshire schools have been made compulsory redundant in the academic years (i) 2012/13 (ii) 2013/14 (iii) 2014/15 (iv) 2015/16?

3. How many teaching assistants in Monmouthshire schools have taken voluntary redundancy in the academic years (i) 2012/13 (ii) 2013/14 (iii) 2014/15 (iv) 2015/16?

4. How many schools are planning compulsory redundancies this academic year?

Councillor John provided an overview of changes in the school system and provided the following responses:

1. The top 3 priorities are:

- i. To improve the standards in the way we educate every child;
- ii. That schools are well prepared to promote and enhance the wellbeing of young people;

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iii. To work with colleagues within the Children and Young People Directorate to ensure we have the right policies, procedures and resources we need to ensure young people can thrive in our schools.

2 and 3 together. In the academic year 2012/13 there were 11 compulsory and 9 voluntary redundancies; 2013/14 there were 6 compulsory, and 4 voluntary; 2014/15 there were 4 compulsory and 5 voluntary; 2015/16 there were 3 compulsory and 7 voluntary.

4. We were advised there were three Compulsory redundancies planned.

As a supplementary, Councillor Batrouni sought reassurance that the TA figures provided were not due to budgetary cuts implemented over the last four years.

Councillor John responded that there are many reasons, such as Deri View where there was a large reduction in 21012/13. Some budgetary pressures related to one to one support where students had left the school and the support was no longer required. Also curriculum changes had an effect. He acknowledged there are budgetary pressures in our schools, particularly as one of the worst funded authorities in the country.

10.4. From County Councillor D. Batrouni to County Councillor P. Jones

What is the new administration's view of pooled budgets for social care based on health board boundaries?

Councillor P. Jones responded:

Monmouthshire and other Gwent authorities have a strong record of pooling budgets where it is linked to effective service and is sound financially. An example being the Gwent Frailty Service, which is the only one of its kind across Wales, which bring authorities and health boards together in a financially sound arrangement. There is a legal requirement under the Welbeing Act for care homes to pool budgets by April 2018 and Monmouthshire is keen to extend integration with the health boards. It already has successfully integrated arrangements with other authorities. The risks are whether Monmouthshire is going to benefit, and whether it makes for a more efficient service with enough resources. With this in mind, work is underway with the Greater Gwent Regional Health and Social Care Partnership, working to provide and support better outcomes for service users, sustainable services and cost effective outcome. The question of cross subsidy must be considered and the need for effective governance arrangements. Discussions are ongoing and the results will be brought to Select Committees and Full Council for approval.

10.5. From County Councillor D. Batrouni to County Councillor S. Jones

When can the Council expect to see the administration's plan to tackle deprivation in the county?

Councillor S. Jones talked about process and provided the following response:

The strategy going forward will be about social justice, inequalities and about how we focus as a Council on how we work with our partners. Not just about Members and Officers, but about communities, our registered social landlords, and supporting businesses in three key areas. To understand the underlying causes of poverty, and the disadvantage our communities face. To understand how partnership solutions can be taken forward to help tackle societal change. The second point in the strategy would be to put in place policy interventions to proactively tackle

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barriers around social mobility. Councillor Jones welcomed Members to invite her to their wards, and informed how she had met with partners and third sector organisations to increase understanding on how local government can tackle changes. She acknowledged the positive work already taking place in the county in terms tackling the deprivation and isolation agenda, for example digital inclusion, development of Community Hubs, small local enterprise and youth enterprise. It is planned the strategy will come forward in the Autumn.

As a supplementary, Councillor Batrouni noted that the portfolio for social justice talked about rural deprivation, and sought assurance that urban poverty would not be neglected. In response, Councillor assured that absolutely all areas would be covered.

The meeting ended at 3.55 pm

ACTION LIST
MEETING OF MONMOUTHSHIRE COUNTY COUNCIL
29th June 2017

MINUTE NUMBER AND SUBJECT	ACTION TO BE TAKEN	TO BE ACTIONED BY	PROGRESS
<p>Item 9.2 Zero Hour Contract Report from Mr. P. White</p> <p style="text-align: center;">Page 11</p>	<p>Questions raised by Cllr Blakebrough:</p> <ol style="list-style-type: none"> 1. Can you assure that all those on zero hour contracts that work regular hours over a continuous period, have been offered a fixed term contract? Also how many have been offered. 2. What is the gender and age breakdown of the 9% zero hour workers? 3. What statutory employment rights are offered to our zero hour workers? 4. What do you believe are the reasons that MCC are above the UK average of zero hour contracts? 	<p>Peter Davies Tracey Harry</p>	<p>Responses being collated. Will provide update for next Council meeting.</p>
<p>Item 10.2 Question from Cllr Howard to Cllr B. Jones</p>	<p>To provide a timetable for the roll out of public electric car charging points across the County.</p>	<p>Roger Hoggins</p>	

Public Document Pack Agenda Item 7a

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Audit Committee held
at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 16th March, 2017 at 2.00 pm

PRESENT: County Councillor P White (Chairman)
County Councillor J. Higginson (Vice Chairman)

County Councillors: D. Batrouni, P. Clarke, A. Easson, D. Edwards,
P. Jordan, B. Hayward and B. Strong

ALSO PRESENT:

County Councillor V. Smith

OFFICERS IN ATTENDANCE:

Mark Howcroft	Assistant Head of Finance
Joy Robson	Head of Finance/Section 151 Officer
Andrew Wathan	Chief Internal Auditor
Non Jenkins	Wales Audit Office
Tracey Harry	Head of People and Information Governance
Wendy Barnard	Democratic Services Officer
David Bartlett	HR Support Team Manager
Terry Lewis	Wales Audit Office
Sally Thomas	Interim HR Manager

APOLOGIES:

County Councillors P. Murphy and J. Prosser

1. Declarations of Interest

There were no declarations of interest made by Members.

2. Public Open Forum

No members of the public were present.

3. To confirm minutes of the previous meeting

The minutes of the previous meeting held on 2nd February 2017 were confirmed and signed by the Chairman.

4. To note the Action List from 2nd February 2017

Youth Service: An action from the last meeting requested a report detailing the Youth Service (including The Zone and grant funding) element of the whole directorate review to be presented to Committee when the business plan is finalised. This is likely to be in the next financial year. A Member asked for clarification concerning the £70,000 grant from Welsh Government provided purely for youth services for The Zone in Caldicot and specifically, what would happen

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to that value if it moved to the Leisure Centre. It was also questioned what responsibility there was to ensure that the amount remained with the Council.

Zero Hours Contracts (Casual Hours Contracts): Information was circulated to all Committee Members on employment practices in schools. Provision of the information concludes all matters arising from discussion of zero hours contracts. It was strongly emphasised that these types of contracts are not issued in the county.

In response to a question, it was clarified that re-employed was different to redeployed and that if redeployment was an option, the staff member concerned would not have been made redundant.

Reference was made to the advice provided to Headteachers concerning break in service regarding the practice of terminating employees in the Spring term and re-employing them in the Autumn Term and the implications for pensions and future redundancies. It was recognised that there might be detriment for the staff member and queried if there would be such implications for schools. It was confirmed that schools are provided with advice that the school holiday period would be likely to be considered as continuous by an Employment Tribunal so there would be no break in service and the practice is not, therefore advised.

In response to a query, it was agreed to provide the previous three years' information to the Committee.

Whilst recognising that Special Educational Needs (SEN) funding can change from term to term, concern was expressed that it is not positive for teaching assistants to be employed on a term by term basis. It was noted that holidays would accrue but the break in the year was a period of unemployment and could be perceived as a way around not employing people on a full time basis. In response, it was explained that the situation described may not be the norm as it would usually be a contract for an academic year but that a teaching assistant on a temporary contract may have a termly contract (or contract for a specific other period e.g. to cover maternity or a SEN pupil) to reflect the available funding and the requirement of the role.

A Member expressed the opinion that further information was required to provide evidence that some employees prefer casual contracts and it was responded that assurance had already been provided by Leisure Managers and HR and there was uncertainty what further information could be supplied.

The Committee's attention was drawn to the expectation of the Council to receive feedback from the Committee on zero hours contracts and whilst accepted that Audit Committee minutes are presented to Council, it was agreed that the Chair would prepare a briefing note for the new Committee to consider.

Risk (Events): An update was provided on the Events Audit reported to last Audit Committee. It was reported that a review of events procedures had an outcome of an unfavourable audit opinion. A follow-up review is being undertaken and conclusions will be reported back in September.

5. Demonstration of People Services Dashboard

A demonstration of the People Services Dashboard was provided noting that it contains basic information from the Payroll system in a graphical representation to provide intelligence about the organisation's staff, broken down by directorate, and service areas. It is suitable for workforce planning and identifying patterns and trends in e.g. length of service, age profile, overtime and sickness absence

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The Dashboard will be on The Hub and available for managers. It will contain live data representing an improvement from the historical quarterly reports currently in use.

Following a presentation of the People Services Dashboard, questions were asked as follows:

It was queried if it is possible to compare data year on year to identify changes and trends. In response, it was explained that this is not available yet due to the fluidity of the organisation structure it will not always be possible to compare like with like.

Whilst the dashboard information (types of staff, trends etc.) was welcomed, a Member commented that long term patterns would be more meaningful. In response it was confirmed that the HR and Payroll system can provide historical information for comparison purposes.

A Member noted the high level of absences due to neck and back injury, also due to psychological issues in schools. It was queried if it is possible to refine the reasons to identify trends that should be addressed by managers e.g. liaison with the Health and Safety Manager. It was confirmed that this information is available. The Committee was reminded that the dashboard provides real time information but that reports can also be provided from the dashboard for DMTs to enable analysis of trends, hotspots and for planning purposes. It was added that the HR team also provides managers with templates and guidance, and that there is also an Attendance and Wellbeing Strategic Group that analyses the data on a quarterly basis to provide leadership with information and guidance on absence levels, trends and reasons.

In response to the question about how the information is provided and who inputs it to the system, it was confirmed that it is obtained from the HR and Payroll system. The original data comes from a variety of sources e.g. sickness is input by managers.

A Member questioned how consistency is achieved and it was explained that managers make choices electronically from pre-set drop-down menus. It was confirmed that data quality is part of corporate performance indicators and the Officer's role. It was added that Internal Audit will conduct a review of corporate performance indicators annually on a sample basis and those areas checked will include a check of data quality. It is not Internal Audit's responsibility to check the accuracy of all data entered into this HR & Payroll system. It was acknowledged that there is also an annual payroll audit.

In response to a question it was explained that it is straightforward to provide information to identify patterns of absence to equip managers to effectively manage absence with appropriate advice.

A member queried the definition of long and short term sickness, and if the number of days sickness absence per directorate will be defined. It was explained that absences over 20 days are classed as long term. It was also confirmed that it was possible to identify sickness absence data/days by directorate and that the dashboard includes a thermometer as a visual representation. This is useful as some departments are bigger than others so the results may otherwise appear distorted.

A Member asked if there was too much data being requested and commented that input might not be a priority for managers so may affect accuracy. It was explained that the manager has to take ownership of the data. It was agreed that there is a concern that managers may not add the data correctly or in a timely way. This could lead to potential problems such as under/overpayments; the Dashboard is only as good as the quality of the information input.

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The Officer was thanked for the demonstration of the Dashboard and for answering questions. It was remarked that interpretation and quality of data was key.

6. Joint Progress Report

The Wales Audit Officer introduced the Joint Progress Report, the purpose of which is to track issues identified during the audit of financial statements. These relate to issues reported in September 2016 that arose from the accounts that did not impact on the unqualified opinion, less minor issues that arose from the 2015/16 financial statements and also issues from 2014/15 that were carried forward and remain ongoing. The report includes the Council's responses to the issues.

It was explained that the issues are not greatly significant but it would be beneficial to address them before the audit is undertaken.

A Member queried why some assets, noted in the fleet administration section, have a £1 nominal value which does not appear to reflect the true value. It was responded that the Fixed Asset Register is used for producing balance sheet entries for fixed assets and reconciling to insurable lists for plant and equipment. Operational assets have been recorded as £1 to recognise them as fixed assets that have not been purchased using capital. These assets have no depreciation and consequently no standing in the accounts; the method is used to ensure they are accounted for in a way that has little effect on the balance sheet.

In response to a Member's question, it was explained that operational assets are purchased through leasing or revenue.

Regarding the requirement for the earlier completion of the statement of accounts, it was explained that at present Local Authorities have to draft a statement of accounts for Auditors by the end of June, the auditors complete their report and the Council signs it off by the end of September. In future, both processes will be required earlier; in May and July respectively. It was responded that this change will be a significant challenge as staff are fully committed and have conflicting priorities so it will be a matter of where resources are placed.

It is proposed that a draft statement is produced by 31st May 2017.

The Wales Audit Officer confirmed that it was correct to be challenging the new standards and emphasised the requirement for complete and accurate records. He drew attention to the likelihood of more joint arrangements and consequently more recharges and accounting outside the authority. It was confirmed that a degree of estimation will be expected, within accounting standards, to be materially correct, due to the earlier closing of the accounts.

It was explained, regarding the early closure of accounts, that there was no additional audit resource but the challenge for WAO will be that all local authority audits will take place at the same time. To address the challenges, more work will be completed earlier in the year to flag up important issues to be aware of, and any potential implications.

The Joint Progress Report was noted by the Committee.

7. Internal Audit 2017/18 Plan - draft

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The draft Internal Audit Plan for 2017/18 was received and the Committee was informed that the finalised version would be presented in the new year with the annual report.

It was explained that the plan clarifies where to allocate audit resources (886 days available) using a comprehensive risk assessment to cover as much of the authority as possible, noting that Heads of Service and their DMTs have provided input to the process to assist in drawing priorities. Consideration has also been given to what has not been completed 2016/17.

It was agreed to review the plan in the new year.

8. Quarterly Monitoring of Reserves - Qtr 3

A Report on the quarterly monitoring of reserves was presented. It was explained that the level of reserves is reducing per annum and, consequently, there is little headroom for reengineering of services.

General reserves for financial planning have a target of 4-6% and is currently close to 4% which reflects that we are utilising reserves appropriately. Attention was drawn to the fact that the reserves held are not significant and also that sizeable contributions will be withdrawn in future years. A key reserve is the Priority Investment Reserve and noted that it will move to a deficit position. Consequently, the recommendation, on closing, will be to consider replenishment.

Regarding earmarked reserves, a Member questioned if the reducing amount was the absolute minimum that should be held as earmarked reserves. It was clarified that financial planning assumptions are on the basis of a general reserve which is the amalgamation of surpluses and deficits (totalling approximately £8 million). It was explained that earmarked reserves are money put aside for specific purposes. It was added that the authority has tended to use Invest to Save or the Priority Investment Reserve to facilitate change within the council.

A Member referred to the general reserve being at the lower end of the 4-6% target and questioned why there was no recommendation to increase council tax. It was confirmed that if the reserve fell below 4%, a recommendation would be made to Council to budget to contribute to reserves.

The report was accepted for information.

9. Review of Anti-Fraud and Corruption Policy

An updated version of the Anti Fraud, Bribery and Corruption Policy Statement was presented. The purpose of the policy is to encourage a culture in the organisation that deters fraud, bribery and corruption that provides a strong message that any allegations will be dealt with in a firm and consistent way.

This policy statement embodies a series of measures designed to frustrate any attempted fraudulent or corrupt act and the steps to be taken if such action occurs.

The policy takes into consideration the Fraud Act 2006 and the Bribery Act 2010; both of which carry a custodial sentence if employees are found guilty.

The policy includes specific responsibilities for officers and members. It also defines fraud and corruption, outlines how the Council deters (e.g. internal controls) and report such activities, and potential consequences.

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Work is undertaken to raise awareness of the policy and appropriate training is offered. The policy is subject to continuous review and is updated every three years.

A Member questioned hospitality and how to define the difference between bribery and hospitality, and asked if an addition should be made. In response it was explained that employees and Members sign a Code of Conduct, within which guidance on hospitality and gifts is provided.

It was agreed that Members of Audit Committee would be to be circulated with the Code of Conduct for employees. It was explained that perceived contravention of the Members' Code of Conduct would be referred to the Standards Committee and potentially to the Ombudsman.

A Member referred to third party organisations, providing the example of the proposed Alternative Delivery Model for Leisure and Youth and it was confirmed that the policy would be relevant to third parties as well. It was considered that Internal Audit would probably not be responsible for routine audit activities and the new organisations would have their own audit arrangements. The Chief Auditor may be permitted to examine financial records within the constitution of the partner organisation.

A Member observed that hospitality can be declared on a hospitality register. It was added that whilst it is possible to add an item to the register, it may not necessarily be acceptable especially if there is any perceived influence relating to the award of a contract.

There was a general understanding that for Members gifts or hospitality under the value of £25 are generally considered as acceptable.

The policy was endorsed by the Committee.

10. WAO 2017 Audit Plan

The Wales Audit Officer introduced the WAO 2017 Audit Plan and explained that the plan covers the audit of the financial statements and performance audit.

Risks of material misstatement considered to be significant were identified as follows:

- The risk of management override of controls is present in all entities. Due to the unpredictable way in which such override could occur;
- Risk of material misstatement due to fraud in revenue recognition and as such is treated as a significant risk;
- Risk of material misstatement in the financial statements arising from error or omission of transactions, balances and disclosure;
- Risks associated with Accounts preparation. The preparation of the Statement of Accounts will involve the estimation of a number of account figures such as provisions for the Council's liabilities.
- Sensitive Disclosures: The Council's 2016-17 financial statements will include a number of disclosures which are material by nature. These include the disclosure of Related Parties, Senior Officer's Remuneration and Members' Allowances. These figures have to be accurately recorded.
- Joint Progress Document (JPD): A number of issues were identified during our 2015-16 audit which the Council agreed to address for 2016-17 including:
 - classification of Creditor balances;
 - retention of payroll records;
 - transferring legal title of Osbaston School;

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- ensuring Agency income and Expenditure is excluded from the financial statements;
- cash flow statement is supported by comprehensive working papers; and
- removal of assets held under operating leases from the fixed asset register.
- Cardiff Capital Region City Deal arrangements are negotiated with government that give greater accountability for actions in return for new powers to help encourage growth and jobs. The ten South Wales' local authorities have established a joint committee (the Regional Cabinet) to oversee delivery of a range of programmes which will have financial, governance and delivery risks that need to be managed. There will also be a number of accounting issues to address. It is envisaged that there will be central scrutiny and no local audit work this year.
- Early Closing of year end accounts: As considered earlier, the scale of the changes required for the Council and WAO means that planning needs to start now.

Committee were reminded that WAO audits the Welsh Church Fund and Monmouthshire Farm School Endowment Trust.

The fees are held at same level as last year, any additional services will be billed separately and refunds will be issued for fees not used.

A Member queried if the charges relating to the City Deal would be directed to Cardiff City Deal. It was confirmed that there would be no charges to Monmouthshire Council. The central charges are undecided at present. Clarification was requested when that information is available.

With regard to the Performance Audit, it was explained that there is a significant amount of change in local government at present due to the White Paper, the requirements of the sustainable principles of the Wellbeing of Future Generations Act and continuation of the Local Government Measure.

The Committee was reminded that WAO had consulted on a programme of studies over three years and a progress report is included.

Additionally included is the Performance Audit Programme for this year consisting of the improvement plan audit and assessment of performance audit (requirements of Local Government Measure) which have to be prepared and certificated.

It was announced that a baseline assessment of wellbeing of future generations is to be completed across all councils and other public bodies. The scrutiny of wellbeing of future generations will also be under consideration. For the latter, it is hoped that this element will be supportive to help facilitate how best to provide effective scrutiny of decisions from Public Service Boards (PSB). There will also be a service user perspective review.

A Member commented that performance is being studied and asked how audit would be undertaken e.g. linking housing to pupil attainment when targets may not be met. It was responded that this would also be for councils to scrutinise, and attention was drawn to the establishment of more joint committees and arrangements that will create a new arena and the opportunity to design appropriate and accountable programmes.

A Member suggested that WAO could provide an observer role for the scrutiny of all councils' PSBs and also for scrutiny of the City Deal. The importance of sharing ideas was expressed.

The report was noted.

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11. Forward Work Programme

The Forward Work Programme was received and noted.

A Member commented that the next Council should consider the business plan for the change of leisure services and suggested that the Audit Committee should consider this matter. It was confirmed that this matter was included in the plan.

The Chair took the opportunity to thank the Committee for the efficient and effective discharge of its duties.

12. To note the date and time of the next meeting

The next meeting was confirmed as the 25th May 2017.

The meeting ended at 3.50 pm

Public Document Pack Agenda Item 7b

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Audit Committee held
at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 25th May, 2017 at 2.00 pm

PRESENT: County Councillor P White (Chairman)
County Councillor J. Higginson (Vice Chairman)

County Councillors: P. Clarke, A. Easson, P. Murphy, M. Feakins,
B. Strong, M. Lane, J. Watkins and S. Woodhouse

OFFICERS IN ATTENDANCE:

Andrew Wathan	Chief Internal Auditor
Joy Robson	Head of Finance/Section 151 Officer
Kellie Beirne	Chief Officer, Enterprise
Peter Davies	Chief Officer, Resources
Wendy Barnard	Democratic Services Officer
Terry Lewis	Wales Audit Office
Sally Thomas	Interim HR Manager

APOLOGIES:

County Councillors L. Jones and V. Smith

1. Election of Chairman

We elected Mr. P. White as Chair.

The Chair made a statement about the effectiveness of the Audit Committee and his expectations for future meetings. It was confirmed that Members wishing to introduce new business must submit a motion on notice under the Council Procedure Rules and should provide a briefing paper.

It was added that all papers submitted to Audit Committee will require an introduction to be supplied by the author.

When papers are submitted by external organisations to the Council, Monmouthshire County Council Officers will be asked to provide a response in the first instance.

2. Appointment of Vice Chairman

We appointed County Councillor J. Higginson as Vice-Chair.

3. To Note the Appointment of Lay Member

We noted the appointment by County Council of Mr. P. White as Lay Member.

4. Declarations of Interest

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It was agreed that declarations of interest would be submitted as and when they arise and clarified that dispensation has been given that schools governors are not required to make declarations of interest for specific schools.

Declarations of interest were declared as follows:

- County Councillor A. Easson: In relation to Item 11 - Unsatisfactory Audit Opinions, a personal non-prejudicial interest under the Members' Code of Conduct as a Governor of Ysgol Y Ffin.

5. Public Open Forum

No members of the public were present.

6. Introductions to Audit Committee and the role of Internal and External Audit, performance and risk management

The Chief Internal Auditor provided a brief overview of the work of the Audit Committee and the role of Internal Audit.

The Wales Audit Office representative provided a presentation on the External Audit service provided by Wales Audit Office.

In response to a question, it was confirmed that the role of the Section 151 Officer is to ensure that the requirement of the Local Authority's is in place to have appropriate and a proper financial administration. This includes suitable financial procedures, appropriate governance arrangements for the local authority's financial circumstances and an appropriately resourced internal audit team to check that financial procedures and controls are working adequately.

Both Officers were thanked for the useful information provided and a standing invitation was issued to Wales Audit Office to attend meetings of the Committee.

7. To confirm and sign the minutes of the meeting held on 16th March 2017

The minutes of the previous meeting held on 16th March 2017 were confirmed and signed as a true record.

8. To note the Action List from 16th March 2017

Youth Service: It was noted that a report detailing the Youth Service element of the whole directorate review has been requested. It was accepted that this is a work in progress and noted that a business case will be presented to Council later in the year. It was queried if an update could be provided regarding the £70,000 Welsh Government grant and plans for The Zone building in Caldicot before the business plan is made available. It was agreed that the information would be e mailed to Committee Members.

Zero Hours Contracts: The historic information (redundancies in schools over the last three years) requested at the last meeting was circulated to Committee Members on the 10th April 2017.

Risk (Events): A follow up review on the unfavourable audit opinion of Events is in progress and will be reported to Audit Committee in September 2017.

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A Member questioned what measures were in place for the planned summer events to prevent further unfavourable audit opinion. It was explained Internal Audit Officers are working through actions with the operational manager and the situation is improving.

Employee Code of Conduct: It was agreed to redistribute this document to all Committee Members.

Cardiff City Region: It was confirmed that there would be no charges from Wales Audit Office as the initiative would be audited centrally. It was commented that the situation is still evolving and that there would be no charges this year. The Cabinet Member for Resources commented that there should not be any charges as the project has its own Cabinet and structure.

9. Audit Committee Annual Report 2016/17

The Chair introduced the Audit Committee Annual Report that provides an overview of last year's work written in conjunction with the Chief Internal Auditor.

It was commented that the report was a fair reflection of the work of the Committee in terms of challenge, process and holding responsible officers to account. The report provided reassurance that financial systems and controls are working well in Monmouthshire County Council.

The report was noted and it was agreed that it should now be presented to Council.

10. Implementation of Internal Audit Recommendations

The Chief Auditor introduced the report, in its new format, the purpose of which is to present recommendations to address weaknesses identified in audit jobs. The purpose of the recommendations is to improve the control environment of service provision. The report tracks implementation of historic (2014/15 and 2015/16) and current recommendations by respective managers.

The Committee was reminded that the report is based on strengths and weaknesses; weaknesses are classed as significant, moderate or less significant.

It was reported that for 2014/15, 96% of audit recommendations were agreed by operational managers and in 2015/16, 97% were agreed. To ensure that the recommendations have been implemented, further work is undertaken. When there has been an unfavourable audit opinion, assurances are given to Committee that a review audit will be carried out and an update provided. For other opinions, there are insufficient resources to assure that all recommendations have been implemented, so checks are made on a sample basis. However, there is reliance on operational managers to provide evidence of implementation e.g. an action plan.

An update was provided, in relation to car park income, that 11 recommendations were implemented and 9 not implemented. An updated version of the appendices will be circulated to Committee Members following the meeting.

It was explained that, overall, 67% of recommendations have been implemented, 18% not implemented, 12% part implemented and 4 % where managers have accepted the risk and not implemented the recommendation. The latter figure is of concern and a revisit will be arranged. If unsatisfactory, the Head of Service will be made aware of that issue.

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Committee Members were guided through the report appendices.

A Member questioned the figures regarding car park income noting that 9 recommendations were not implemented. In response it was explained that there had been a concern and a recommendation agreed with the operational manager. However, implementation was conditional on the car park policy being updated. The policy has now been updated and the recommendations can be implemented. It was agreed to arrange for the operational manager to attend a meeting to reassure the Committee, explain what has been done and timescales accordingly. The Chair will write to the Head of Service.

A query was raised about measures taken in the Children and Young People's Directorate and it was agreed that the Chief Officer will be asked to provide information on the measures taken or planned to address the audit opinions and a further report will be made available at the next meeting.

The concept of risk being accepted by managers but with no action taken to mitigate the risk was queried. It was explained that there can be various reasons for non-implementation such as convenience or lack of resource, and it was confirmed that better follow up is needed in these circumstances. If a significant weakness is identified, that matter should then be raised with the Head of Service.

A Member questioned, in the context of a school, if there were ever interim measures required prior to implementation. It was explained that an audit is undertaken against a pre-prepared programme of expected controls to identify what is in place and to determine strengths and weaknesses. A draft report and action plan is prepared and discussed with the Headteacher and School Administrator for factual accuracy. The Headteacher's comments would be incorporated in the report then the audit recommendation would be added and the agreement of the Headteacher sought. If the opinion was unfavourable, as agreed with Audit Committee, the school would be revisited within 6-12 months to check upon implementation.

If nothing has been implemented after two unsatisfactory audit opinions, this would be reported back to Audit Committee through quarterly update reports and the option of calling in the Headteacher to attend an Audit Committee meeting would be considered.

11. Unsatisfactory Audit Opinions

The Committee received the six monthly update report on progress relating to the implementation of recommendations in respect of unfavourable audit opinions at an operational level.

The list of Limited Assurance opinions issued in 2016/17 was explained and Members' attention was particularly drawn to Events and that that work is being undertaken with the operational manager in view of the significant summer events and a further report will be provided for Audit Committee in due course.

A Member requested an explanation of what had been done to assure compliance with the Bribery Act (e.g. no authorised signatory list for procurement decisions). It was responded that the anti-fraud, bribery and corruption policy has been updated. The policy includes a commitment to provide training for employees and members in 2017/18. The policy will enable

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work to address the other elements. As this issue has a Limited Assurance status it will be followed up by the Audit Team and progress will be reported back accordingly.

The response from the Strategic Procurement Manager regarding Compliance with the Bribery Act and Mobile Phones was circulated to Committee Members. In response to a query regarding timescales, it was confirmed that the report is in the process of being finalised and it was agreed that there will be a progress report in December 2017

A Member asked if staffing levels were adequate and it was responded that the Internal Audit team is currently fully staffed but the Committee was informed that if there were more auditors, more assurances could be provided. A commitment was provided that all 2016/17 opinions that were classed as Limited Assurance would be followed up within the current financial year.

The Chair asked if the Committee should be looking back historically e.g. over the previous two years. It was replied that this work is still being followed up and will be reported upon in the next six months.

12. Report to Council: Zero Hours Contracts

The Committee reviewed the Chair's formal report to Council that concludes that the Audit Committee's main findings note that it is satisfied that zero hours contracts are not in use within the Council according to the following definition: 'A flexible contract where an employer does not guarantee set hours of work for an employee. The employee is contracted to that employer and cannot work for another employer'.

It was also established that the Council does employ casual workers who are not obliged to accept offers of work, if they choose not to, in a mutually convenient arrangement.

The report recommends that the use of zero hours' contracts is subject to continuous monitoring and that operational managers should take ownership utilising the advice and data provided by the HR Business Partnership.

It was also agreed that the Council should offer staff contracts if the work becomes a regular commitment.

The report highlights the employment practices of agencies and notes that they could pose a risk.

A Member asked for further information about other areas such as the Museum Service, Tintern Station, Shire Hall and Caldicot Castle on the specific requirements of those members of staff regarding flexibility of work and contract status and it was agreed that this information would be circulated following the meeting.

It was agreed that the report should be forwarded to Council.

13. Forward Work Programme

The Forward Work Programme was received.

A Member queried if the Well-being of Future Generations (Wales) Act 2015 will be considered going forward. It was explained that whilst it is not specifically in the work programme, the

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performance team can provide information on risk management and performance arrangements.

It was explained by the Wales Audit Officer that the Wales Audit Office has already started consideration of how the Act is implemented across all authorities. It was confirmed that it is the responsibility of the Council to implement the requirements of the Act. A report was requested by Committee in due course.

14. To note the date and time of the next meeting as Thursday 6th July 2017 at 2.00pm

The date of the next meeting of the Audit Committee was confirmed as Thursday 6th July 2017 at 2.00pm.

The meeting ended at 3.35 pm

Public Document Pack Agenda Item 8a

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Democratic Services Committee held
at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 3rd April, 2017 at 2.00 pm**

PRESENT: County Councillor F. Taylor (Chairman)

County Councillors: D. Edwards, J. Higginson, P. Jones, S. Jones,
J. Prosser and V. Smith

ALSO IN ATTENDANCE:

County Councillor A. Easson – as a substitute for County Councillor R. Harris

OFFICERS IN ATTENDANCE:

Paul Matthews	Chief Executive
Kellie Beirne	Chief Officer, Enterprise
Judith Langdon	Whole Place Officer
Owen Wilce	Programme Lead - A County That Serves
Paula Harris	Democratic Services Officer

1. Apologies of absence

County Councillor Roger Harris.

2. Declarations of Interest

Members agreed to declare interests under the relevant item.

3. Public Open Forum

There were no items for the public open forum.

4. To receive the minutes of the meeting held on 23rd January 2017

The minutes were approved and signed by the Chair.

It was noted that on page 2 reference was made to Purdah and it was asked that this was change to pre-election period.

Actions:

The Chair commented on the quality of sound in the chamber and commented that all members had been asked to check their microphones were working whilst in a meeting and to speak directly and clearly into the microphones.

Feedback is required as to whether we could live stream the meetings on the television in the reception area.

The Chair commented that during the recent changes to the Head of Democracy post, it was felt that actions and their subsequent follow up had been lost. The Chief Officer for

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Minutes of the meeting of Democratic Services Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 3rd April, 2017 at 2.00 pm

Enterprise commented that she would ensure that Democratic Services collate and follow up the action list.

5. Independent Remuneration Panel - Final Report 2017/18

The Committee received the Independent Remuneration Panel for Wales annual report 2017/18.

Specific changes to the determinations include a very modest increase to the basic salary for elected members with consequential increases for National Park Authorities and Fire and Rescue Authorities. This increase of 0.75% is the first for 3 years and follows the slight easing of restraint in the pay of public sector employees.

They are introducing arrangements to recognise the implications of long term sickness of senior salary holders and have also made changes to provide more flexibility for authorities without undermining the principle of prescribing payments which still has continuing support.

The Local Government (Wales) Act 2015 widened the remit of the Panel to give consideration to proposed changes to the salaries of chief officers of principal councils, effectively an extension of their role in respect of the heads of paid service of councils and Fire and Rescue Authorities.

Member's comments:

A key point of the report was that the average Welsh earnings and Councillor Allowances had been broken for some time and it was asked if the figure is not based on the average Welsh earnings – what is it based on.

A point since 2012 has been the concerns raised over the constancy of support provided to Members, as different authorities have different arrangements and it has been asked that examples of best practice are brought to committee for review.

A change to the 'care allowance' as it recognises that this is a reimbursement of the cost of care already paid out by a Councillor rather than money which is claimed.

A provision for members of town and community councillors to be paid per member up to £150 per year for items such as telephone, IT and consumables. Up to three members of a Community Council can be paid up to £500 per year in recognition of their responsibilities. Is this at the discretion of the Council involved.

When there is a new Council – county, town or community it was stressed that members are made aware of the whole package on offer to them as often new members struggle to find relevant information.

There is an increase in the Members salary of £100.

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**Minutes of the meeting of Democratic Services Committee held
at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 3rd April, 2017 at 2.00 pm**

6. Welsh Government White Paper: Reforming Local Government: Resilient and Renewed

The Chief Executive spoke to the Committee regarding the Welsh Government White Paper, Reforming Local Government: Resilient and renewed.

The White Paper 'Reforming Local Government: Resilient and Renewed' is the Welsh Government's statement of intent about the future of Local Government in Wales. The proposals in this White Paper set out arrangements for regional working; describe a strengthened role for councils and councillors; provide a framework for any future voluntary mergers; and sets out the role of community councils.

Member's comments:

Concerns were raised regarding the reference in the white paper to remote voting and using digital technology to improve services and participation as currently the broadband infrastructure in Monmouthshire is insufficient to enable residents to access these services.

A Member asked for faster progress with Community Councils cluster working. This was supported by Members of the Committee and felt that the merger of community councils would serve the residents better than the fragmented model currently in place.

The white paper reference to the voting age was commented on and lowering the age to sixteen.

The Chair observed that there was a lack of pace regarding the review of Town and Community Councils. The joining up what the authority, other public service bodies and town & community councils act in a cohesive way so that citizens are at the heart of what we do is essential.

The Chair reiterated the point regarding digital framework & democracy and spoke of the need for greater provision as current arcane local provision inhibits this ability at present.

In summing up the Chair asked that the Chief Executive circulate his response to the white paper to all members ahead of the closing date of the 14th April 2017.

7. Devo-Mon / Localism

The Committee received a presentation regarding Future Monmouthshire – Communities.

We were told that evidence shows us that connected, cohesive communities comprised of confident citizens are good for everybody.

We have a duty to create the conditions that will allow the communities of Monmouthshire to realise the full potential that exists within them and to empower our citizens to lead the lives that they want.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 3rd April, 2017 at 2.00 pm

So what does they mean in practice;

We believe that citizenship of a place comes with both rights and responsibilities and that everyone has a part to play in helping our county to thrive.

- ▶ Developing and unlocking social capital
- ▶ Growing community leadership
- ▶ Proportionate and enabling governance
- ▶ Knowing our communities
- ▶ Changing culture, changing mind-set– redefining the relationship between the citizen and the public service

Some key actions and projects;

- ▶ Community Leadership Academy
- ▶ Support for town and community council cluster areas to develop meaningful local wellbeing plans with clear opportunities for citizen/community delivery
- ▶ Promoting participation in local democracy
- ▶ Programme of specific community initiatives to promote 'togetherness' and community cohesion (e.g. 'playing out', 'Big Lunch', 'Good Gym')
- ▶ Create substantial role for community participation in implementing Monmouthshire Wellbeing Plan
- ▶ 'Creative Communities' Toolkit

It was asked how success would be measured to ensure we are on the right track and we were told that measurements of social capital were notoriously hard to pin down, however there are a range of measures available to support this.

A Member asked how it was proposed that Members could become community leaders and asked what training would be provided. In response we were told that elected members were already community leaders and member development should not stop after the first four months induction but be an ongoing process focusing on the requirements of the individual member.

A Member spoke of the need to support new County Councillors as the scope of the work can come as a shock to the system.

Community leadership has always been part of a County Councillor's role, however this feels like a new style of leadership. If people want to take part we should ensure that bureaucratic situations don't occur and that people feel encouraged. Members were interested in how this would led into participatory budgeting in a locality, both for town and community budgets and also for pooled local budgets.

8. Recording and Monitoring Motions & Petitions

We received an update on procedures for processing Notices of Motion and Petitions presented to Council.

Motions

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 3rd April, 2017 at 2.00 pm

1. Any member of the Council can submit a motion to be considered by full Council by giving written notice of the motion, delivered to the Head of Democratic Services, no later than midnight on the seventh working day before the Council meeting.
2. Submitted motions must be about matters for which the Council has responsibility or which affect the wellbeing of the administrative area.
3. Any motions agreed by Full Council, including any amendments made to the motion at the meeting, will be recorded by the Head of Democratic Services on the form overleaf and stored within the Members Area on The Hub for future reference.
4. The Head of Democratic Services will forward the proforma to the responsible officer and ensure that the form is updated as a log of the actions taken as a result of the motion that has been agreed.

Petitions

1. At a meeting of the full Council, any member may present a petition which is relevant to some matter in relation to which the Council or Cabinet have functions or which affects the area, or part area, of the Council. It is up to the member presenting the petition to satisfy themselves that the petition is proper to be received.
2. The member must give notice to the Chief Executive prior to the meeting at which the petition is to be presented and shall be presented in the order that notice is received.
3. The presentation shall be limited to not more than three minutes, and shall be confined to reading out, or summarising, the prayer of the petition, indicating the number and description of the signatories.
4. Any petitions submitted to a meeting of the Full Council shall be given to the Head of Democratic Services. They will ensure that the petition is delivered to the responsible officer within the authority to respond to the petition.
5. In addition, the Head of Democratic Services will ensure that the proforma overleaf is completed and stored on The Hub within the member's area. The proforma will be forwarded to the relevant officer to record the actions taken as a result of receiving the petition for members to refer back to follow up if required.

Member comments:

A Member commented that he felt the system was unclear as he had previously had a motion turned down due to the wording.

The Chair commented that the Proper Officer will make a recommendation as to whether a motion is taken to Council, this can then be taken to the Chair of the meeting to use their discretion in whether to introduce the item for discussion.

It was asked for clarity that a petition cannot relate to another member's ward.

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Clarification was sought regarding the term 'Proper Officer' and the correct officer to submit petitions and motions to. **(ACTION-DEMOCRATIC SERVICES)**

It was requested that the outcomes from all motions and petitions are reported to all members. It was asked if this could be presented to Members in a report format at the end of each council year.

9. New Directions in Democracy

This item was deferred to a future meeting.

10. To note the date and time of next meeting as Monday 5th June 2017 at 2.00pm

The Chair thanked the Committee for their attendance and contributions during the last twelve months and wished County Councillor Doug Edwards best wishes on his retirement.

County Councillor Doug Edwards thanked County Councillor Francis Taylor for her hard work during her year as Chair of the Committee

The meeting ended at 3.59 pm

SUBJECT:	Corporate Safeguarding Policy
MEETING:	Council
DATE:	27TH July 2017
DIVISION/WARDS AFFECTED:	County wide

1. PURPOSE:

To inform Members of the introduction of the new Corporate Safeguarding Policy

2. RECOMMENDATIONS:

It is recommended that Members agree and adopt the Corporate Safeguarding Policy

3. KEY ISSUES:

- Safeguarding children and adults at risk has the very highest priority in the Council.
- Safeguarding, under the Social Services and Wellbeing Act (Wales) 2014, is recognised as everybody's responsibility and considerable progress has been made over the last 5 years to systematically embed safeguarding culture, knowledge and practice.
- All staff, paid and unpaid, and Councillors share a responsibility both corporately and individually to ensure that children and adults at risk are treated with respect and protected from harm.
- Whilst the Council does have an existing safeguarding policy in place it is heavily focussed towards educational settings and other child and family services. Safeguarding is therefore embedded in some Directorates and service areas however there are varying levels of understanding as to expectations in other parts of the organisation.
- This policy will be a mechanism to evaluate understanding, systems and training throughout the Council and ensures that safeguarding is firmly placed as core to the business of the council.

4. REASONS:

The Social Services and Wellbeing Act (Wales) 2014 aims to strengthen and build on existing safeguarding practice to ensure that people are able to live their lives to the full.

There is a new overarching duty to promote the well-being of people who need care and support and every service within the Council has a role to play and has to take full ownership of their safeguarding responsibilities.

5. RESOURCE IMPLICATIONS:

Any resources required to implement this policy will be found from within existing service budgets

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

The policy is to assure Members around the level of safeguarding practice which is essential to the well-being of future generations.

7. CONSULTEES:

SLT
Cabinet
Whole Authority Safeguarding Working Group
Children and Young People Select
Adult Services Select

All comments received have been incorporated into the policy

8. BACKGROUND PAPERS:

WASG Self evaluation
Social Services and Wellbeing Act (Wales) 2014

9. AUTHOR:

Claire Marchant Chief Officer, Social Care and Health
Cath Sheen, Corporate Safeguarding Programme Lead

10. CONTACT DETAILS:

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CORPORATE SAFEGUARDING POLICY

JUNE 2017

MARCHANT, CLAIRE L.

MONMOUTHSHIRE COUNTY COUNCIL
CORPORATE SAFEGUARDING POLICY

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MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

1. INTRODUCTION

Safeguarding children and adults at risk from abuse is everybody's responsibility.

Monmouthshire County Council (the Council) is committed to ensuring that people living in the County are safe and protected and that its statutory duties to safeguard and protect children, young people and adults at risk are discharged.

For the purposes of this policy, children and young people are defined as anyone who has not yet reached their 18th birthday. This does not exclude a young person who is 16 years of age in Further Education, or a member of the Armed Forces, in hospital, in a young offender's institution, or in prison.

An adult at risk is defined as an adult who is experiencing, or who is at risk of, abuse or neglect, has needs for care and support (whether or not the Council is meeting any of those needs), and as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

The Council's workforce shares a responsibility, both collectively and individually, to ensure that children and adults at risk are protected from harm. Council employees, Councillors, volunteers and contractors who come into contact with children or adults at risk in the course of their duties are expected to understand their responsibility and where necessary take action to safeguard and promote the welfare of vulnerable people.

2. SCOPE

For the purposes of this policy 'workforce' is defined as those engaged by the Council, including permanent and temporary employees, students, volunteers, workers employed by employment agencies, contractors and consultants.

The policy covers the whole workforce and Councillors, and whilst all have varied levels of contact with children, young people and adults at risk everybody should be aware of potential indicators of neglect and abuse and be clear about what to do if they have concerns.

This policy makes explicit the expectation that all settings providing services for children and adults in Monmouthshire will have their own safeguarding policies and procedures which are in keeping with this document and other local, regional and national procedures and guidance.

3. OBJECTIVES

The policy provides a framework which ensures that policies and practices within the Council are consistent and in line with stated values, which must underpin all work with children, young people and adults at risk.

The intention of this policy is to support quality service delivery, promote good practice and ensure services are delivered in a way that children, young people and adults at risk are safe from harm and are allowed to fulfil their potential and live the lives they want to live.

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

This policy is intended to be enabling; to ensure that all parts of the Council understand how to put effective safeguards in place. This is a policy for a positive, preventative and proactive approach to safeguarding. The policy must be owned and implemented across the Council and promoted in wider communities. The policy is intended as an enabler of a positive culture of proactively identifying, managing and removing risks to safety, whilst ensuring decisive and timely action to address serious concerns.

4. PRINCIPLES OF THE POLICY

This policy is underpinned by the Council's vision to build sustainable and resilient communities and the 4 wellbeing objectives:

- To develop opportunities for communities and businesses to ensure a well-connected and thriving county
- Maximise the benefits of the natural and built environment for the well-being of current and future generations
- Maximise the potential in our communities to improve wellbeing for people throughout the course of their life
- Provide children and young people with the best possible start in life to help them achieve better outcomes.

There is an expectation that all of the workforce, Councillors and partners share an objective to help keep children, young people and adults at risk safe by contributing to:

- Creating and maintaining a safe environment
- Identifying where there are concerns and taking action to address them in partnership with other agencies
- Prevent unsuitable people from working with children, young people and adults at risk
- Ensure the whole workforce understands safeguarding and their accountabilities and responsibilities
- Promote safe practice and challenge poor and unsafe practice.

The policy sets out a preventive approach which ensures safeguards are proactively put in place to prevent abuse and neglect occurring

The Council requires a competent workforce of individuals who are able to identify instances in which there are grounds for concern about the welfare of a child or adult and initiate or take appropriate action to keep them safe.

The policy requires effective partnership working between all those involved with providing services for children, young people and adults at risk.

5. LEGISLATIVE CONTEXT

The Council remains committed to the 1945 Declaration of Human Rights, the UN Convention on the Rights of a Child, as well as the United Nation's Principles for Older People.

The Care Quality Commission 2014 defined Safeguarding as "protecting individual's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect."

MONMOUTHSHIRE COUNTY COUNCIL CORPORATE SAFEGUARDING POLICY

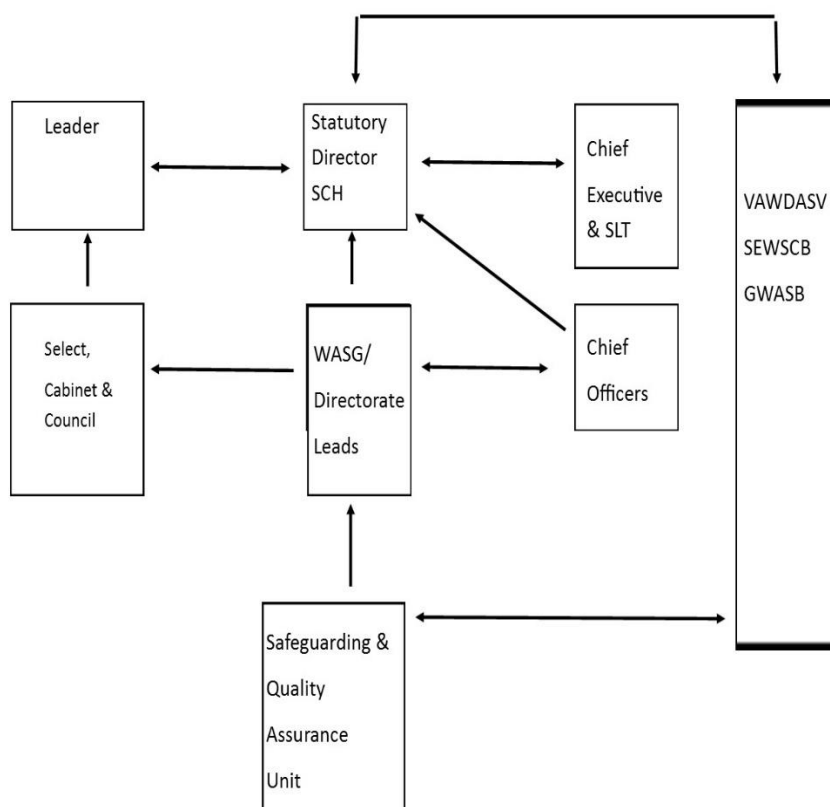
The Social Services and Well-being (Wales) Act (2014) (SSWBA) aims to strengthen and build on existing safeguarding practice in Wales to ensure that people are able to live their lives to the full. There is a new overarching duty to promote the well-being of people who need care and support together with an emphasis on shared responsibility and partnership working.

“Whilst the Council is the organisation in making enquiries to identify whether an individual is at risk of harm, or abuse, and co-ordinating a response it should be clear that Safeguarding is everyone’s business and to this end this responsibility cannot be achieved in isolation and without clear and accountable leadership.” Social Services and Wellbeing Act (Wales) 2014 (SSWA)

In the Social Services and Wellbeing Act, well-being is defined through eight aspects, one of which is protection from abuse and neglect. In relation to a child, well-being also includes their physical, intellectual, emotional, social and behavioural development; and their welfare (ensuring they are kept safe from harm).

Appendix 1 gives further related legislation, policy and guidance and key contacts within the Council.

6. Governance Arrangements



MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

(a) Role of the Regional Boards

The **Gwent Wide Adult Safeguarding Board (GWASB)** has the statutory responsibility to provide the strategic lead in the region in relation to safeguarding citizens and the promotion of their well-being, as enshrined in the Social Services and Well-being Act 2014 and accompanying guidance, 'Working Together to Safeguard People Volume 1'. The GwASB's purpose is to lead, co-ordinate and ensure the effectiveness of multi-agency safeguarding adult practice in the region. Monmouthshire Council is accountable to the GwASB as a key statutory partner and as such must contribute fully to the work streams of the Board, and ensure good alignment with the Council's work programmes.

The **South East Wales Safeguarding Children Board (SEWSCB)** has the statutory responsibility to provide the strategic lead in the region in relation to the safeguarding of children and promotion of their welfare, as enshrined in the Children Act 2004 and The Social Services and Well-being Act 2014 and accompanying guidance, 'Working Together to Safeguard People Volume 1'. The SEWSCB's purpose is to lead, co-ordinate and ensure the effectiveness of multi-agency safeguarding children practice in the region. Monmouthshire Council is accountable to the SEWSCB as a key statutory partner and as such must contribute fully to the work streams of the Board, and ensure good alignment with the Council's work programmes.

The **Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Regional Board** was established as a statutory requirement within the VAWDASV Act 2015 in order to strategically lead the implementation of the Act in the region. Monmouthshire Council is a key statutory partner on the Board and contributes fully to its work streams and ensures good alignment between the Board and the Council's work programmes.

(b) Chief Officer Social Care and Health (SCH)

The Chief Officer SCH fulfils the role of Statutory Director of Social Services and has legal accountability for ensuring the Council has appropriate safeguarding measures in place to protect children, young people and adults at risk. The Chief Officer is responsible for reporting the effectiveness of these arrangements on a corporate level to the Chief Executive, Senior Leadership Team and Cabinet and Council.

The Chief Officer SCH is the point of contact for all other Chief Officers to report serious safeguarding concerns which may occur in their service area. The Chief Officer is responsible for ensuring appropriate action is taken including reporting to the Chief Executive and Lead Cabinet Member as necessary.

(c) The Chief Executive

The Chief Executive has overall responsibility for ensuring arrangements for safeguarding of children and adults at risk are effective across the Council. The Chief Executive is responsible for developing effective governance arrangements and ensuring there is a safeguarding policy in place.

Through one to one meetings with the Chief Officer for Social Care and Health (SCH), the Chief Executive is kept informed of relevant safeguarding issues.

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

(d) The Leader

The Leader of the Council is responsible overall for providing political leadership to ensure the Council fulfils its duties and responsibilities for safeguarding.

(e) Lead Cabinet Member for Safeguarding

The Lead Cabinet Member for Safeguarding will have regular one to one meetings, monthly as a minimum, with the Chief Officer SCH and be kept informed and updated on relevant safeguarding matters.

The Lead Member will be briefed on any sensitive cases that may be considered for Child or Adult Practice Reviews or may otherwise become a matter of public interest.

(f) Executive Members

All Cabinet members have a responsibility to support and challenge their Chief Officers on the effectiveness of safeguarding within their area.

(g) Chief Officers

Chief Officers are responsible for reporting any serious safeguarding concerns that may arise in their service area to the Chief Officer SCH. Chief Officers will brief their respective Cabinet Members on any safeguarding issues and on the general effectiveness of safeguarding arrangements.

Chief Officers are responsible for ensuring the workforce within their Directorates are appropriately trained to identify and respond to safeguarding concerns.

Chief Officers are responsible for ensuring that they have safeguarding operational procedures in place and Safeguarding Audit Framework for Evaluation (SAFE) audits are undertaken for the relevant service areas within their Directorate.

Chief Officers will ensure that Directorate Safeguarding Leads (DSLs) are nominated for any service areas where there is direct contact with the public and the DSL has a direct link to them to ensure that a robust reporting mechanism is in place for reporting any safeguarding concerns.

(h) Head of Children's Services and Head of Adult Services

The Heads of Service ensure the Chief Officer SCH is informed of any safeguarding issues in their one to one meetings and ensure that any serious concerns are raised without delay.

The Heads of Service represent the Council on the South East Wales Safeguarding Children's Board (SEWSCB) and the Gwent Wide Adult Safeguarding Board (GwASB) and are responsible for ensuring appropriate representation on any respective Sub Groups. The Heads of Service will brief the Chief Officer SCH, the Senior Leadership Team, Select Committees, Cabinet and Council on any issues arising from Child or Adult Practice Reviews and the resultant action plans.

The Head of Children's Service has operational and strategic management responsibility for the Safeguarding and Quality Assurance Unit which works across the Council to provide assurance and support to safeguarding and operationally leads Child Protection and Protection of Vulnerable Adult processes.

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

7 ROLES AND RESPONSIBILITIES

(a) Councillors

All Councillors must familiarise themselves with this Policy and seek advice from the Chief Officer SCH if they are unclear about their responsibility for safeguarding. The Corporate Safeguarding Policy will be communicated as part of the mandatory induction programme for all new Councillors.

All Councillors will be expected to undertake safeguarding training combined Level 1 as a minimum.

(b) Select Committee

The role of the Select Committee is to review and scrutinise decisions and make reports or recommendations in connection with the discharge of any of the Council's functions whether by the Cabinet or another part of the Council. The role is to provide constructive challenge to the Council about its safeguarding activity in an impartial and independent manner.

(c) All Staff

Every service area of the Council has a role to play and must take full ownership of their safeguarding responsibilities. The Council expects every member of the workforce to take all reasonable steps to ensure the safety of any child or adult at risk involved in Council activity.

Managers must proactively analyse where risks to safeguarding are most likely to arise in their particular service(s) and ensure they have appropriate operational procedures and supporting systems in place to manage these well. They are accountable for understanding the training needs of their workforce and ensuring there are appropriate operational arrangements for people to access the right training.

Any person responsible for, or working with, children or adults at risk in any capacity, whether paid or unpaid, is considered to have a duty of care towards them both legally and contractually and as a responsible moral citizen. This includes a duty to behave in a manner that does not threaten, harm or put people at risk of harm from others.

All parts of the workforce have a responsibility to conduct themselves in their private lives in a manner that does not compromise their position in the workplace or call into question their suitability to work with children or adults at risk.

All members of the workforce should:

- Be alert to the possibility of harm, abuse and neglect
- Participate in relevant safeguarding training and multi-agency working to safeguard children and adults at risk
- Be familiar with local procedures and protocols for safeguarding and follow the Councils Code of Conduct and other professional codes
- Report any concerns about the safety or welfare of a child or adult at risk.

Everybody working for or on behalf of the Council has a duty to report any concerns they may have for the welfare and/or protection of children and adults at risk. The duty to report is a legal requirement and failure to report appropriately will be considered a

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

serious matter under the Council's personnel policies. (See Appendix 2 and 8 for how to make a referral and Appendix 1 for contact information).

Each Directorate where there is direct contact with the public, will have a Directorate Safeguarding Lead (DSL) responsible for safeguarding. See Appendix 3 for roles and responsibilities. The DSL will work and liaise with the Safeguarding and Quality Assurance Unit to deal with any safeguarding concerns about a child or adult at risk including allegations against members of staff.

(d) Safeguarding and Quality Assurance Unit

The Council's Safeguarding and Quality Assurance Unit provides safeguarding support to all service areas and settings in the County covered by this policy. This is alongside of the unit's operational / statutory role in respect of adult and child protection.

The Unit will support, challenge and hold to account all directorates, schools, service areas and partner agencies in respect of their safeguarding practices in the following ways:

- Facilitate directorates, service areas, schools and partner agencies to undertake a bi-annual audit of safeguarding arrangements using the SAFE framework
- Undertake regular review meetings / visits to Council departments and other settings to discuss safeguarding procedures and practices
- Provide support and challenge to directorates regarding their safeguarding arrangements
- Provide professional advice and consultation regarding safeguarding or child / adult protection issues
- Support the Whole Authority Safeguarding Group in delivering its activity programme
- Support the Whole Authority Safeguarding Group in implementing a quality assurance framework for safeguarding
- Work with People Services in relation to safe recruitment and HR Practices and the development of a training plan
- Provide safeguarding training across the Council to support services in meeting their training requirements
- Follow up any allegations against professionals in partnership with others.

(e) Directorate Heads of Service

All Heads of Service are responsible, through their Departmental Management Teams (DMTs) for ensuring that the workforce is aware of the Corporate Safeguarding Policy and service operational procedures and that people receive training at a level appropriate to their role and responsibility

All Heads of Service must ensure that safe recruitment practices are adopted particularly in relation to reference checks and where relevant, checks through the Disclosure and Barring Service (DBS).

All Heads of Service must report any safeguarding concerns to their responsible Chief Officer or DSL.

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

(f) Line Managers and Supervisors

Every line manager / supervisor is responsible for ensuring that the workforce for whom they are responsible (including agency, consultants and volunteers) receive the training they need, proportionate to their role and responsibilities.

(g) Contractors, Sub Contractors or organisations funded by the Council

All contractors, sub-contractors or other organisations funded by the Council are responsible for arranging checks through the safe recruitment process and for ensuring that staff comply with regulatory and contractual arrangements relating to their safeguarding responsibilities. All contractors, sub-contractors and other organisations are responsible for informing relevant Managers within the Council of any safeguarding concerns they may have.

(h) Agency Workers

The Council requires all Employment Agencies to undertake the relevant safe recruitment checks and references on any staff members offered employment / placements within the Council. However, it is the responsibility of the Directorate/ Service Manager to draw the Agency Workers attention to the Corporate Safeguarding Policy.

(8) Quality Assurance

(a) Reporting and Monitoring

The Council has comprehensive mechanisms in place for Officers and Councillors which provide a robust governance framework supported by a performance reporting system that is transparent, on line and capable of providing information for challenging scrutiny by Officers, Councillors and Regulators.

At a corporate level, the responsibility for monitoring the effectiveness of safeguarding arrangements across the Council is delegated to the Whole Authority Safeguarding Group. Terms of Reference for the Whole Authority Safeguarding Group can be found at Appendix 4

The Whole Authority Safeguarding Group will produce a report at least annually for Senior Leadership Team (SLT), Cabinet and Scrutiny. This report will provide an overview of the Council's safeguarding performance. This will provide an opportunity for councillors to scrutinise and challenge the Council's safeguarding activity

A clear line of sight on reporting of safeguarding performance is also available through Service Improvement Plans (SIPs) which are subject to scrutiny by the Leader of the Council, Cabinet Member, Chief Executive, SLT and Policy and Performance Unit. Safeguarding information pertinent to the service area must be included in all SIPs.

Observations of Cabinet, Scrutiny, Internal Audit and external regulators will steer and influence the priorities of the Whole Authority Safeguarding Group.

All reports prepared for Members will include a section and explanation to any safeguarding implications in the same way as Finance and Legal.

The Head of Adults and Head of Children's Services will ensure the activities of the regional boards will be reported to Council on a formal, regular basis

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The SLT will have safeguarding as part of its work programme and regular agenda item at its meetings.

The Senior Management Team (SMT) Meetings will have safeguarding as a regular agenda item and will be a forum to raise awareness about safeguarding and to cascade information.

Departmental Management Team meetings (DMT) will have safeguarding as a regular item on their agenda and will escalate risks, issues and training needs to the relevant DSLs.

Every Service in the Council will report on their safeguarding performance to the Whole Authority Safeguarding Group through their DSL.

(b) Safeguarding Audit Framework for Evaluation - SAFE

The SAFE audit tool (See Appendix 5) will be used to monitor and gather information and monitor compliance of the Safeguarding Policy by all DMTs, schools and other settings working with children, young people and adults at risk. The audit will be undertaken on a bi-annual basis and information gathered will be used to improve safeguarding for children, young people and adults at risk.

The audit tool is based on legislation and is set out in sections which require service areas to critically consider their own practice, procedures, systems and culture. The SAFE includes a safeguarding action plan which enables the service area to establish a programme of activity to address any improvements indicated through the SAFE. The Safeguarding and Quality Assurance Unit will provide support to services in completing and delivering their SAFEs.

The SAFE is an important mechanism in the safeguarding of children, young people and adults at risk in the care of the Council, at school or in other services provided or commissioned by the Council.

(c) Internal Audit / External Regulators

Internal Audit will review safeguarding on a cyclical basis in accordance with their normal planning and risk assessment process along with all other services of the Council which could be subject to an audit review. This will be done on an annual basis.

Where there are matters of concern in service provision, allegation of fraud, theft or corruption or significant non-compliance with Council policy, discussions will take place with Internal Audit to assess whether they are the appropriate mechanism to investigate the matter further. If both parties confirm that this is appropriate Internal Audit will undertake a special investigation and report back any outcomes to the respective Head of Service / Chief Officer.

The Council will address any issues identified by respective external regulators and it is incumbent on all Chief Officers and Senior Managers to ensure that coherent and comprehensive self-evaluation and consequential action is taken where required to oversee improvements.

All internal and external audit reports are scrutinised by the relevant Select Committee and any recommendations, if accepted, from every inspection / audit report are

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transferred into the work programme of the Whole Authority Safeguarding Group and relevant Service Plans for action and subjected to the Council's performance measures.

(9) SAFE WORKFORCE

(a) Recruitment, selection and management of the workforce

The Council will implement safe recruitment and employment standards in accordance with the South East Wales Safeguarding Children Board and Gwent Wide Adult Safeguarding Board regional guidance and as set out in the Monmouthshire Recruitment and Selection Policy and Guidance Handbook.

To promote safe recruitment and HR practices the Council will:

- Review its recruitment and selection procedures regularly and will carry out regular auditing on safe recruitment practices for staff
- Ensure that managers responsible for recruitment receive safe recruitment training which is updated on a regular basis
- Ensure that safe recruitment procedures are made accessible to and used by all managers
- Ensure that safe recruitment standards are applied and monitored within the contractual arrangements in services that are commissioned by the Council or supported through grants
- Monitor staff compliance with its policies for safeguarding and promoting the welfare of children, young people and adults at risk through training and auditing of HR processes.

The Council's Disciplinary Procedures set out what action will be taken against any member of the workforce who does not comply with the Council's policies and procedures, including those in place to safeguard and promote the well-being of children and adults at risk.

[Corporate Disciplinary Policy](#)

[School Disciplinary Policy](#)

(b) Whistleblowing

Whistleblowing is defined as:

'The disclosure by a member of staff or professional of confidential information which relates to some danger, fraud or other illegal or unethical conduct connected with the work place, be it of the employer or his/her fellow employees' (Public Concern at Work Guidelines 1997).

The Council has an agreed [Whistleblowing Policy](#) which refers to the reporting, by any member of the workforce, of suspected misconduct, illegal acts or failure to act within the Council. The whistleblowing policy can be used for confidential reporting of any abusive, inappropriate or unprofessional behaviour against any children, young people or adults at risk, or any conduct that breaches criminal law or statute; compromise health and safety,

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breaches accepted professional code of conduct, or otherwise falls below established standards of practice in relation to children, young people or adults at risk.

The Council expects the highest standards of conduct from the workforce, and encourages the workforce and others with serious concerns about any aspect of the Council's work to come forward and voice those concerns in a safe environment. The Whistleblowing policy enables members of the workforce to raise concerns at an early stage and in the correct way.

The policy is accessible to all staff within the People Services area on the Hub. The Policy explains:

- The types of issues/disclosures that can be raised
- How the person raising a concern will be protected from victimisation and harassment
- How to raise a concern
- What the Council will do.

(c) Allegations against Adults who work with Children, Young People or Adults at Risk

Allegations or concerns in regard to adults working with children and/ or adults at risk must be referred and investigated in a fair, timely and consistent manner in order to effectively protect those at risk.

Policy and guidance which clarifies Council staff member's duty to report concerns relating to other staff members, professionals and volunteers, and offers support to this process includes:

- All Wales Child Protection Procedures
- Wales Interim Policy and Procedures for the Protection of Vulnerable Adults from Abuse
- The Council's Whistle Blowing Policy (See Section 8).

The sharing of information must be sensitively handled and be restricted to those agencies who have a need to know in order to:

- Protect adults and children
- Facilitate enquiries
- Manage HR/ disciplinary processes.

All Professional Strategy Meetings for children and adults at risk will be convened and chaired by the Safeguarding and Quality Assurance Unit in accordance with regional guidance.

On the completion of the investigation, should an individual be dismissed or removed from working with children or adults at risk (in a Regulated Activity) the Council has a duty to refer the individual to the DBS (Safeguarding Vulnerable Group's Act 2006). Equally the Council has an obligation to refer certain information about an employee's conduct and matters relating to safeguarding to professional regulatory bodies.

Any member of the Monmouthshire County Council workforce/ employee of a contractor or sub-contractor who believes that allegations or suspicions are not being investigated

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properly has a responsibility to escalate their concern to a higher level within the Council or via the Council Whistleblowing Policy – see above.

Referral forms can be found at

Adults - www.gwasb.org.uk

Children - <http://www.sewsc.org.uk/index.php?id=40>

(d) Training

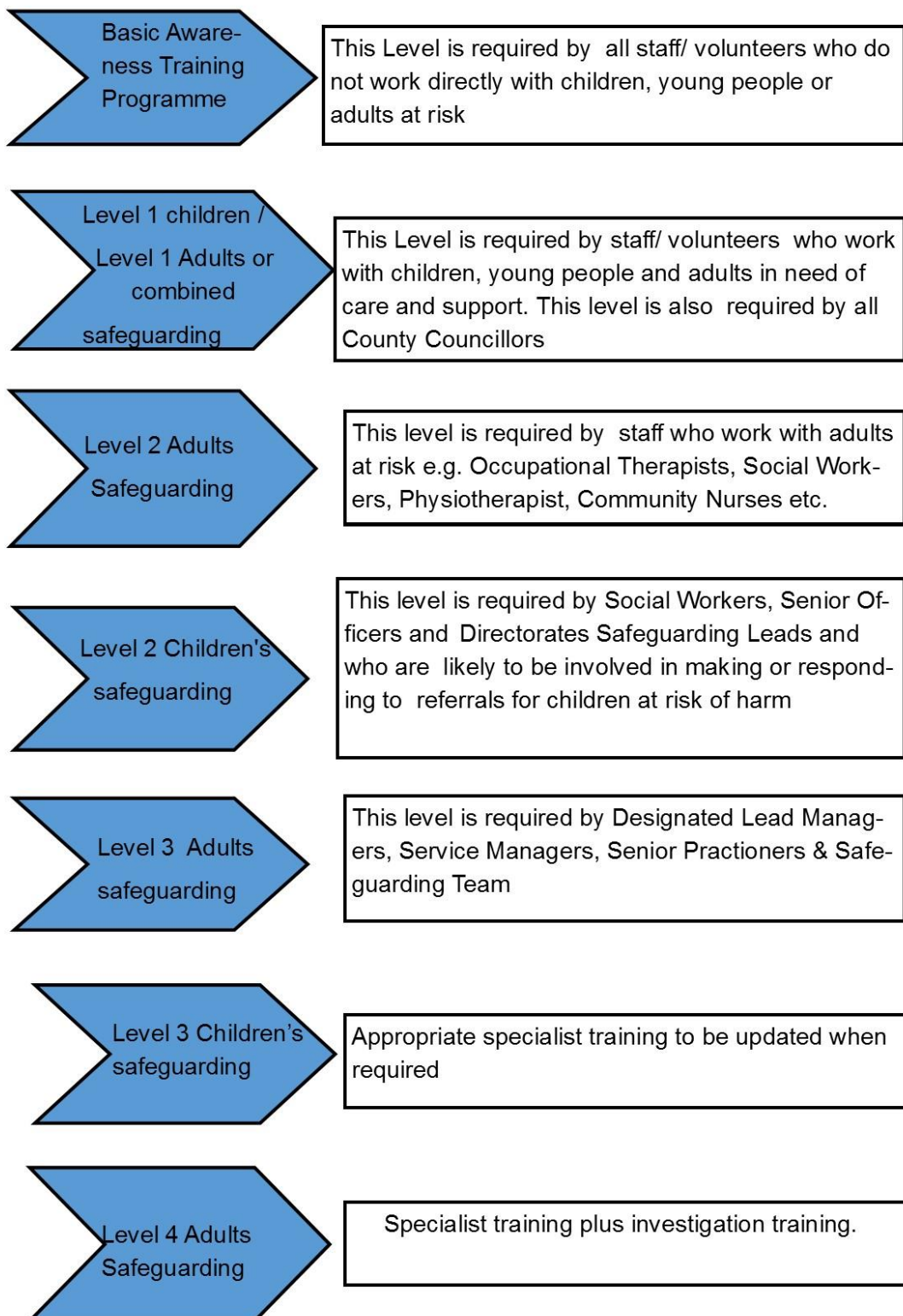
All members of the workforce, whether permanent or temporary, Councillors and volunteers who work with children and adults at risk in Monmouthshire will be given access to this policy and the name and contact details of the DSL as part of their induction when they commence work.

All of the workforce will be expected to undertake training relevant to the position that they hold and to renew their qualifications to the highest level.

All members of the workforce are responsible for their own Continuous Professional Development and to ensure that their safeguarding training is current and up to date. Each Directorate is required to keep a record of workforce safeguarding training using the template at Appendix 7.

The Council's Safeguarding and Quality Assurance Unit will be responsible for informing Directorates of the Training Programme. Attendance at training courses will be monitored through SAFE audits and reported back by each Directorate to the WASG.

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(e) Volunteering

This Policy applies to all volunteers who engage with adults at risk, children and young people in their volunteering role.

Volunteers working for the Council, including within schools, will be subject to the same recruitment processes as the paid workforce and according to the nature of the activity being undertaken.

Safeguarding will be covered within the initial induction. Volunteers must subsequently attend the level of safeguarding training relevant to the nature of the voluntary activity being undertaken

10. PREVENTATIVE APPROACH

One of the Council's corporate priorities is to support Monmouthshire residents to be safe, stay well and to live independently within their community. With regard to this the Council is committed to the development and commissioning of services and the implementation of community and individual well-being approaches to help meet this aim.

Services operating within the Council will be expected to respond to the needs of children and adults at risk, understand how to establish a positive culture of safeguarding and adhere to the principles of partnership working in promoting prevention and early intervention.

(a) Counter Terrorism and the Risk of Radicalisation

The PREVENT Public Sector Duty came into place in July 2015. The Counter Terrorism and Securities Act 2015 places an expectation on the Council when exercising its functions, to have due regard to the need to prevent people from being drawn into terrorism. PREVENT covers all forms of extremism including Islamist extremism, Extreme Far-Right, militant, animal rights etc. The aim of PREVENT is to safeguard those who may be vulnerable to extremist influence and provide support to those who are at risk. If anybody has PREVENT concerns, they should raise with the PREVENT Lead for the Council (See Appendix 1).

Initial referrals are made via the Multi Agency Referral Process (MARF) before a PREVENT referral is submitted. Once it is ascertained that the referral is not subject to any other police investigations, a multi-agency panel known as the Channel Panel is held and a support plan is developed for the individual.

(b) Child Sexual Exploitation

Child sexual exploitation is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, 'protection' or affection. The vulnerability of the young person and grooming

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process employed by perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent.

The Council strives to create a hostile environment to child sexual exploitation and actively works with partners to identify children at risk and prevent this form of abuse.

(c) Self-Harm / Suicide

Self-harm is the name given to any deliberate act of self-injury or behaviour intended to cause harm to someone's own body.

The Suicide and Self Harm Prevention Strategy and associated action plan builds on 'Talk to Me' the 2009 national action plan to reduce suicide and self-harm in Wales. It sets out the strategic aims and objectives to prevent and reduce suicide and self-harm in Wales over the period 2015-2020. It identifies priority care providers to deliver action in certain priority places to the benefit of key priority people, and confirms the national and local action required.

Buddy is a support and advice website for young people living with Self Harm which has been developed by young people and professionals from the Council. Buddy provides confidential support, advice and tools and techniques to help deal with negative thoughts and feelings associated with self-harm. There is specific information for helping people within this site, as well as advice for parents and professionals

www.buddyapp.monmouthshire.gov.uk.

(d) Modern Slavery / Trafficking

Modern Day Slavery encompasses slavery, sexual exploitation, human trafficking, forced labour, and domestic servitude. Traffickers and slave masters use whatever means they have to coerce or force the individual into a life of abuse, servitude and inhumane treatment. The Modern Slavery Act came into law in 2015 and allows the courts to pass down severe sentences on the perpetrators, and to place restrictions on people from harm. The Council has a Duty under S 52 of the Act to advise the Secretary of State of any individual who may be identified as a victim of Slavery, or Trafficking.

The Council acts in accordance with the relevant Modern Slavery and Trafficking legislation and guidance, and promotes practices to identify and safeguard victims of these crimes, and ensure transparency of supply chains.

Training and Victim Support regarding Modern Slavery can be found at BAWSO www.bawso.org.uk.

Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)

Domestic Abuse is recognised to impact both adults and children and can have life changing effects. The VAWDASV Act (Wales) 2015 aim's to improve arrangements for the prevention of gender based violence, abuse, and sexual violence. The Act requires the Council to train all staff in a principle based approach to targeted enquiry for these issues

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across the Public Service known as “Ask and Act” in order to signpost victims and potential victims to support services. The regional VAWDSV board has also prioritised a “whole school approach” to training and support in order to continue a preventative agenda to domestic abuse.

11. ROBUST PROTECTION

(a) Child Protection

Child Protection is an essential part of safeguarding, it refers to the activity which is undertaken to protect children who are suffering, or at risk of suffering significant harm, as a result of abuse or neglect.

The categories of abuse recognised within Child Protection are

- Physical Abuse
- Sexual Abuse
- Emotional Abuse
- Neglect

The definitions of categories of abuse are outlined in Appendix 7

The primary legislation and guidance which shape’s Child Protection Practice and Procedures is:

- Children Act 1989
- Children Act 2004
- All Wales Child Protection Procedures 2008
- Social Services and Wellbeing Act (Wales) 2014

Whilst Statutory Children’s Services are the Lead Agency in Child Protection matters, there is a wider duty on all agencies to work together to protect and safeguard children.

(b) Adult Protection

Adult Safeguarding is on a statutory basis from April 2014 when SSWBA which came into force. The drafting and ratification of SSWBA compliant all-Wales policy, procedure and guidance is not yet complete. Adult Safeguarding is shaped, and informed by the “All Wales Interim Policy and Procedures for the Protection of Vulnerable Adult’s”.

The SSWBA refers to an ‘adult at risk from abuse or neglect’ which is defined as an adult who:

- Is experiencing or is at risk of abuse or neglect,
- Has needs for care and support (whether or not the authority is meeting any of those needs), and
- As a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

This applies to all adults within the County boundary whether or not they are ordinarily resident. Adult safeguarding also needs to take into account the capacity of adults to make decisions in accordance with the Mental Capacity Act. If an adult is deemed to have capacity, then consent must be sought for the safeguarding process. The only exception to this is when an alleged abuser is a potential risk to other vulnerable people.

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The Act also places a 'duty to report' on all staff to report actual or suspected abuse or neglect of both adults and children deemed to be at risk and provides for the use of Adult Protection Safeguarding Orders (APSO) via a Magistrate to allow Designated Officers to enter a premises where it is suspected an adult is at risk and speak to them alone to establish if they are safe

Appendix 8 sets out a flowchart outlining Adults referral process

(c) Allegations or Concerns against adults who work with children and adults at risk Professional Strategy Meetings

See Section 9c

12. SAFE SERVICES

(a) Commissioning Arrangements

Any new service provider commissioned to support children or adults at risk will be required to undergo an accreditation process. The accreditation process is designed to ensure that the service is fit for purpose and has the necessary arrangements in place to safeguard those it is supporting and deliver a quality service. As part of the accreditation process checks will be made with local hosting authorities, regulating bodies as well as financial enquires. Providers will be required to provide information confirming their safeguarding policy and procedures.

Contractor monitoring activity either planned or unplanned, will include satisfying the Council that the provider is managing their responsibilities in regard to safeguarding and are operating in line with legislation, policy and procedures. Where required confirmation will be sought of the service's performance regarding safe recruitment practices, DBS checking and safeguarding referrals.

(b) Lettings and Hiring

With almost all casual lettings the Council will not be contracting the services of hirers. It is nonetheless allowing its premises to be used for activities that may involve children, young people or adults at risk.

Therefore Managers have a duty to ensure, as far as is reasonable, that these activities also comply with safeguarding requirements. Members of the public may reasonably assume that because an activity is taking place within a Council setting, the Council has had due regard to safeguarding in entering into the arrangement.

In allowing use of council premises, the onus must remain upon the hirer to ensure that safeguarding standards are maintained. This is something that organisations are made aware of under safeguarding legislation and through their own organisational governing body, if applicable.

Managers should request to see and retain copies of relevant safeguarding documentation as proof that hirers and their staff comply with such measures on receipt of applications.

Managers must also consider reporting any concerns about an individual's suitability to work with children, young people and adults at risk to Children's/ Adults Services.

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In the case of 'one off' children's events, for example, a private birthday party, safeguarding legislation exempts such uses from the processes mentioned above but nonetheless this policy requires managers to be able to properly demonstrate due regard to safeguarding risks in agreeing any hiring arrangements.

(c) Monmouthshire Homesearch - Housing Register

The Council's Housing Register, known as Monmouthshire Homesearch, is a partnership between the Council and local housing associations. Monmouthshire Homesearch is a common housing register and a joint allocations policy. The Housing Register, a legal responsibility of the Council, determines the priority and procedure for the allocation of housing accommodation in Monmouthshire. The Housing Register policy supports and contributes to the Council's Safeguarding Policy through the following:

Special Management Lettings - There may be exceptional circumstances where the only way an exceptionally urgent housing need can be resolved is through the use of management discretion. There is the ability in very urgent cases for MHR Operational Sub Group to exercise discretion. In the interests of fairness to all applicants these circumstances are kept to an absolute minimum. Such cases may include the following circumstances: an applicant has an exceptional need that is not covered by the allocation scheme, for example, where Child or Public Protection issues require urgent rehousing.

Serious Offenders – Monmouthshire Homesearch will seek to minimise the risk to the community and the applicant where individuals are considered to pose a risk to themselves and/or others (even where an individual has not been convicted of an offence). Monmouthshire Homesearch (through the Council's Housing Options Team) will work with the Police and Probation Services to assess and manage risk and will apply special arrangements where cases are referred through the Multi-Agency Public Protection panel (MAPPA) or any protocol with Probation Services Officers. This may result in restrictions being placed upon the applicant in their choice of property or area, or a direct offer of suitable accommodation being made.

Information Sharing - Information may be shared about individuals and their history irrespective of whether their consent has been obtained in exceptional circumstances. This will be in accordance with the provisions of the Crime and Disorder Act 1998 (Section 115). This includes where there is a need to safeguard children and address issues regarding child protection or adults at risk.

(d) Licensing

With effect from 1st April 2016 all new and existing Licensed Hackney Carriage, Private Hire Drivers, Proprietors and Operators must undergo Safeguarding of children young people and adults at risk training before obtaining a licence from the Council.

All staff within the Licensing Section should undertake safeguarding training to enable them to work with the taxi trade to gather information to safeguard children young people and adults at risk and be able to share relevant information with Police and Social Services.

Whilst the Council is unable to insist on safeguarding training as part of the condition of a licence with the alcohol and entertainment industry Licensing will continue to work with the Police to provide free training to those working in the industry and continue to improve information sharing.

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The Council will continue to work with traders who require licenses e.g. takeaway outlets to provide assistance on how to recognise possible safeguarding issues.

13. Safeguarding in Education

Roles and Responsibilities in Schools

(a) The role of the Governing Body in Maintained Schools in Monmouthshire

Governing bodies of maintained schools, governing bodies (Corporations) of FE institutions, and proprietors of independent schools in Monmouthshire should ensure that their respective organisations

- Have effective child protection policies and procedures in place that are:
 - In accordance with local authority guidance and locally agreed interagency procedures
 - Inclusive of services that extend beyond the school day (e.g. boarding accommodation, community activities on school premises, etc.)
 - Reviewed at least annually
 - Made available to parents or carers on request
 - Provided in a format appropriate to the understanding of children, particularly where schools cater for children with additional needs
- Operate safe recruitment procedures that take account of the need to safeguard children and young people, including arrangements to ensure that all appropriate checks are carried out on new staff and volunteers who will work with children, including relevant DBS checks
- Ensure that the head teacher/principal and all other permanent staff and volunteers who work with children undertake appropriate training to equip them with the knowledge and skills that are necessary to carry out their responsibilities for child protection effectively, which is kept up-to date by refresher training
- Give clear guidance to temporary staff and volunteers providing cover during short-term absences and who will be working with children and young people on the organisation's arrangements for child protection and their responsibilities
- Ensure that the governing body/proprietor remedies without delay any deficiencies or weaknesses in regard to child protection arrangements that are brought to its attention
- Ensure that the designated senior person (DSP) for child protection, the designated governor and the chair of governors undertakes training in inter-agency working that is provided by, or to standards agreed by, the Safeguarding Children Board and refresher training to keep their knowledge and skills up to date, in addition to basic child protection training.

(See 'Keeping Learners Safe - The role of local authorities, governing bodies and proprietors of independent schools under the Education Act 2002')

(b) Additional responsibilities of community Focussed Schools, Pre and Post School Learning and Out of Hours Learning Providers in Monmouthshire.

The governing body of a school controls the use of the school premises both during and outside school hours, except where a trust deed allows a person other than the governing body to control the use of the premises, or a transfer of control agreement has been made. Governing bodies can enter into transfer of control agreements in order

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to share control of the school premises with another body, or transfer control to it. The other body, known as the “controlling body”, will control the occupation and use of the premises during the times specified in the agreement.

Transferring control of the premises to local community groups, sports associations and service providers can enable school facilities to be used without needing ongoing management or administrative time from school staff.

Where the governing body provides services or activities directly under the supervision or management of school staff, the school’s arrangements for child protection will apply. Where services or activities are provided separately by another body, the governing body must confirm that the body concerned has appropriate policies and procedures in place in regard to safeguarding children and child protection and there are arrangements to liaise with the school on these matters where appropriate.

(c) Responsibilities of Head teachers

Head teachers and principals of all schools should ensure that all staff (including supply teachers and volunteers):

- Are aware of child protection policies and procedures adopted by the governing body or proprietor are fully implemented and followed by all staff
- Can access sufficient resources and time to enable them to discharge their responsibilities, including taking part in strategy discussions and other inter-agency meetings, and contributing to the assessment of children
- Understand the procedures for safeguarding children, and feel able to, raise concerns about poor or unsafe practice and that such concerns are addressed sensitively and effectively in a timely manner in accordance with agreed Welsh Government Procedures for Whistleblowing in Schools and Model Policy
- As part of their induction, are given a written statement about the school’s policy and procedures, and the name and contact details of the DSP for child protection when they start work in a new establishment

(d) Role of the Designated Person in Schools

The designated senior person for safeguarding in a school fulfils an essential role in developing and implementing policies that help to safeguard adults and children from all forms of abuse and create a safe environment. Refer to Keeping Learners Safe

Each setting should identify a Designated Senior Person (DSP) with lead responsibility for managing adult and child protection and safeguarding issues and cases.

The DSP should know how to recognise and identify the signs of abuse and neglect and know when it is appropriate to make a referral to the relevant investigating agencies.

The role involves providing advice and support to other staff, making referrals to and liaising and working with other agencies as necessary. The DSP role is not to investigate allegations, but they must keep the head teacher informed of all adult/child protection issues in the establishment.

The DSP must be a senior officer at the setting or part of the senior leadership team with the status and authority within the organisation to carry out the duties of the post, including committing resources to child protection matters, and where appropriate

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directing other staff. Dealing with individual cases may be a responsibility of other staff members, but it is important that a senior member of staff takes responsibility for this area of work.

In many schools and settings a single designated person will be sufficient, but a deputy should be available to act in their absence. In establishments which are organised on different sites or with separate management structures, there should be a designated person for each part or site. In large organisations, or those with a large number of adult/child protection concerns, it may be necessary to have a number of deputies to deal with the responsibilities.

The establishment must also make arrangements to cover the role of the DSP when that person is unavailable. In many cases, there will be a deputy DSP in place and larger schools may have a team of staff working together.

The DSP does not have to be an expert in the area of adult/child protection but will take responsibility for the establishment's adult/child protection practice, policy, procedures and professional development working with other agencies as necessary. The head teacher should ensure that the DSP:

- is given sufficient time and resources to carry out the role effectively, which should be explicitly defined in the post holder's job description
- has access to required levels of training and support to undertake the role, has time to attend and provide reports and advice to case conferences and other interagency meetings as required.

(e) Referrals

The DSP should act as a point of contact and a source of support, advice and expertise within the setting establishment when deciding whether to make a referral by liaising with relevant agencies.

The DSP is responsible for making referrals about allegations of suspected abuse to the relevant investigating agencies. Where these relate to cases of suspected abuse or allegations of abuse against staff or volunteers, the process for referral and enquiries is set out in the relevant procedures

DSPs have a responsibility to ensure that:

- The Duty Officer (children's social care) contact details for the originating authorities of all service users are sourced and displayed in an area which is accessible to all staff;
- In the event of a safeguarding concern a referral is made both to the duty officer in the person's home authority and to the Monmouthshire duty officer.
- In the event of an allegation against a professional the Safeguarding and Quality assurance Unit is informed at the same time as the above referral/s.

(f) Role of Independent Settings and Residential Establishments

Proprietors of residential and/or independent settings should ensure that:

- They comply with the requirements of their regulatory body
- They fulfil all responsibilities for safeguarding adults and children (including those at risk).

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(g) The Role of the Manager of Early Years Settings/ Nurseries/ Playgroups/ Before & After School Care Settings

Managers of Early Years Settings and all partner agencies in Monmouthshire providing early years services for children should:

- Act as or appoint a DSP to take the lead role in safeguarding and protecting the children in their care
- Ensure that they have an up to date Safeguarding/child protection policy and procedures which have been adopted by the proprietor/managing body and are fully implemented and followed by all staff
- Ensure that sufficient resources and time are allocated to enable the designated person and other staff to discharge their responsibilities including taking part in strategy discussions and other inter-agency meetings, and contributing to the assessment of children; and
- All staff and volunteers understand the procedures for and are supported in raising concerns with regard to children in their care.

(h.) The Role of Volunteers in Educational Establishments

Volunteers are also seen by children as safe and trustworthy adults, and therefore will be subject to the same recruitment processes as the paid workforce and according to the nature of the activity being undertaken.

However, in other circumstances, e.g. where a volunteer's role will be one-off, such as accompanying teachers and pupils on a day outing or helping at a concert or school fete, such measures would be unnecessary provided that the person is not to be left alone and unsupervised in charge of children.

For the purpose of this policy governors who also volunteer in schools should be treated on the same basis as other volunteers.

The DSP should keep a register of volunteers and record how often they volunteer and the roles that they are undertaking. This will then determine whether they are in regulated activity and the recruitment processes to be followed.

Regulated activity is defined as unsupervised activity in a limited range of establishments with the opportunity for contact with children. The scope of regulated activity includes unsupervised activities such as:

- Teaching
- Training
- Instructing
- Caring for or supervising children
- Providing advice or guidance on wellbeing
- Driving a vehicle only for children

In addition, to be regarded as regulated activity, this unsupervised activity enacted within a specified place must be done regularly. Regularly means carried out by the same person frequently (once a week or more often), or on four or more days in a 30 day period (or in some cases, overnight).

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For those people who do not work in regulated activity but nevertheless work, paid or unpaid, with children, their employers may, but will not be required to, obtain relevant checks – but it will be unlawful to check if they are on a barred list.

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Record of Appendices

Appendix 1	Relevant Legislation and Council Contacts
Appendix 2	Referral Process – Children
Appendix 3	Roles and Responsibilities Directorate Safeguarding Leads
Appendix 4	Terms of Reference Whole Authority Safeguarding Group
Appendix 5	SAFE Auditing Tool
Appendix 6	Training Record Template
Appendix 7	Categories of abuse - Definition
Appendix 8	Flow chart adult referrals
Appendix 9	Model Template Safeguarding Policy for Operational Settings and Schools

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Appendix 1

Relevant Legislation and Contact Details

- Social Services and Wellbeing Act (Wales) 2014
- Children Act 1989, 2004
- Carers Act 2004
- Human Rights Act 1998
- Equalities Act 2010
- Framework for Assessing Children and their Need (2001)
- Stronger Partnership's for Better Outcomes (2006)
- Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse (2010)
- Mental Capacity Act 2005
- All Wales Child Protection Procedures (2008)
- NSF for Children, Young People and Maternity Services
- Direct Payment's Guidance
- Violence against Women, Domestic Abuse and Sexual Violence Act 2015
- Data Protection Act
- United Nations Convention on the Rights of the Child 1989
- VAWDASV Regional Service -
[www.gwasb.org.uk/fileadmin/documents/Handout_7 -
_Gwent VAWDASV services directory 3 amended 16.12.16 HG.pdf](http://www.gwasb.org.uk/fileadmin/documents/Handout_7_-_Gwent_VAWDASV_services_directory_3_amended_16.12.16_HG.pdf).
- PREVENT
[www.gov.uk/government/uploads/system/uploads/attachment_data/file/445977/3799 Revised Prevent Duty Guidance England Wales V2-Interactive.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/445977/3799_Revised_Prevent_Duty_Guidance_England_Wales_V2-Interactive.pdf).
- Keeping Learners Safe www.childreninwales.org.uk%2Fpolicy-document%2Fkeeping-learners-safe-role-local-authorities-governing-bodies-proprietors-independent-schools-education-act-2002-

Relevant Contacts

Social Services Duty – Children Services	01291 635669 during office hours 0800 328 4432 out of office hours
Social Services Duty – Adult Services	Monmouth/Usk/Raglan – 01600 773041 Abergavenny – 01873 735885 Chepstow/Caldicot – 01291 635666
PREVENT	Shereen.Williams@newport.gov.uk
South East Wales Safeguarding Board	www.sewsc.org.uk
Gwent Wide Adult Safeguarding Board	www.gwasb.org.uk
Buddy Support and Advice	www.buddyapp.monmouthshire.gov.uk .
Modern Slavery /Trafficking – Training and Victim Support	BAWSO www.bawso.org.uk .

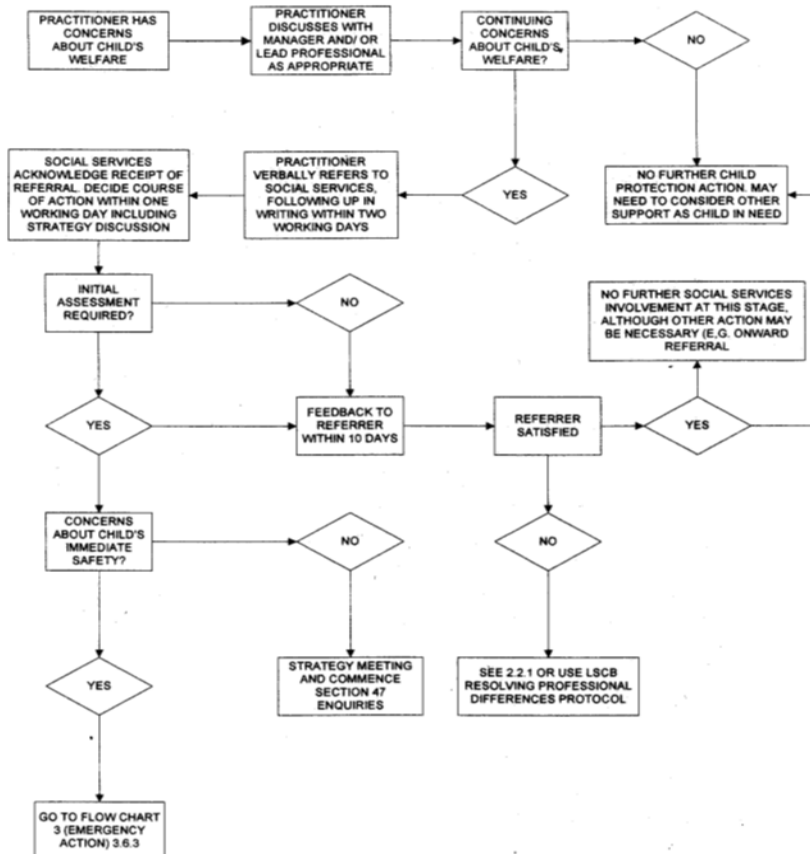
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Appendix 2

Referral Process - Children

All Wales Child Protection Procedures 2008

3.2.5 Flowchart 1: referral



Appendix 3

Role Description for Directorate Safeguarding Lead

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

Every Directorate within the Council is required to nominate a Directorate Safeguarding Lead (DSL) for dealing with safeguarding children and adult's issues. The DSL is responsible for:

- Acting as an overarching and key source of advice and support for other staff in their Service on all safeguarding issues
- Ensuring robust arrangements are in place for staff to access day to day practice advice and support for safeguarding from their line managers
- Support staff or take the lead in referring safeguarding concerns to Social Care and Health as appropriate
- Being familiar with the Council's Corporate Safeguarding Policy and the All Wales Procedures as they relate to Children's and Adult safeguarding
- Ensuring the Operational Procedures for safeguarding within the directorate are compliant with legislation and statutory guidance and are issued to all staff
- Representing their Directorate on the Whole Authority Safeguarding Group
- Ensuring compliance with policies and guidance within their directorate service areas and reporting this to the Whole Authority Safeguarding Group
- Attending relevant training
- Ensuring members of the workforce within their Services attend training at levels appropriate to their roles and functions and maintain management information in relation to attendance on training
- Ensuring safeguarding responsibilities are highlighted through staff induction processes, team meetings, supervision and staff briefings

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

Appendix 4

Terms of Reference for Whole Authority Safeguarding Group

The main responsibilities of the Group are to ensure that robust arrangements for safeguarding children and adults are in place within and across the Council

The Whole Authority Safeguarding Group will act on a strategic level to:

- Assure the Council that procedures for managing safeguarding concerns are robust;
- Ensure that all directorates within the council are aware of their contribution to keeping children, young people and adults at risk safe and free from harm or abuse;
- Support the functions and duties of the Chief Officer Social Care and Health;
- Ensure inter departmental working and corporate communication is effective;
- Resolve any potential barriers that could prevent having effective procedures in place;
- Receive and consider recommendations and learning from Child / Adult Practice / Domestic Homicide Reviews;
- Ensure appropriate training is available for the workforce and Elected Members;
- Receive and consider agreed performance information;
- Produce an Annual Report on safeguarding performance within the council for SLT, Cabinet and relevant Scrutiny Committee;
- Review the Corporate Safeguarding Policy as and when required or after 3 years as a minimum.

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

Appendix 5

MONMOUTHSHIRE SAFEGUARDING AUDIT FRAMEWORK for EVALUATION

In accordance with Monmouthshire's Safeguarding Policy, all organisations that provide services for or work with adults at risk, children, young people and families are expected to carry out an audit of their safeguarding practices, based on a process of self-evaluation.

The following audit framework is set out in sections related to different standards and requires you to think about your own practices and procedures within your setting. It is designed to give you an understanding of safeguarding in your own service area/ establishment and how these might be developed. In addition the audits provide Monmouthshire County Council with an overview of safeguarding practices across the county.

The audit tool is based on Social Services and Wellbeing Act 2014.

Please undertake the following audit and return it to the named officer below for your Directorate:

Bernard Boniface, Adult Safeguarding Manager (Adult Services) bernardboniface@monmouthshire.gov.uk.

Diane Corrister, Safeguarding and Quality Assurance Unit Manager (Operations) dianecorrister@monmouthshire.gov.uk.

Heather Heaney, Designated Lead Officer for Safeguarding in Education (CYP, Schools, Early Years Settings, Flying Start) heatherheaney@monmouthshire.gov.uk

Cath Sheen, Corporate Safeguarding Programme Lead (Resources & Enterprise) cathsheen@monmouthshire.gov.uk

Please think carefully about your own practices and procedures in your setting; complete the audit to the best of your knowledge and think about how you will evidence your responses. Please complete the RAG System (Red, Amber or Green – see below) and produce an action plan with any actions that are required to improve safeguarding in your area.

We review the information you give us and will provide follow up advice and support where appropriate. Our review of the information helps to inform MCC in developing safeguarding practices at a wider level.

We aim to undertake a follow up audit every 2 years. Please try to be as realistic and honest as you can be and use this document to help you to identify your current position regarding safeguarding and set targets/actions to improve.

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ORGANISATION / SERVICE AREA / SCHOOL / ESTABLISHMENT NAME.....

PERSON COMPLETING THIS AUDIT..... ROLE/POSITION.....

DATE COMPLETED..... DATE RETURNED TO LA.....

Please list below ALL the individual services / organisations / establishments that you are responsible for and reporting on in this audit. Where relevant be specific in your audit regarding which service is being commented upon. (for e.g. Leisure Centre, Day Service, Care Home, Social Work Team Primary School, Comprehensive School, Nursery, Breakfast Club, After School Club, Sports Activities, etc.)

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STANDARD	EVIDENCE	RAG RATING	FURTHER ACTIONS REQ'D
STANDARD 1. Designated Safeguarding Leads Designated Safeguarding Leads fulfil an essential role in developing and implementing policies that help to protect children and adults at risk from all forms of abuse and create a safe environment. Designated Safeguarding Leads take responsibility in their setting for managing issues and concerns about adults and children at risk.			
1.1 There is a Designated Safeguarding Lead (DSL) for Safeguarding and all staff know who that person is.			

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1.2 There is a Deputy Designated Safeguarding Lead (to act when the DSL is off site) and all staff know who that person is.			
1.3 The role of the Designated Safeguarding Lead is clearly defined in a job description which sets out their responsibilities in safeguarding.			
1.4 The DSL and deputy DSL are adequately trained and supported to fulfil their roles.	Provide details of safeguarding courses attended with dates:		
STANDARD 2. Policies and Procedures			
2.1 Your setting has adopted the Monmouthshire Safeguarding Policy (formally via governing body/trustee / management body if appropriate).	Give Date when adopted:		

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<p>2.2 The LA policy has been communicated to all staff members and is implemented in your setting/organisation.</p>			
<p>2.3 Your setting has its own written safeguarding policies and procedures which are reviewed regularly (at least every 3 years)</p>	<p>List any relevant policies with dates including date of reviews and of next review:</p>		
<p>2.4 All staff and volunteers are made aware of all safeguarding policies and procedures and how these are applied within the setting</p>			
<p>2.5 Everyone using your service are made aware of all safeguarding policies and procedures and how these are applied within the setting</p>			

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2.6 We are confident that every service we commission delivers a safeguarding standard consistent with our service.			
STANDARD 3. Accountability			
3.1 All staff understand to whom they are directly accountable with regards to the well-being of adults at risk and children, and the level of accountability they have.	Is this discussed at team meetings and staff appraisals? How is this recorded?		
3.2 All Job descriptions are explicit and recognise responsibilities regarding safeguarding and promoting the well-being of children and adults at risk.			
STANDARD 4: LISTENING AND RESPONDING			
4.1 Children and adults at risk are			

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<p>encouraged to express their wishes and feelings including any concerns they might have over harm and abuse</p>			
<p>4.2 Appropriate decisions are made in order to protect children, young people and adults at risk from harm</p>			
<p>4.3 Children, young people and adults at risk feel safe in your setting and that their well-being is promoted.</p>			
<p>4.4 We reflect on what has gone well and areas for improvement, and ensure that new learning is embedded.</p>	<p>How is this achieved?</p>		

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STANDARD 5: Effective inter-agency working to safeguard and promote the welfare of children and adults at risk

<p>5.1 Staff participate in multi-agency meetings and fora to consider the needs of and provide support for individual children and their families and adults at risk.</p>	<p>List the relevant meetings your setting is involved:</p>		
<p>5.2 Staff are able to recognise when children and adults at risk need additional support and are able to make the appropriate referral e.g. referrals to other single agencies, referral to TAF, referral to Adult Services or Children's Services</p>	<p>Provide numbers of referrals made to e.g. adult/children's services</p>		
<p>5.3 Any decisions made or actions taken in relation to the protection or safeguarding of</p>			

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<p>individuals are recorded appropriately and maintained confidentially.</p>			
<p>5.4 Arrangements are in place to ensure that personal and confidential information is appropriately shared across settings / services.</p>	<p>Is information securely available across varying levels of need? How do you know this is being complied with?</p>		
<p>STANDARD 6: Staff and Volunteer Training</p>			
<p>6.1. All staff and volunteers receive appropriate training (at the relevant levels) to enable them to discharge their safeguarding duties.</p>	<p>Describe your record keeping arrangements and how this is monitored by your setting. What arrangements are in place for updates and renewals</p>		
<p>6.2 All staff and Volunteers are assessed in relation to</p>	<p>How is this achieved?</p>		

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safeguarding training needs.			
6.3 There is a record kept of all adult/child protection and safeguarding training and this is updated as appropriate.	Provide a copy of your training record		
6.4 Arrangements are in place to evaluate the impact and effectiveness of training and the identification of adult/child protection and safeguarding training.			
STANDARD 7: Safe Recruitment			
7.1. All staff and volunteers have DBS checks prior to employment if they are engaged in regulated activity.	Describe how you monitor DBS arrangements:		
7.2. All staff who have contact with children, young people and	Provide information about any DBS		

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<p>adults at risk are selected in accordance with the Safe Recruitment Policy and have appropriate checks in line with current legislation and guidance:</p> <ul style="list-style-type: none"> - References are always taken up prior to appointment. - Identity and qualifications are verified. - Professional registration is in place - Face to face interviews are carried out. - Previous employment history is checked. - Any anomalies or discrepancies are followed up. 	<p>risk assessments that you have undertaken since the last audit: how can you be confident that sound decisions are made?</p>		
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<p>- Necessary checks are carried out before the employee takes up the post (e.g. DBS if they are engaged in regulated activity).</p>			
<p>7.3 There is a Safe Recruitment policy in place.</p>			
<p>7.4 Those people involved in recruitment within your setting have undertaken Safe Recruitment Training</p>	<p>Provide details of any training undertaken:</p>		
<p>STANDARD 8: Handling Allegations Against Workers and Volunteers</p>			
<p>8.1 There is a named senior officer with responsibility in respect of allegations against staff and volunteers. All staff</p>			

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know who this person is.			
8.2 There is a written procedure for handling allegations against staff and volunteers in place.			
8.3 Incidents and allegations of professional abuse are recorded appropriately and maintained confidentially.	Provide numbers of professional concerns and any issues referred:		
STANDARD 9: Safeguarding in the Building			
9.1 Do you know and monitor public access points in the building(s) so that you know if people are entering or leaving the building?			
9.2 Are Parents / Carers / Visitors monitored whilst they are in the building			

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<p>including signing in and out procedures if appropriate? Are badges issued to visitors?</p>			
<p>9.3 Do you have policies and procedures in place to maintain safeguarding when other people/vehicles not involved with your organisation use/visit the premises at the same time as your organisation?</p>			
<p>9.4 Are safeguarding issues reported to the relevant lead officer and the building's management, as appropriate?</p>			
<p>9.5 Do you risk assess for safeguarding and general safety when using premises other than your own and have a reporting system in place for issues identified?</p>			

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STANDARD 10: E-Safety			
10.1 Children, young people or adult at risk who have access to the internet via any means in your setting can do so safely.	Provide details of any e-safety awareness activity that is undertaken within your setting:		
10.2 Do you have and implement a policy for the safe use of internet access by service users, staff and volunteers?	Tell us where this policy is available:		

Designated Safeguarding Lead Summary Report

<p>Describe any key challenges and successes that you have experienced over the last year. Relate this both to your individual role and to the wider setting.</p>
<p>Please identify what support might be helpful to you in your role as Designated Safeguarding Lead or to assist with the development of safeguarding within your setting.</p>

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RAG RATING



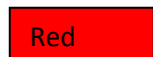
Green

Means everything is in place, up to date, and meets the required minimum standard



Amber

Means that something requires review or improvement



Red

Means something needs to be developed as a matter of urgency

Part 2: Action Plan

INSERT YOUR COMPLETED / UPDATED ACTION PLAN FROM YOUR PREVIOUS AUDIT

Ensure that any actions from your previous action plan that have not been completed are incorporated into your current plan as below.

No	Standard Identified	RAG Rating	Action Needed / Evidence of Completion	Timescale / Date of completion	Lead Officer and Contact Details

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Appendix 6

Staff Training Template

Name	Job Title	Base	Level	Provider	Name of Course	Date Completed	Expiry Date
A N Other	Sports Devel. Officer	Usk	2	SEWSCB	Safeguarding and Protecting Children	23/02/2015	23/02/2017

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Appendix 7

Definitions of Abuse

Physical abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child.

Physical harm may also be caused when a parent or caregiver fabricates or induces illness in a child whom they are looking after.

Emotional abuse

Emotional abuse is the persistent emotional ill treatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to a child that they are worthless or unloved, inadequate or valued only in so far as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on children. It may involve causing children frequently to feel frightened or in danger, for example by witnessing domestic abuse within the home or being bullied, or, the exploitation or corruption of children. Some level of emotional abuse is involved in all types of ill treatment of a child, though it may occur alone.

Sexual abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware of what is happening. The activities may involve physical contact, including penetrative or non-penetrative acts. They may include non-contact activities, such as involving children in looking at, or in the production of, pornographic material or watching sexual activities, or encouraging children to behave in sexually inappropriate ways.

Neglect

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. It may involve a parent or caregiver failing to provide adequate food, shelter and clothing, failing to protect a child from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

In addition, neglect may occur during pregnancy as a result of maternal substance misuse.

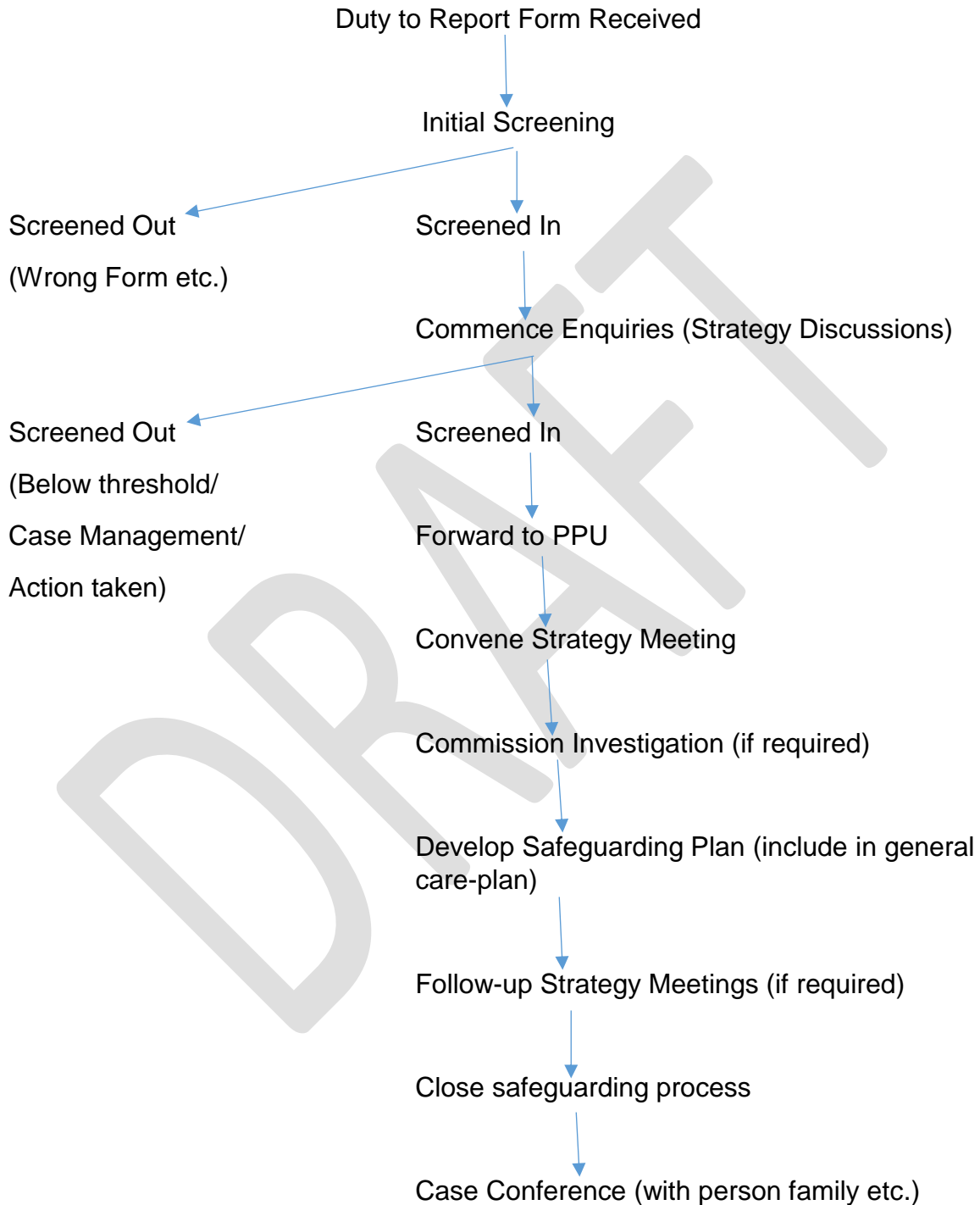
Financial Abuse

Financial or material abuse is any theft or misuse of a person's money, property or resources by a person in a position of, or expectation of, trust to a vulnerable person. Common forms of financial abuse are misuse by others of a vulnerable adult's state benefits or undue pressure to change wills. Financial/material abuse may also be perpetrated by one vulnerable adult upon another.

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Appendix 8

Adult Safeguarding Process



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Appendix 9

Safeguarding Policy for (Name of setting/service if not already noted above)

Introduction

1.1 **Name of Service/Setting** fully recognises the contribution it makes to safeguarding adults and children at risk.

There are three main elements to our policy:-

- a. Prevention;
- b. Procedures for identifying and reporting cases, or suspected cases of adults and children at risk.
- c. Support to those who may have experienced abuse or harm.

1.2 This policy applies to all staff and volunteers working in **name of service/setting**. It is recognised that staff who come into contact with adults and children can often be the first point of disclosure of abuse or harm. This first point of contact is an important part of the protection process and it is essential that all staff are aware of and implement the procedures as noted in this policy.

Prevention

2.1 We recognise that high self-esteem, confidence, supportive friends and good lines of communication with a trusted adult help to safeguard adults and children at **name of service/setting**.

We will therefore:-

- a. Establish and maintain an ethos where children and adults feel secure, are encouraged to talk and share their concerns and will be listened to;
- b. Ensure that those attending this setting/using this service know that all staff and volunteers in this setting can be approached if they are worried or concerned about matters that concern them or their family members or friends.
- c. Include in the ethos of the setting that people have the right to be safe from abuse and to know that they can turn to staff for help;

Procedures

3.1 At **name of service/setting** we will follow the All Wales Child Protection Procedures 2008, and relevant adult protection procedures and other guidance and protocols that have been endorsed and agreed by the South East Wales Safeguarding Children Board (SEWSCB) and the Gwent Wide Adult Safeguarding Board (GWASB).

3.2 The setting/service will:-

- a. Ensure it has a named designated senior member of staff (DSL) who has undertaken the appropriate training in line with agreed national and local

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- requirements. This setting/service will also nominate a named deputy who will be the central contact in times when the designated person is absent. In the unlikelyhood that both are absent or unavailable the most senior person will act as a contact point for other staff.
- b. Recognise the role of designated person and arrange support and training. The setting/service will look to the SEWSCB, GWASB and to the local authority for guidance and support in all child protection matters and concerns for adults at risk.
 - c. Ensure that all members of staff, including permanent, part time and adult volunteers, (and school governors/management boards) knows:-
 - The name and contact details of both the designated and deputy person responsible for child protection and concerns for adults at risk;
 - That it is the named designated person and/or their deputy who have the responsibility for making referrals for children/adults at risk within timescales, by completing the agreed multi-agency form.
 - That the designated person and deputy will seek advice from the Designated Officer and or Social Services Duty Team if necessary when a referral is being considered; if in doubt a referral must be sent.
 - d. Ensure that all members of staff are aware of the need to be alert to signs of abuse and know how to respond to an adult or child who may disclose abuse. That all members of staff will be offered and expected to attend appropriate training and updates as arranged by the setting/service.
 - e. Ensure that adults, children and carers have a clear understanding of the responsibility placed on the setting/service and its staff for safeguarding adults and children by setting out their obligations in relevant service/setting information.
 - f. Provide training for all staff so that they:-
 - i) Understand their personal responsibility;
 - ii) Are cognisant of agreed local procedures
 - iii) Understand the need to be vigilant in identifying suspected cases of abuse;
 - iv) Know how to support an adult or child who discloses abuse, particularly the do's and don'ts.
 - g. Work to develop effective links with relevant agencies and co-operate as required with their enquiries regarding children and adults at risk including attendance at child protection/case conferences and subsequent meetings and support these with the submission of written reports.
 - h. Keep written records of concerns about adults and children at risk (noting date, event and action taken), even where there is no need to refer the matter to agencies responsible for formal investigation.
 - i. Ensure that all records and files are kept secure and in locked locations. The designated person is responsible for the security, compilation and storage of all records and should be able to access and produce them in times of need. It is the responsibility of the designated person to ensure that any transfer of records is conducted sensitively and securely.

MONMOUTHSHIRE COUNTY COUNCIL **CORPORATE SAFEGUARDING POLICY**

- j. Ensure that all recruitment and selection procedures follow all national and local guidance. The setting/service will seek advice and guidance from the appropriate Human Resources on recruitment and selection.
- k. Seek to designate a governor for child protection who will champion and oversee the school's child protection policy and practice. This governor will feed back to the Governing body on child protection matters as and when required but will be required to write an annual report to the governing body on the school's child protection activities.

Supporting children and adults at risk of abuse

4.1 At **name of service/setting** we recognise that those who are at risk, suffer abuse or witness violence are often affected in adverse ways, some may be deeply troubled by these events.

4.2 At **name of service/setting** we will endeavour to be patient and supportive to those at risk of harm or abuse.

Prevent Duties

In March 2015, the Counter Terrorism and Security Act received Royal Assent. The Act includes how we need to work together to prevent people from being drawn into terrorism.

Where we become aware of information involving identification of potential instances of extremism and radicalisation we will refer to Adult/Children's Services in the same way as for all safeguarding concerns.

Information for all staff/volunteers

5.1 What to do if a child or adult tells you they have been abused or harmed

A person may confide in any member of staff/volunteer. Staff to whom an allegation is made should remember:-

- Yours is a listening role, do not interrupt the person when they are freely recalling events. Limit any questions to clarifying your understanding of what the person is saying. Any questions should be framed in an open manner so not to lead the person;
- You must report orally to the **Designated Person Safeguarding (DSL) or their Deputy** in their absence immediately to inform them of what has been disclosed. In the unlikelihood of both being absent seek out the most senior person in the setting/service;
- Make a note of the discussion, as soon as is reasonably practical (but within 24 hours) to pass on to the Designated Safeguarding Lead. The note which should be clear in its use of terminology should record the time, date, place, and people who were present and should record the person's answers/responses in exactly the way they were said as far as possible. This note will in most cases be the only written record of what has been disclosed and as it records the initial disclosure from the person it is an important one in the child protection process.

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Remember, your note of the discussion may be used in any subsequent formal investigation and or court proceedings. It is advised that you retain a copy in a safe place;

- Do not give undertakings of absolute confidentiality. (see note following this section for more details) You will need to express this in age/understanding related ways to the person as soon as appropriately possible during the disclosure. This may result in the person 'clamming up' and not completing the disclosure, but you will still be required to share the fact that they have a shared a concern with you to the designated person. Often what is initially shared can be the tip of an iceberg;
- Your responsibility in terms of referring concerns ends at this point, but you may have a future role in terms of supporting the person, contributing to an assessment or supporting safeguarding plans. You can ask the designated person for an update but they are restricted by procedures and confidentiality and may be limited in their response. The level of feedback will be on a need to know basis, but whatever is shared is strictly confidential and not for general discussion with others.

If an allegation of abuse is made against a member of staff/volunteer this must be reported to the Designated Person for Safeguarding (DSL).

Where the allegation is against a member of staff you should refer to Children's/Adult Services in the same way as for all allegations of abuse.

Confidentiality

6.1 A person may only feel confident to confide in a member of staff/volunteer if they feel that the information will not be divulged to anyone else. However we all have a responsibility to share relevant information about the protection of children and adults with the designated statutory agencies when a person is experiencing harm or abuse.

It is important that each member of staff/volunteer deals with this sensitively and explains to the person that they must inform the appropriate people who can help them, but they will only tell those who need to know in order to be able to help. Staff should reassure the person and tell them that their situation will not be common knowledge within the setting/service (i.e. not discussed with other staff) Staff/volunteers need to be aware that it may well have taken significant courage on the part of the person to disclose the information and they may also be experiencing conflicting emotions, involving feelings of guilt, embarrassment, disloyalty (if the abuser is someone close) and hurt.

Training

The setting/service will be cognisant of national and local training requirements and guidance, which will include SEWSCB and GWASB guidance, advice and training opportunities.

7.1 The service/setting will ensure that the Designated Safeguarding Lead (DSL) will have received initial training when starting their role and continued professional updates as required. Specific updates as suggested by national and local

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Well-being Objectives and Statement 2017




Version Control


Title	Well-being Objectives 2017-18
Purpose	<p>This plan outlines the council's responsibility under the Well-being of Future Generations (Wales) Act 2015 in carrying out sustainable development to:</p> <ul style="list-style-type: none"> • Set and publish well-being objectives • Take all reasonable steps to meet those objectives • Publish a statement about well-being objectives • Detail arrangements to publish an annual report of progress <p>This plan outlines the council's responsibility to publish its Improvement Objectives in line with the plans for the year ahead as outlined in section 15(7) of the Local Government (Wales) Measure 2009 and shows how the council is delivering the 7 aspects of improvement.</p>
Owner	Monmouthshire County Council
Approved by	Council
Date	20 March 2017
Version Number	1.0
Status	Approved
Review Frequency	Annual or more frequently if evidence becomes available that requires one or more of the well-being objectives to be reviewed
Next review date	March 2018
Consultation	Informed by the Well-being Assessment which undertook an extensive public engagement exercise "Our Monmouthshire".

If you want to comment on the council's well-being objectives give your thoughts on issues that you feel should be considered as part of the council's approach to well-being, please get in touch.

 improvement@monmouthshire.gov.uk

 www.monmouthshire.gov.uk/improvement

 Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

 01633 644397

 @MonmouthshireCC

Vision for Monmouthshire

Over the coming years the shape of public services in Wales will change significantly. The Well-being of Future Generations Act and The Social Services and Well-being Act require public services think more about the long-term, work better with people and communities, look to prevent problems before they arise and take a more joined-up approach.

The Future Generations Act is changing the way in which we plan, encouraging us to look ahead in ten and even 25 year time frames. Reducing budgets, increasing demand and higher public expectations mean that we cannot keep delivering public services using the same approach. It is vital that we look to the future and identify new ways of doing things which we have been undertaking in the last few years.

The Future Monmouthshire programme has been designed to be aligned with the principles of the Future Generations Act. The work is looking at balancing the short term needs to give ourselves the thinking space to solve some of our big challenges facing our county.

We were required to have Well-being Objectives in place by 31st March 2017. Following the local government elections in May 2017 we will work with the incoming councillors to further develop the actions and measures that will be put in place to deliver the well-being objectives. The objectives will be presented to the new council for endorsement. At that time councillors will have the opportunity to revisit the objectives and identify the projects that will help deliver them.

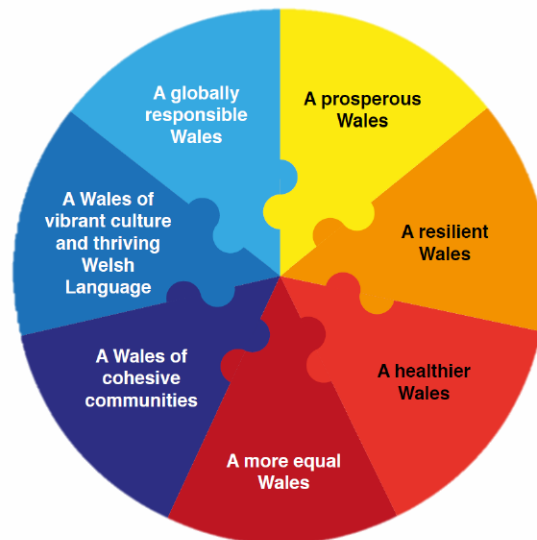
Before we set our well-being objectives we needed to further understand some of the information about Monmouthshire, its people and environment. The Public Service Board's [Well-being Assessment](#) has provided us with a rich understanding of the assets in Monmouthshire and the challenges and opportunities that we have taken into consideration alongside existing strategies, policies and legislation to develop our objectives. This has helped us confirm our purpose and set a clear vision for the county.

We want to enable the building of sustainable and resilient communities that support the well-being of current and future generations.

This vision is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire. We will consider sustainable development in how we plan and deliver our well-being objectives and contributing to the achievement of the seven national well-being goals for Wales. .

The Well-Being of Future Generations Act

The Well-being of Future Generations Act requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below.



(don't translate this diagram
Welsh already)

– we have it in

In planning our services and taking action to meet our wellbeing objectives we must consider, but also demonstrate that we have applied, the following sustainable governance principles in our decision making:

- Balancing short term needs with long term needs.
- Using an integrated approach, balancing social, economic and environmental needs.
- Involving others and taking their views into account.
- Working in collaboration with others.
- Putting resources into preventing problems

All the current decisions made by the council and its cabinet are assessed using a Future Generations Evaluation which ensures equality and sustainable development are considered fully in the decisions we take.

The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals. The four statutory members of the Public Service Board, or PSB, are the Local Authority, Local Health Board, Fire and Rescue Authority and Natural Resources Wales. Other organisations are also invited, in Monmouthshire this includes Gwent Police, Monmouthshire Housing Association, Melin Homes and voluntary organisations represented through the Gwent Association of Voluntary Organisations.

Wellbeing Assessment

Monmouthshire Public Service Board has produced its Well-being Assessment for the county. This will help to shape the future of the area and its communities. The assessment draws together findings from data, academic research and policy papers and the views of local people. It is made up of different sections and considers the economic, social, environmental and cultural well-being of Monmouthshire as a whole.

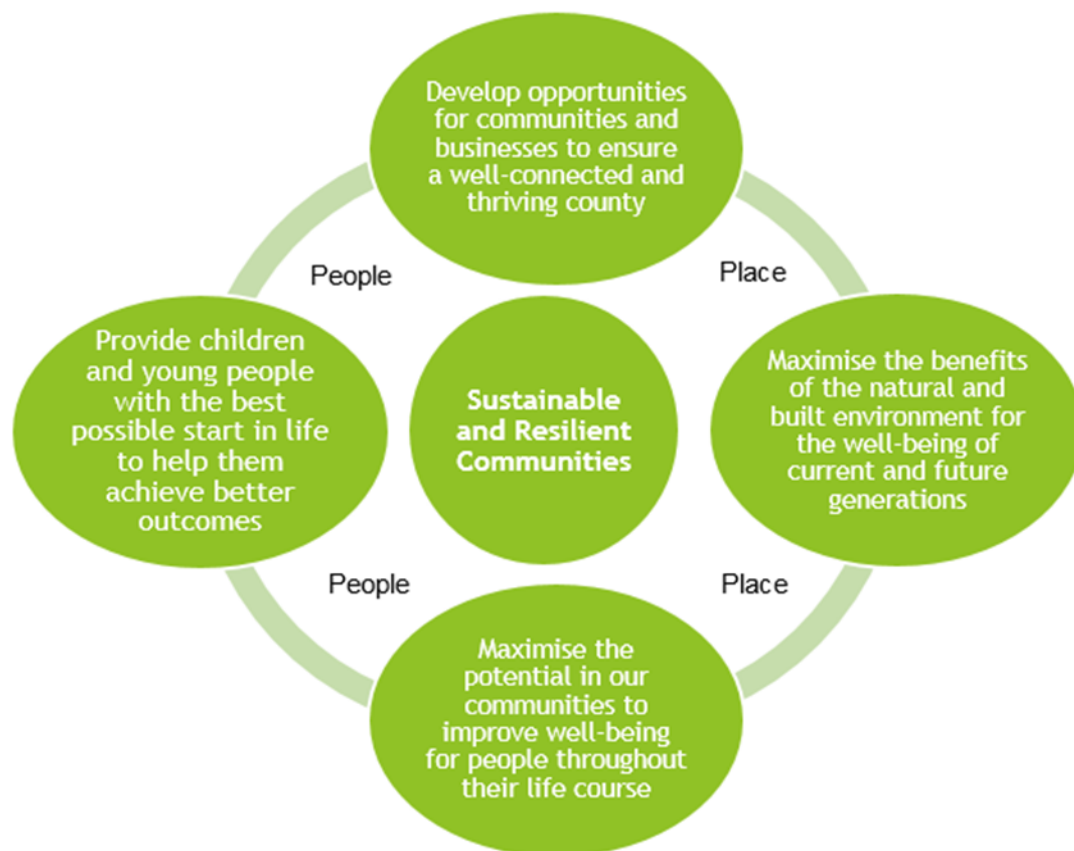
It also provides profiles of more localised areas loosely clustered around our five largest settlements: Abergavenny; Monmouth; Usk; Chepstow and Caldicot. There is a section on future trends and a conclusions section that draws out some of the main messages that the Public Service Board will need to consider. This information has been used to inform the council's well-being objectives. You can download a copy of the assessment at www.monmouthshire.gov.uk/our-monmouthshire

The Wellbeing Objectives

The well-being objectives we have set bring together the evidence, policy and legislation currently available to show how we will deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Specific actions to deliver the objectives and metrics to evaluate progress will be further developed and included in the objectives following elections in May 2017.

Many of the areas in each objective are connected and integrating the activity to deliver each objective is vital for them to maximise their impact. (the 4 bubbles in this diagram are the same as in the table on the page that follows)



Activities will address longer term challenges at a community level rather than some of the internal process issues and outputs that could sometimes be found in the council's annual Improvement Plan. It will take a longer time for measurable change to be evidence although there will continue to be milestones that can be used to track our improvement journey.

Contribution to well-being goals

The table demonstrates how each of the four well-being objectives contribute to the national well-being goals. The bold colours indicate a direct contribution to achievement of the goal and pale colours indicate where there will be a less direct contribution. Every goal is directly contributed to by at least two of the objectives.

Well-being Objectives	Contribution of Well-being Objectives to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
Provide children and young people with the best possible start in life to help them achieve better outcomes	Yellow	Pale Orange	Red	Dark Red	Pale Blue	Green	Pale Pink
Maximise the potential in our communities to improve well-being for people throughout their life course	Yellow	Orange	Red	Dark Red	Dark Blue	Pale Green	Pale Pink
Maximise the benefits of the natural and built environment for the well-being of current and future generations	Yellow	Orange	Red	Pale Orange	Dark Blue	Green	Pink
Develop opportunities for communities and businesses to ensure a well-connected and thriving county	Yellow	Orange	Red	Dark Red	Dark Blue	Pale Green	Pink

Feedback

We're always interested to know what you think about our services and our well-being objectives that we've written about in this plan. You can complete this form and return it to us via e-mail or post. However we're interested in all views however you wish to supply them. Details of how to get in touch are at the bottom of the page.

1. Do you agree the well-being objectives have identified the right areas for us to focus on?


	Yes	No	Don't know	Comments
Well-being objective 1				
Well-being objective 2				
Well-being objective 3				
Well-being objective 4				

2. Is there anything else that you think should be a well-being objective in the future?
Please tell us here.

3. We're interested to know what you thought of our plan. Please let us know:

	Yes	No	Comments
Was it easy to understand?			
Was the content informative?			

 improvement@monmouthshire.gov.uk

 Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

 @MonmouthshireCC



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Cath Sheen</p> <p>Phone no:07595647637</p> <p>E-mail: cathsheen@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To implement a Corporate Safeguarding Policy</p>
<p>Name of Service</p> <p>Social Care and Health- Safeguarding</p>	<p>Date Future Generations Evaluation form completed</p> <p>19th May 2017</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc




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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>	x	x
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	x	x

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?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	People in Monmouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe	A robust policy will be in place to drive safeguarding and ensure any weakness in structure, steer and practice and accountability is addressed
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	People in Monmouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe	A robust policy will be in place to drive safeguarding and ensure any weakness in structure, steer and practice and accountability is addressed
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The policy will support people in being and feeling safe	A robust policy will be in place to drive safeguarding and ensure any weakness in structure, steer and practice and accountability is addressed
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	x	x
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The policy does not discriminate but will support everyone across all ages, religions, race and cultures	A policy will be in place and embedded within the Authority so that those working for / with / on behalf of the Authority are aware of their responsibilities in relation to safeguarding.

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? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The policy clearly sets out the expectations of those working for or on behalf of the Council, including Members, to deliver the new approach to safeguarding, and in line with this, expectations of those accountable within the authority in assuring this is delivered. There are already partnerships embedded around safeguarding which should be strengthened through the implementation of this policy.</p>	<p>N/A</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The policy clearly sets out the expectations of those working for or on behalf of the Council, including Members, to deliver the new approach to safeguarding and in line with this, expectations of those accountable within the authority in assuring this is delivered. There are already partnerships embedded around safeguarding which should be strengthened through the implementation of this policy.</p>	<p>N/A</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The policy clearly sets out the expectations of those working for or on behalf of the Council, including Members, to deliver the new approach to safeguarding and in line with this, expectations of those accountable within the authority in assuring this is delivered. There are already partnerships embedded around safeguarding which should be strengthened through the implementation of this policy.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The Policy will be delivered through existing resources but the intention is to prevent problems in safeguarding occurring.</p>	<p>N/A</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Authority / volunteer /external provider working should be strengthened. This should impact on individuals and communities.</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?

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 adult at risk population will become an integral part of the new safeguarding policy and so all ages will be appropriately focussed	None	N/A
Disability	Nothing additional	Nothing additional	N/A
Gender reassignment	Nothing additional	Nothing additional	N/A
Marriage or civil partnership	Nothing additional	Nothing additional	N/A
Pregnancy or maternity	Nothing additional	Nothing additional	N/A
Race	Nothing additional	Nothing additional	N/A
Religion or Belief	Nothing additional	Nothing additional	N/A
Sex	Nothing additional	Nothing additional	N/A
Sexual Orientation	Nothing additional	Nothing additional	N/A
Welsh Language	Nothing additional	Nothing additional	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	People in Monmouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe	None – the policy is to improve safeguarding	N/A
Corporate Parenting	Looked After Children in Monmouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe	None – the policy is to improve safeguarding	N/A

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

Social Services and Wellbeing (Wales) ACT 2014
 Internal Audit Service report on safeguarding 2015
 The Wales Audit Office on Safeguarding 2015
 The Ellis Williams Report on safeguarding 2015
 Current Safeguarding Policy

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?

None

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
None			

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:	May 2020
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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.

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Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	Cabinet June 2017		

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SUBJECT:	Annual Report of the Statutory Director of Social Services
MEETING:	Council
DATE:	27th July 2016
DIVISIONS/WARDS AFFECTED:	All

1 PURPOSE

- 1.1 To provide Council members with the Annual Report of the Statutory Director of Social Services for consideration and comment.

2 RECOMMENDATIONS

- 2.1 That Council members consider and endorse the analysis in 2016/17 Annual Report of the Statutory Director of Social Services concerning the performance, and impact, of adult and children's well-being social care and health services over the last financial year.
- 2.2 That Cabinet members also consider and endorse the 2017/18 priorities for improvement set out in the report to address the critical risk and developmental issues in social care and health.

3. KEY ISSUES

- 3.1 This is the Annual Report of the Statutory Director of Social Services, and reflects on the financial year of 2016/17. The report is intended to reflect on progress in delivering the priorities set out in last year's annual report, performance for that year, and, maps out the key areas for development and improvement in 2016/17. It enables the Care and Social Services Inspectorate for Wales (CSSIW) to test out whether our assessment of progress and development is consistent with the range of evidence gathered and presented to them as well as their direct experience through site visits, regulatory activity and themed inspections. The format of the report has changed is now in a nationally developed template which aligns to the Social Services and Wellbeing (Wales) Act (2014). Each Director in Wales must report on performance and risk and set out plans for improvement in relation to:

- Summary of performance;
- How people are shaping our services;
- Promoting and improving the wellbeing of those we help;
- Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing;
- Encouraging and supporting people to learn, develop and participate in society;
- Supporting people to safely develop and maintain health domestic, family and personal relationships;

- Taking steps to protect and safeguard people from abuse, neglect or harm;
- How we do what we do;
- Our partnership working, political and corporate leadership, governance and accountability;
- Our priorities for improvement.

3.2 The annual report provides an opportunity to reflect on what we are doing to make a difference to the lives of the most vulnerable citizens of Monmouthshire, what we do well, and where we need to do even better. The report explains the context in which we are working and how we will continue to improve and modernise. It highlights some excellent, leading edge, practice, workforce development, service provision and commissioning. The remodelling of care at home through the roll out of the Monmouthshire Care at Home is just one example of where this is the case. It shows progress from the improvement objectives set last year – the Children’s Services Improvement Programme is on track overall to deliver excellence in children’s services in the 3 year timescale of the programme. There has been particular progress in how we manage contacts with and referrals to the service, and stabilising and supporting our workforce.

3.3 There are also areas where risk and challenge is highlighted. People in Monmouthshire who need care and support in the community are not always receiving it from the right services as quickly as they need to, with some delays in hospital settings but more in the community. Securing sufficient quality of Working with the care sector to implement the right models of care and support, and implement a workforce development plan for the care workforce is the highest priority for adult services. The report highlights the ongoing risks and areas for development in children’s social services, particularly evident in the high numbers of children on the child protection register. There is an accelerated need to integrate better targeted prevention and early intervention through the team around the family with children’s social services and to recruit more local foster carers for Monmouthshire children.

3.4 The Annual Report articulates a vision and associated priorities for wellbeing, social care and health in Monmouthshire which seeks to build on the many strengths that exist with the aim of delivering consistently excellent outcomes across the board. This is within the context of the new legislative framework for Social Services in Wales, the Social Services and Well-being (Wales) Act (2014), the increasing challenges of demography which could significantly increase demand for social services, the challenging of securing a workforce and providing services in a rural county and reducing budgets. The balance in the report is as much around wellbeing as care and support: so much of the success of social care and health is dependent on resilient people, families and

communities who live the lives they want to live without the need for care and support from statutory social services.

4. REASONS

To ensure that:

- 4.1 The Annual Report of the Statutory Director of Social Services is given due consideration by Cabinet prior to its presentation to Council.

5. RESOURCE IMPLICATIONS

The Annual Report sets out the financial performance of social care and health in 2016/17. Pages 37 to 39 describe the financial outturn for adult and children's social services for the 2016/17 financial year, the financial context and the challenges for coming year and beyond in delivering social services in Monmouthshire with an ageing demographic and a fragile social care sector. It describes the work that must be completed as a priority to develop sustainable service and financial plans for all parts of social care and health.

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

The report gives a performance appraisal and priorities for improvement. There are no Wellbeing of Future Generations Implications and in this context, an assessment form is not provided. The report provides analysis of safeguarding performance and priorities.

7. CONSULTEES:

Social Care and Health DMT
Social Care & Health Quality and Performance Group
Partnership event with stakeholders – 23 July 2017
Adult Select Committee
Children and Young People Select Committee
Cabinet – 5th July 2017

9. AUTHOR:

Claire Marchant, Chief Officer, Social Care and Health

10. CONTACT DETAILS:

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Improving Outcomes, Improving Lives

Director of Social Services
Annual Report 2017



monmouthshire
sir fynwy

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Version Control

Title	Director's Annual Report 2017
Purpose	
Owner	Chief Officer, Social Care, Health and Safeguarding
Approved by	Not yet approved
Date	July 2017
Version Number	Council Meeting
Status	Draft
Review Frequency	Annual
Next review date	5 July 2018
Consultation	

Alternative formats

We can also provide this document in Welsh, Braille, large print, on tape or in electronic form. If you would like a copy in a different format please contact our Equality and Welsh Language Officer by:

Phone: 01633 644010 or 07793798920


Fax: 01633 644666


E mail: equality@monmouthshire.gov.uk

If you want to comment on the issues in this report, please get in touch:

 clairemarchant@monmouthshire.gov.uk

 <http://www.monmouthshire.gov.uk/socialservicesreport>

 Claire Marchant, Chief Officer Social Care, Health and Safeguarding, Monmouthshire County Council, County Hall, Rhadyr, Usk, Monmouthshire, NP15 1GA

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Introduction

Director's Overview

This is my second report as the Statutory Director of Social Services with Monmouthshire County Council. It represents my personal analysis and reflections of our strengths and the challenges and opportunities facing wellbeing and social care and health in our county.

It is a statutory requirement of each local authority in Wales to appoint a Director of Social Services, and for the Director to report to Council annually on performance and outcomes in the previous year, and highlight the direction and actions for the year ahead. This year's report is in a format which will be required for all reports in Wales by next year and has been developed to show how we are meeting the requirements of the Social Services and Wellbeing (Wales) Act (2014) and the Regulation and Inspection of Social Care (Wales) Act 2016 (SSWBA).

This report celebrates excellence - the impact on the lives of our most vulnerable citizens when we get things right. It also very honestly appraises the challenges we face and the areas where we need to improve and do better.

My aim as Director is to build on strengths within the whole of Social Care and Health, across wider partnerships, within communities and within people's own lives. One of our main leadership roles in social services is to advance social just for all: to work effectively with people, communities and partners to reduce and remove the barriers that people experiencing disability, disadvantage and inequality encounter in accessing the opportunities and life chances available to the rest of the population.

I am determined that we use many sources of information and evaluations to understand the quality and impact of social services functions on people's lives. We need to understand what good practice and good quality care and support looks like, get the basics right consistently whilst enabling bespoke and creative solutions to the complexities of individual case work and major service risks.

Reporting in line with the SSWBA means the report is balanced between assessing how well we are promoting and supporting wellbeing and preventing the need for social care services as well as assessing need and securing services for people with care and support needs.

The SSWBA came into force on 6 April 2016. It is the most significant change in social services legislation in Wales for over 50 years. It provides the legal framework for improving the wellbeing of people who need care and support, carers who need support, and for transforming social services in Wales. The practice-led transformation of adult services and care and support in Monmouthshire was at the fore of driving and influencing the direction and legislation that was enacted.

The opportunity in Monmouthshire that the SSWBA has presents to us is to really focus on wellbeing as well as social services – to catalyse locality-based partnerships to connect people with each other and the communities in which they live. This joined up approach is at the heart of the social justice agenda. Getting it right is absolutely fundamental to enabling people to live the lives they want to live without the need for social care support at all, or considerably reducing that need. That is what matters to people – the impact of loneliness and isolation impacts on us disproportionately at the vulnerable times of our lives – as we get older, experience ill health or disability, or if we experience difficulties in our childhood. Getting this right is also fundamental to the financial sustainability of social services in Monmouthshire, as

in the rest of Wales and across the United Kingdom. The challenges we face of an older population, fewer people of working age to fulfil paid and unpaid caring roles and the rurality of our county are particularly acute.

Our focus on connecting people and communities builds on the learning from earlier developmental work – community connection and small local enterprise development. Most significantly, it builds on the assets within Monmouthshire communities in the form of community organisations, non-statutory partners, volunteers, community hubs and village halls. It benefits from a sense of purpose and committed leadership across the Council and beyond who are resolute that no-one should be left behind. Resources from different sources are being aligned to support this joined up approach within localities, the natural communities within which people live.

The SSWBA is focused on people rather than adults or children's services and this has enabled the beginnings of a common approach to practice, culture and quality of care across adults and children's services. This has been particularly evident in an all age approach to disability services. A new leadership structure for Social Care and Health has been implemented with key posts to support unified leadership of commissioning, safeguarding and disability services for adults and children's services.

Much of last year's report focussed on the challenges facing children's services in Monmouthshire. We are entering the second year of a three year practice led improvement programme to deliver excellence outcomes for children and young people. The improvement programme focuses on four areas:

- A sustainable operating model;
- Workforce development;
- Commissioning; and
- Addressing service critical issues.

Overall progress in the first year has been positive and we are where we need to be as a service at this stage of improvement. Critically, independent analysis of our progress has shown arrangements for managing contacts with us, and referrals to us, are much more robust than a year ago¹. Our key achievements include:

- Putting in place a new operating model which reflects the way we need to work;
- Progression towards a permanent workforce and whilst reducing reliance on agency workers by 50%;
- A first stage review of family support has been completed which means we are able to access the right support for children and families at the right time more easily and
- Significant improvements in decision making at the front door of children's services, child protection and in court processes.

The numbers of Looked After Children (LAC) have stabilised (whilst neighboring authority areas have seen significant increases) and an external review of practice has evidenced some really positive improvements. However, there remain significant fragilities in the service which require focus in the next year;

- Further work is needed to develop early intervention and prevention approaches and integrate the Team Around the Family (TAF) within children's services;
- In the last year there has been a trebling of the number of children on the Child Protection Register (CPR);
- We have not recruited sufficient numbers of skilled Monmouthshire foster carers to accommodate children in county,
- Our timescales for completing assessments have not been good enough; and,

- Achieving consistently the high standards of court work required by the judiciary is a challenge and is having a significant impact on our workforce.

Overall, my assessment is that we understand our issues as a service and have the right leadership and plans in place to address them. Most importantly, the well-being and safety of children is at the heart of everything we do. There is evidence of the child's voice being clearly heard in our practice². This value base drives us forward. The continued understanding and support of the Council is critical as we move into the next phase of our improvement programme.

Adult services in Monmouthshire has been on a transformation journey for the last five years – we have supported our workforce to have meaningful conversations to really understand what matters to people and to work with them to define their own outcomes. Relationships are at the heart of this way of working, most importantly the relationship with the person and their carers. The work to improve practice will never be complete and our quality assurance work in adults as well as children's services needs to ensure that we are getting the basics of practice right.

Relationships with partners in the NHS, the rest of the council and with providers of social care services are, of course, critical. Integrated health and social care community services delivered from resource centres in Mardy Park, Monnow Vale and Chepstow are at the centre of a locality approach in which social workers, therapists and nurses work together; organising interventions around people, not organisational or professional barriers. Mardy Park particularly has seen considerable development in the last year and as a result realised greater opportunities for different people and services to come together. Adult disability services have come together, are working closely with children's disability services, and are developing locality working. Relationships with primary care through the Neighbourhood Care Networks (NCNs) and wellbeing and preventative approaches have also really developed in the last 12 months.

The most significant challenge facing adult social care in Monmouthshire (as in many authority areas) is securing the right capacity and quality of care at home. There have been delays in people receiving the care they need, as quickly as they need it in the last year – some people have been delayed in hospital, but more people have been delayed in the reablement service. Some families have had to provide additional support until care is in place. Relationships with care providers have developed really positively, and they are working together with the council care at home services. We have a positive foundation on which to build to put in place sustainable solutions. As I said above, the particular challenges in providing care in a rural county, and securing a care workforce in a county with such high employment levels means we face greater challenges than some other areas. The next year will see the conclusion of the 'Turning the World Upside Down' work to commission quality relationship based care from the independent sector. We will also be launching a major workforce programme for the care sector 'Dare to Care' to promote positively the opportunity to work in care, linked to career pathways and fair terms and conditions.

There is much to do, and risks to manage, but overall the improvement journey is well-established, well-led and sustainable. Adult social services in Monmouthshire has demonstrated it is well placed for future challenges and most importantly there is evidence when we get things right we are actively transforming lives. Adult services need to be vigilant, and align systems to, achieve consistently good practice across all teams and to deliver plans to improve access to care at home. There are real strengths to build on in both adult and children's social services in Monmouthshire to build upon. There are also things we need to improve in both parts of social services. We have recognised particularly, and last year's annual report was very clear, that there were a number of significant risks requiring decisive

and sustained action in children's services. We put in place a three year improvement programme to address the risks and put children's services on a sound footing going forward.

Throughout this report, I will try to tell the story of what good looks like, what it means for people when we get things right. We have a mantra in Social Services 'doing the right thing is also the most cost effective thing to do'. This seems obvious in many ways. Invest in reabling people to keep them independent and they will need less long term care; invest in in-County fostering provision and fewer children are in expensive placements away from home and thus losing connection with their local community. It is clear, however, that this axiom will be severely tested in the coming year – the challenges of reducing public finances, a social care sector which needs to realign the way it works to secure the right workforce care, the demographics of an ageing population and a children's social services in the early stages of an improvement journey will prove a real test of professional and political leadership.

The priorities set out in this report for the coming years are, therefore, focused on service and financial sustainability – doing what matters and doing it right. We need to continue to develop our wellbeing offers to prevent and reduce the need for care and support, we need to continue our children's services improvement programme and we need to deliver a transformed care sector. This may seem daunting, but by aligning priorities with our culture, partnerships, practice and systems we are well placed to continue to do the right thing.

This next year is about delivering a positive and sustainable future for Social Care and Health in Monmouthshire and with the continued support of our workforce, council, partners and communities we are well placed to rise to the challenge.

Claire Marchant

Chief Officer Social Care and Health/ Statutory Director of Social Services

The Vision for Monmouthshire

Building Sustainable and Resilient Communities

Monmouthshire County Council's purpose is building sustainable and resilient communities. This purpose is about improving our place and maximising the contribution and well-being of the people in our communities.

The Council's well-being objectives that will help us deliver this vision are:

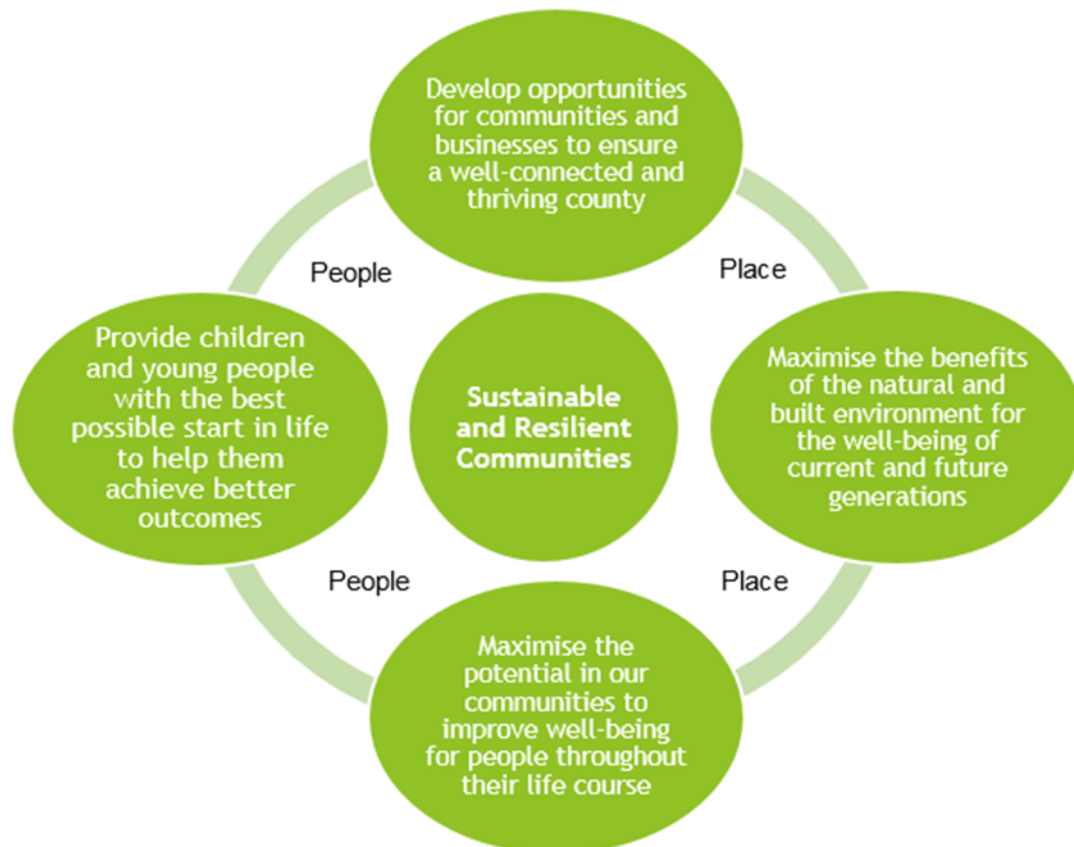


Figure 1

Well-being, Social Care and Health in Monmouthshire

The purpose of well-being, social care and health in Monmouthshire is well aligned to the vision for our county: *'to maximise opportunity for all people to live the lives they want to live and the positive outcomes they identify'*.

Given the focus of our children's services improvement programme, we have expanded this purpose into the following vision:

'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.'

Our purpose drives everything we do. It shapes our culture, our practice, our systems, how we develop our people and invest our time and resources.

Underlying our purpose are four principles:

- Listen to people to understand what matters to them;
- Build on strengths, not deficits;
- Connect people to other people and their communities;
- Relationships at the heart of care and support.

This means in practice we need to spend time having the right conversations so we work with people on the basis of what matters to them; recognising their strengths, capabilities and the resources available to them through their networks of family, friends and communities. This is at the heart of practice-led transformation. We aim to work with people; alongside them, not doing to them. We look to find options and solutions which best meet their version of a good life. This is illustrated in **figure 2**.

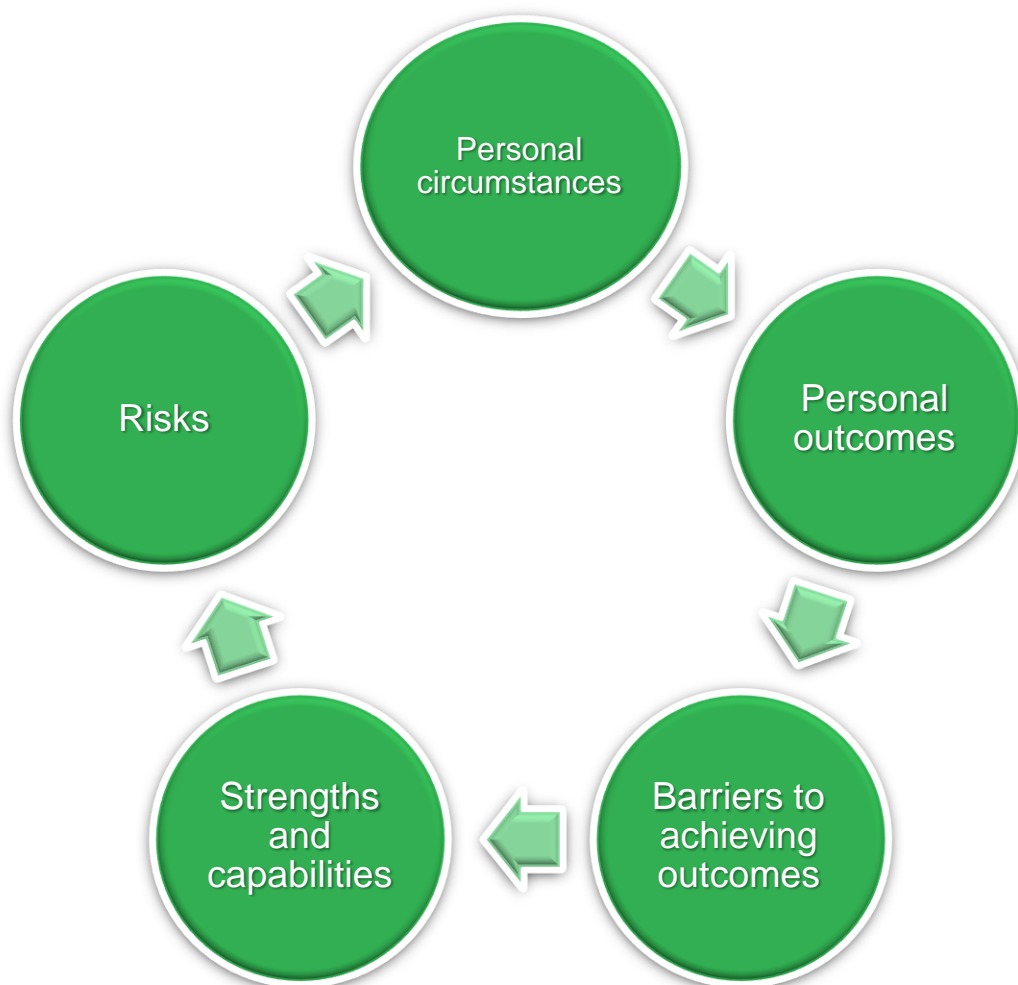


Figure 2

We work in partnership to intervene at an early stage. Our aim is to prevent the need for intensive interventions or high levels of services. This is in line with the focus of well-being of the SSWBA. **Figure 3** illustrates a snapshot of what is available to support people's well-being within their communities. It also shows how work with partners and communities to make best use our collective resources and in so doing to help people live good lives while reducing demand for long term social care and health services.

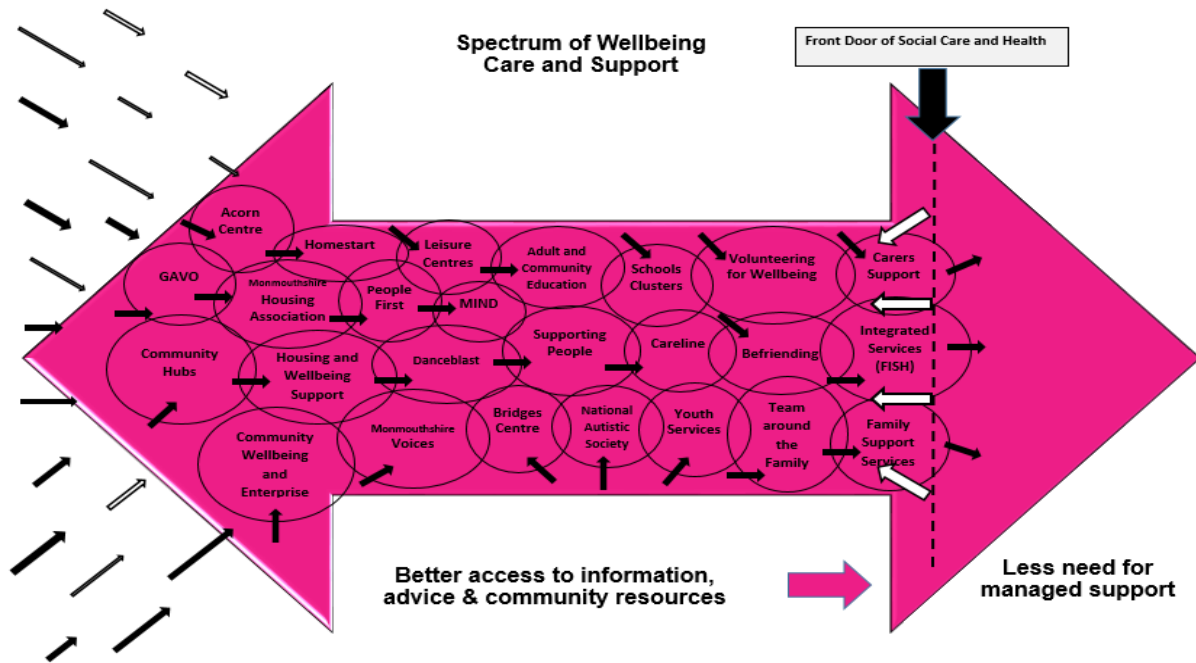


Figure 3

When people do need care and support, we need to work with them, their families and friends, to identify their own natural connections or connect them to support in their communities. People who live in our communities, their families and their friends have the greatest stake in developing those communities as places they want to live and that can meet their needs. Our role is to enable people to engage with and build things that they are passionate about, that can support them to achieve their well-being outcomes.

Monmouthshire's *County that Serves* programme puts our citizens at the heart of our efforts to develop local solutions to local challenges. Citizens are galvanised, trained and supported to make an impact on the issues that matter most in their areas. We have people, resources and networks that we can deploy sensitively and thoughtfully. If we get this blend right, today's generations get to live great lives on their terms within resilient and sustainable communities and we all act as custodians for those yet to come.

This approach to wellbeing is far more sustainable and supportive of people and families achieving change or the outcome they have identified than securing a service to do it for them. Our vision for locality working means supporting people to access what is available in the place they live. This is critical to combatting the scourge of loneliness and isolation which impedes people's ability to live the lives they want and their capacity to find their own solutions. Where we do need to commission or provide care and support for people, our aim is that this is flexible and supports achievement of the outcomes that people have identified for themselves.

Our purpose is clear. The remainder of this report appraises how well we are performing against that purpose – what our strengths? What do we need to do better? What are our plans to achieve improvement?

Director's Summary of Performance

How well are we performing against the purpose we have set ourselves?

In last year's annual report I set out a number of priorities for improvement to focus where we invested time, effort and resources. The substance of this report reflects our achievements against those priorities, our quantitative and qualitative performance against national and local measures, supplemented with what people who have experienced wellbeing and social services in Monmouthshire have told us about that experience. My assessment also draws on external independent reviews, internal audits and case reviews, the views of our own workforce and external partners.

One of the key challenges in evaluating our performance is developing the right suite of measures and mechanisms for reviewing the evidence of how well we are doing. In 2016/17 we moved to a new suite of national outcome measures for social services in Wales. The new measures are aligned to the SSWBA. There is still a way to go to agree what 'good' performance is in respect of the new measures, and for comparative outcomes to be available across Wales. **Appendix 1** to this document illustrates our performance against some of the most important measures we use.

Systems are still being developed to ensure that we can report fully on all measures and capture the evidence that matters most in understanding the impact of what we do. It's important to highlight that this year's annual report includes evidence from surveys of adults, children and carers in addition to other sources.

We are committed to 'measuring what matters' and a new quality and performance framework for Social Care and Health is being implemented in 2017/18. This framework will mean in future reports national performance measures will be balanced even better with qualitative analysis, and the experiences of people who use our services. Heads of Service will report on their service areas at least twice a year into select committees. This will supplement the quarterly reports on the effectiveness of council services to select committees and cabinet. A number of the mechanisms are already in place in line with this new framework and the outputs against them are reflected in this report. The quality and performance framework adds value by bringing them into a coherent approach which will really enable us to understand the impact of what we do. **Figure 4** illustrates this approach.



Figure 4

Overall assessment of wellbeing, social care and health

Adult Services – My analysis is that overall adult services are performing well and are well placed to continue to improve, whilst needing to deal with some very challenging issues in securing the right quality and quantum of care. The evidence for this assessment is:

Practice in adult services is genuinely focused on what matters; the work to ensure this practice is fully embedded is a continuous endeavour. There has been a real focus on working with people to identify their own outcomes, and to support them to live the lives they want to lead – feedback from adults with care and support needs reflects that this is largely their experience. Practice reviews with social workers in Continuous Professional Development (CPD) panels confirms understanding what matters is at the heart of practice. This is not always reflected fully in the way that work is recorded and this is an area for development in the next year.

Some services for adults with care and support needs are delivering really flexible care and support based on long term relationships. We know this is people's experience of in house residential care services provided in Severn View and Monmouthshire's Care at Home service because they tell us that is the case.

On behalf of my husband, who suffers from vascular dementia as well as all his physical ailments, at the moment he has a very poor quality of life. The care my husband receives is superb. We have six totally professional ladies, four calls a day. We can't fault them. They are wonderful.

Not everyone in Monmouthshire gets the care they need as quickly as possible, and the standard of care can vary too much. We know this because some people wait too long for care, either because they are delayed in a hospital setting or in another service. We know that we need to work with providers to ensure everyone gets the care they need, when they need it.

We know our locality approach to wellbeing is making a difference because we are measuring outcomes and listening to the stories of the difference this is making to their lives. We are working with Swansea University to understand how best to measure the whole approach around wellbeing overtime.

Children's Services - Children's services have made significant progress in the last year, from a position of great challenge in 2015/16, when we saw a significant increase in the number of LAC and a high number of agency social workers in our workforce. Independent external reviews (CSSIW into the front door of Children's Services, and a significant practice review from the Institute of Public Care, IPC, an academic social care body which is part of Oxford Brooks University, into practice) have confirmed that the service is improving and the direction is right.

At a LAC review, foster carers were extremely complimentary about s/w and how they feel she has picked up the case and got to know the case, them, the mother, and the children really well in a relatively short time. They felt that "a weight had been lifted" from them as they feel that things are moving forward for the benefit of the children and s/w takes a lot of the worries away from them so that they can just get on with the day to day care of the children.

Practice can still be variable, and not always as good as it needs to be at all times in all parts of the service. Whilst agency numbers have reduced, they still form a significant part of our workforce. Whilst there is no 'magic number' of children a County with the characteristics of Monmouthshire should be 'looking after', the significant increase in the number of LAC in 2015/16 was a real cause for concern. The stabilisation of the number of LAC, is, conversely, positive, but has been accompanied by a very significant increase in the number of children on the Child Protection Register (CPR).

The Children's Service Improvement Programme has brought leadership and focus on what needs to be done to achieve sustainable change which is built on firm foundations and embedded culturally. This provides the basis for consistent, and confident performance. Independent analysis of progress one year into the improvement programme has shown **there is some really good, child-focussed practice, particularly at the point of referral and assessment. We have not yet developed a clear enough approach to 'stepping down' children to support from preventative services. Our performance measures show we are not completing enough assessments in a timely way.**

A high degree of risk is being managed by working with families through a child protection process (child protection registrations increased from 35 to 97 in 2016/17). **Analysis shows we are not always intervening early enough to prevent risk from escalating and there is evidence partners do not always have confidence that the right support is available outside of a child protection registration³.**

We have reviewed and aligned family support services in the last year.⁴ The review highlighted that there is a good range of resources (opportunities) available for family support but they not operating in a coherent way. **This means some families may not get the right family support in as timely a way as they should.** Following the review, there is a clear way forward for early help and intervention services, particularly to ensure the needs of families with complex problems are addressed.

When children are looked after, we are not always able to provide foster care and support for them with Monmouthshire carers. Recruiting Monmouthshire foster carers has

been a particular challenge in the last year, despite investment in this area. This can mean children and young people lose connection with the local area and the resources within it.

How are people shaping our services?

Public service partners in Monmouthshire have completed a major engagement exercise, *Our Monmouthshire*, to understand what really matters to people across the county. As part of the exercise more than a thousand people were interviewed and asked two questions:

‘What is good about where you live?’ and

‘What could make it even better?’

The theme which generated the most comments was landscape and countryside, with these comments being overwhelmingly positive. The next highest number of comments were about town centres and shops, with the degree of positivity depending on where people live. Also, attracting large number of comments were the strong sense of community and connection people felt to where they live and the friendliness of the people in the county. This accords well with the approach to locality working and connecting people to their communities and natural friendships which is a theme throughout this report. *Our Monmouthshire* is informing the Well-being Assessment, in line with the requirements of the Wellbeing of Future Generations (Wales) Act 2015 (WFG).

Figure 5 shows the number of comments by theme for the County as a whole:

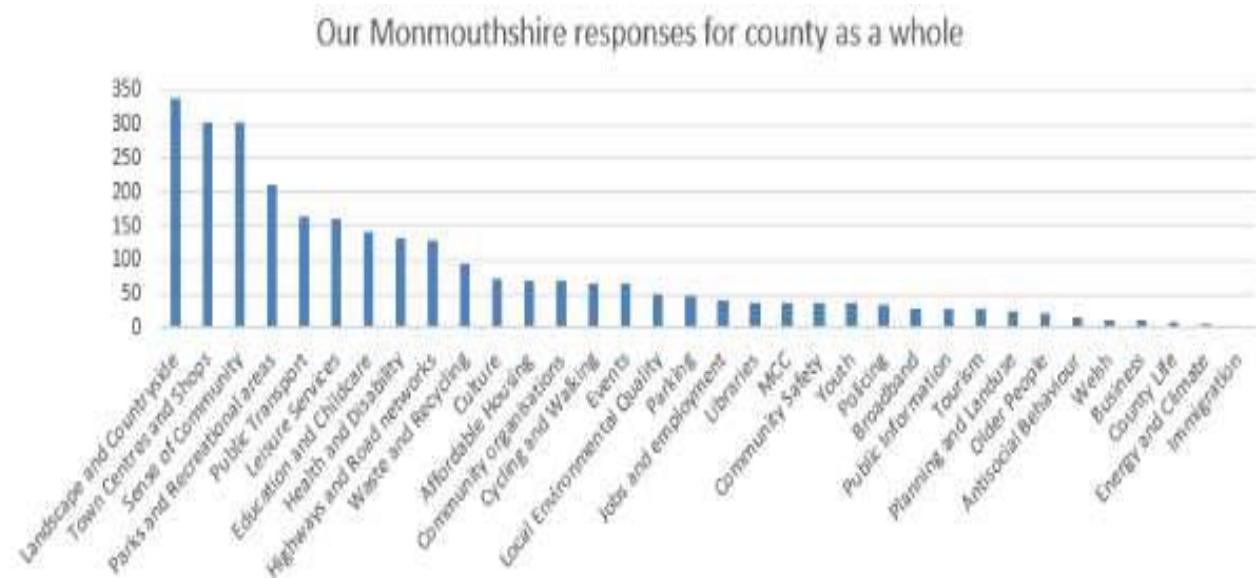


Figure 5

The things people have said through *Our Monmouthshire* have, along with data, statistics and research formed the well-being assessment which has also been consulted on in early 2017. The Public Service Board (PSB) is using the findings of the assessment to help decide on the priorities to focus on in the wellbeing plan. One thing is clear; the number of older people living in our County is going to increase over the next 20 years (see **figure 6**). The opportunity for many older people to continue to make fantastically positive contributions but also the challenges of physical ill health and dementia will be at the fore of partner considerations in setting those objectives for working together.

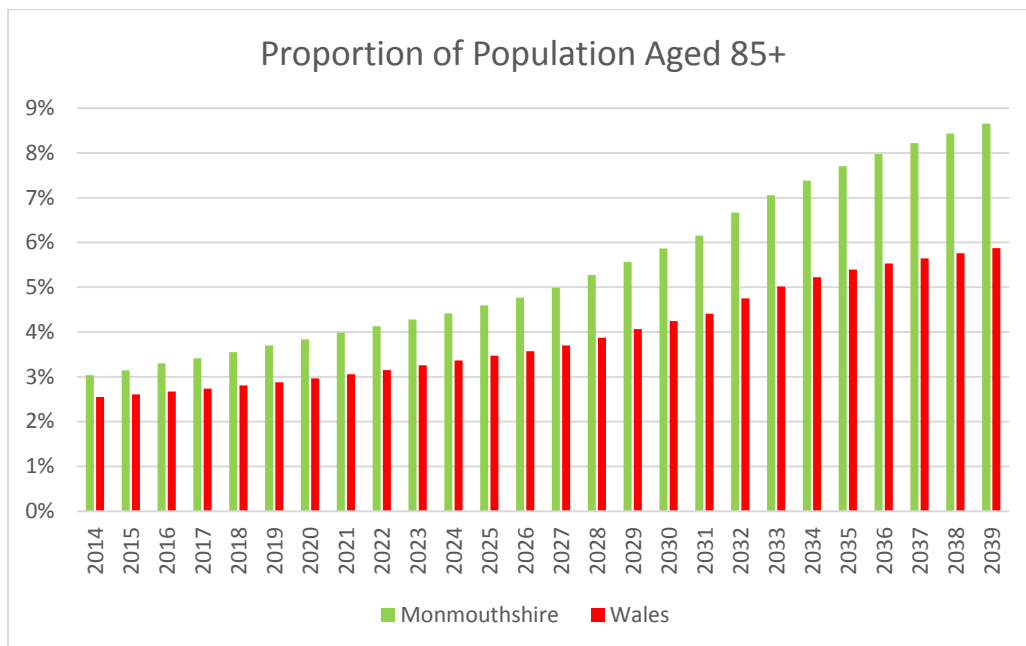


Figure 6

The Gwent Region Population Needs Assessment (PNA), is a requirement of the SSWBA. This has also been developed, and consulted on, in the same period as the future generation's well-being assessment. The consultation for the PNA has built on existing forums and established groups across the region, including the Greater Gwent Citizens' Panel. Partner agencies including private providers and third sector groups were key contributors in the consultation process in order to ensure fair representation and a balanced approach to the needs identified for and on behalf of the community. In addition a citizen's group has been established to scrutinise and steer the population needs assessment. The results of both these consultations will inform how services are shaped and delivered in Monmouthshire, and across the Greater Gwent region, in the forthcoming year.

Working with people to shape wellbeing and social services in Monmouthshire

Some examples of active work with people to shape services in the last 12 months:

- Surveys of adults, carers and children and analysis of response
- Feedback on assessments undertaken by the Children with Disabilities Team
- Development of fora for LAC and care leavers
- Involvement in decisions which affect them (e.g. numbers of children attending LAC reviews)
- Advocacy services for children and adults
- Systems work to review practice across disability services for people of all ages which included qualitative interviews with a number of children, adults and families
- Development of the Carers strategy and the Young Carers Strategy which saw both adults and young carers shaping them⁵.
- My Day My Life, My Mates and My Holidays – co-producing services and outcomes to improve lives for people with disabilities.
- Monmouthshire People First, a user-led organisation for people with learning disabilities, is developing an approach to involving people in our area
- Mardy Park engagement examples of strong community engagement.

Promoting and Improving the Well-being of those we help

Improving Practice, Improving Lives

What we must report on? – We work with people to understand and support the personal well-being outcomes they wish to achieve.

What does this mean? – Understanding what matters to people, listening to understand and supporting them to articulate and achieve what a good life means to them.

What we said we would do (2016/17 *Priorities for Improvement*)

- We will implement the Social Services and Well-being (Wales) Act 2014
- We will deliver a practice-led programme for improvement in children's social services
- Confident social work practice will facilitate the best possible outcomes for people

What have we done?

- ***Social Services and Wellbeing (Wales) Act 2014***

We have been transforming social work practice, understanding what matters, for a number of years. This is now reflected legally in the Social Services and Wellbeing (Wales) Act 2014. This meant that we were able to take stock and evaluate where we needed to develop further and work with other partners to support their implementation. The 'Act Watch' group met for 12 months and covered many topics in the oversight of the implementation. ⁶ The development of partnership approaches to information, advice and assistance and well-being were developed during the year.

- ***Understanding what matters to carers***

The SSWBA broadened the definition of a carer, meaning more carers are entitled to carer's assessments and support plans. Carers must be actively offered an assessment where it appears they have a care and support need. Carers in Monmouthshire – adult carers and young carers - worked with the council and partners to actively develop carers' strategies which really reflected their priorities and were accompanied by a set of deliverable actions⁷.

- ***Excellence in Children's Services***

The operating model in Children's Services has been redesigned to support the right skill set to work with children and families (see **figure 7**).

Proposed Service Delivery Model

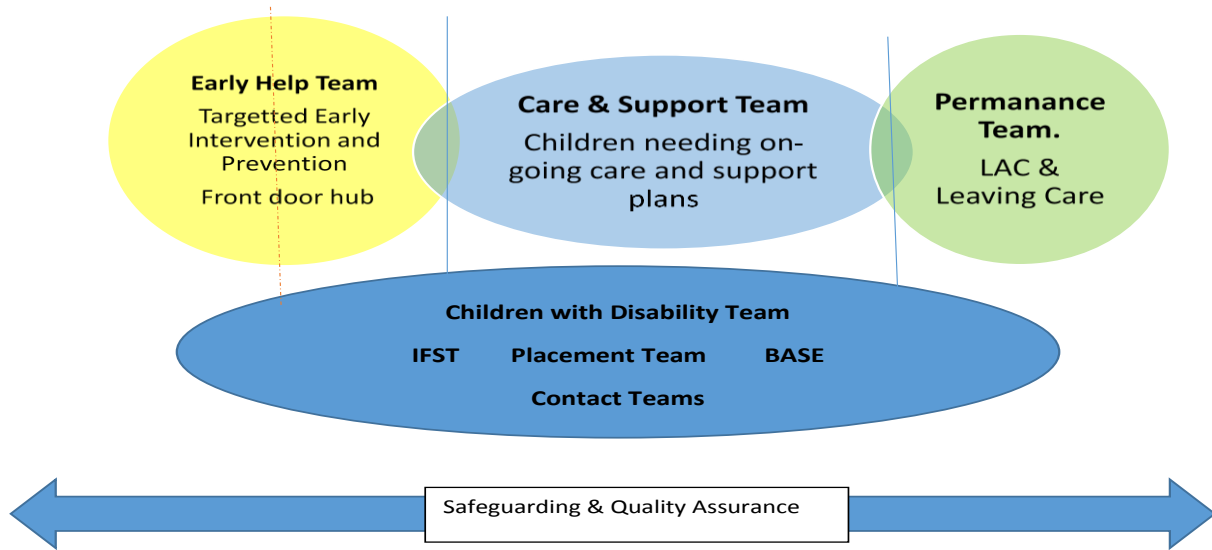


Figure 7

- The redesign of the operating model aims to provide increased capacity at front-door and the basis for the full integration of Team Around the Family (TAF). The operating model is based on a clear vision. It organises how children's services operate, right through from family support to complex needs. This will promote closer working between early help and prevention. The teams all have clear purposes which means children, young people and families should be able to access the right support at the right time. Practice improvement at the front door of children's services and during legal proceedings, have had a particular focus. Policies and procedures to support the model are being developed which address arrangements for dealing with contact and referrals, information gathering, assessment, eligibility and care and support planning, and step down to TAF.
- *Improving practice across all age disability services*
Children and adult social workers who work with people with disabilities and their families have come together to develop a common approach to understanding what matters, and developing their practice to enable people across the age range to live their own lives. The aim of this work is to remove the word (and process) of 'transition' between adult and children's services through a common model of practice which is based on long term relationships. Services are organized around what support is needed.
- *New responsibilities for well-being and social services in the secure estate*
The SSWBA includes new accountabilities for local authorities in which secure estate for adults is located. This has extended the duties of Monmouthshire adult services by 550 people. It offers the challenge of delivering on well-being and outcomes for service-users within the prison 'community' in a similar way to the wider population. Responsibility for these new duties sit with the Monmouth Integrated Services Team who are forging new partnerships with National OMS and the Prison Health Service (ABUHB) and developing nurturing/initiating creative, preventative approaches (the 'Buddy Scheme', Yoga, Mindfulness, Day activities, Peer support sessions), which involve the prison population with care and support needs.

How well have we done?

What have people told us about their experience?

- 75% adults, 86% carers and 64% children report they felt involved in decisions about their care and support

What are complaints, compliments and comments telling us about how well we are doing?

- Figure 7 provides a summary of complaints and compliments received in the last year

	2016/17
Number of complaints received in the whole of Social Care	63
Number of comments received in Social Care	81
Number of compliments received in Social Care	118

Figure 7

- Whilst each complaint is individual there were some themes which provide the basis for learning: the need to improve communication, transparency and adherence to procedures, the need for a swifter response to families in distress or crisis and increased service offer.
- The compliments received reflect the impact on people's lives, often at a time of crisis, when we get things right, listen and support solutions to really difficult circumstances:

"Awwww thank you!! He is doing amazing! Never ever did I think things would be as good as they are. The review was brilliant (I did cry!)"

Thank you! I bet it's nice for you and s/w to see how far he has come. Sometimes you look back on situations and think "we would never be where we are if it wasn't for them" that's certainly what I think about you both because u guys have been amazing all the way through! Thank you"

We are lucky to be living within Monmouthshire Council who provide excellent social services and care by dedicated staff."

What does our performance against national outcome measures tell us about how well we are supporting children and young people to achieve positive outcomes?

- 75.6% adults who received support from the information, advice and assistance service (IAA) have not contacted the service again during the year.
- 74.69% assessments for children were completed within statutory timescales.

What other evidence is important in understanding how well we are doing?

- *The impact of practice change in adult services* – understanding what matters to people and intervening earlier has meant, over time, a reduction in the number of adults receiving traditional care and support services in Monmouthshire (figure 8), despite a demographic which indicates we would need to be making more care home placements and commissioning more domiciliary care.

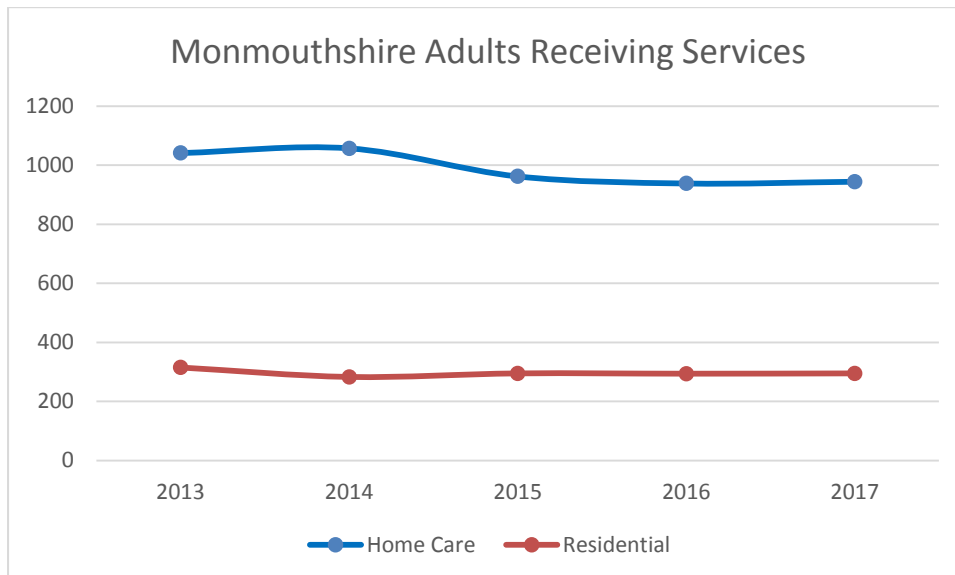


Figure 8

- The effectiveness of the 'front door' of Children's Services* - CSSIW undertook a focused inspection of the 'front door' of Children's Social Services at the start of the year. Overall, inspectors reported robust plans for a whole service redesign and improvement programme which include a focus on prevention, early intervention and wellbeing (in line with the Social Services and Wellbeing Act) and also address the recommendations identified in the previous CSSIW inspection. They noted a number of positive developments, that the improvement agenda is being driven with rigour but there is still a long way to go. The Inspectorate recognised these improvements will take time to implement and embed in everyday practice but that the stated commitment of the authority to improvement is evident.⁸
- Improving Practice in Children's Services* - an independent review of practice in children's services by Institute of Public Care has found evidence that Children's Social Workers are having the right 'what matters?' conversations with families and children⁹.

Working with people and partners to protect and promote people's physical and mental health and emotional well-being,
 Encouraging and supporting people to learn, develop and participate in society,
 Supporting people to safely develop and maintain healthy domestic, family and personal relationships
 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

What does this mean? - This means working with people to support them to achieve the goals they have identified themselves which together constitute a good life. These are called people's 'personal well-being goals'. The SSWBA details the different elements of wellbeing (**figure 10**). People may need support in any of these areas to live the life they want to live.

Elements of wellbeing

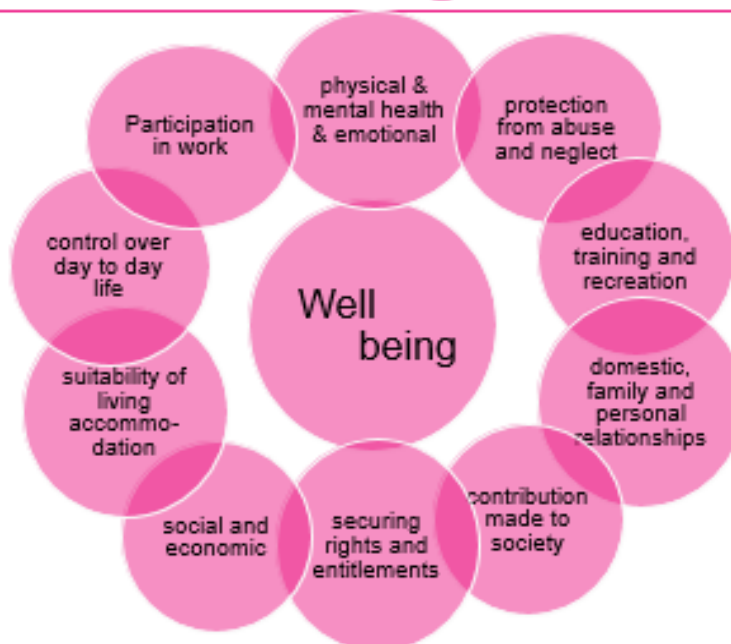


Figure 10

In working with people to achieve their personal wellbeing outcomes, there are three building blocks which form the foundation for wellbeing, care and support:

- **Information, Advice and Assistance (IAA)** – each local authority (with support of their local health board) must secure the provision of an information and advice service relating to care and support in its area (including support for carers) and (where appropriate) assistance in accessing these.
- **Early Intervention and Preventative approaches – being able to access advice and support** as early as possible to tackle problems and maintain a good quality of life, in so doing reducing or delaying the need for longer term care and support
- **Care and support** – We must assess people's needs if we know or think they have care and support needs or a carer needs support. Care plans describe the care and support that have been identified to enable someone to meet their wellbeing outcomes. This will include support from informal carers, friends and families, and support available in the community, as well as social care services.

What did we say we would do? (2016/17 Priorities for Improvement)

IAA

- We will support people to live the lives they want to live by ensuring they have access to the timely, quality, information, advice and assistance

Early Intervention and Prevention

- We will ensure there are coherent models of early intervention, prevention, well-being with a focus on connecting people, families and communities – place based approach
- We will build on the success of our integrated community health and social care teams to develop place based approaches to well-being, primary, community and social care based on NCN boundaries.

Care and Support

- We will commission intelligently, informed by a clear evidence base and analysis of the needs we need to meet. Commissioning and innovative redesign of traditional services will be based on positive, long term relationships with providers. Links between practice and commissioning will be strengthened by using information from assessments and care plans as well as population level assessments.

What have we done?

IAA

- We have reviewed the approach to, and availability of, IAA across the county¹⁰. IAA is available from a range of places in the County (community hubs, leisure centres, social care resource centres, primary care), for all citizens and includes a variety of activity e.g. signposting to support, managing debt, and access to food banks. People can self-refer to most IAA services.
- Staff and volunteers aim to provide a positive response even in the most complex of situations. Access is open and information is available in a wide range of formats, leaflets, posters, websites (including Dewis Cyrmu which has been launched in the last year as a source for professionals and the public detailing wellbeing opportunities in local communities). Contact is through telephone, drop in and or face to face. Social media (Facebook, Twitter and YouTube) is being developed - and take up via these methods, particularly for the younger generation, is increasing.
- The supporting people funded 'Gateway' provides information, advice and facilitates access to assistance for housing related support services, including financial advice,

connection to community support and support in maintaining a tenancy. The IAA provided via the gateway has been expanded to support wellbeing outcomes to meet the prevention agenda of both the Social Services and Wellbeing (Wales) Act 2014 and the Housing Act.

- We have implemented Dewis Cymru¹¹ locally as an information source for citizens and professionals about well-being in Wales.
- FISH (Finding Individual Solutions Here) and the 'Early Help' team in Children's Services are both being reviewed to make sure they are offering IAA in the most effective way.

Early Intervention and Prevention

- We have facilitated locality working – sometimes called place based working – to bring together partners in natural communities who are engaged in activities which support wellbeing. This approach is delivered through many different organisations with a common purpose focussing on wellbeing, connection and contribution.
- We are working with a range of partners to facilitate 'joining up' what is available in 'integrated wellbeing networks' (figure 11) which are based on the 'natural' communities within which people live and within which they connect. There is also a strong connection with primary care 'neighbourhood care networks'. The wellbeing network approach recognises the different elements of 'wellbeing' and facilitates local communities and partners to map assets and understand where their gaps may be.

Figure: 2.1 Intregrated Wellbeing Network

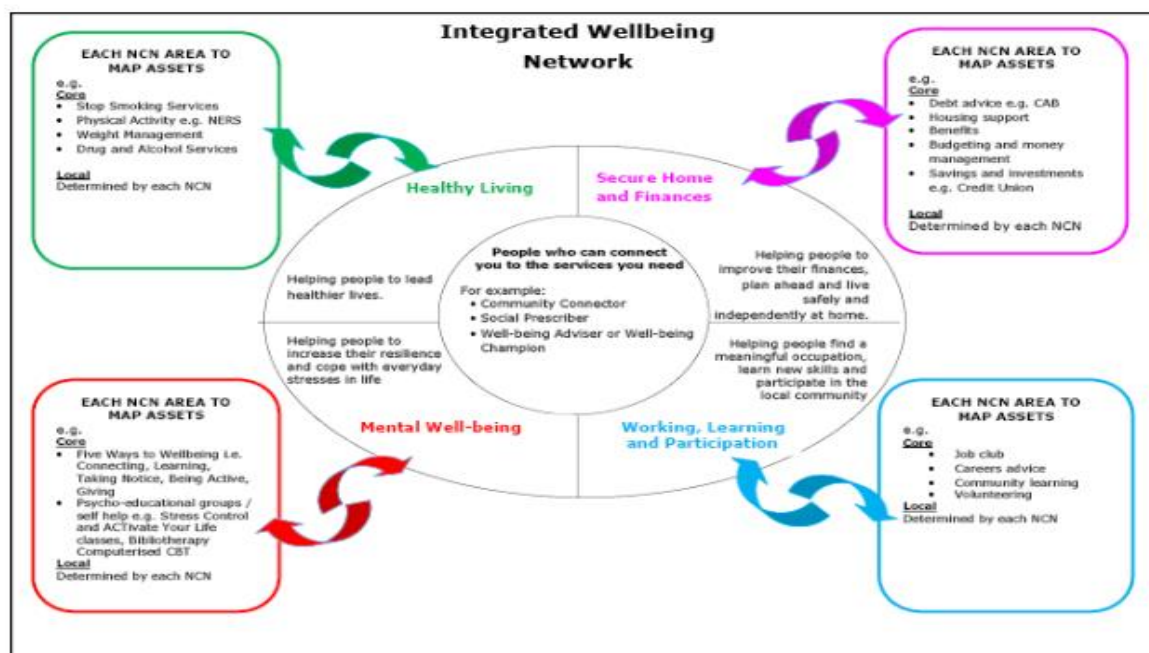


Figure 11

- The integrated wellbeing network approach recognises the importance of community hubs (for the whole population), and health and social care resource centres (for people with care and support needs) as physical assets which support wellbeing activities and health. In the last year the re-development of Mardy Park¹² as a resource centre in the north is providing a real focus for intra-generational wellbeing activities, as well as a base for integrated working for professionals.
- The focus is to provide person-centred service delivery through working collaboratively with the people who live and work locally. In effect the new services provide easy

access to advice, information, and assistance, with “**the right people being available at the right time in the right place**”.

- The model also identifies the roles of people in connecting roles, who support people to access other resources. We have invested Supporting People resources into housing and wellbeing workers and social inclusion workers who are working with people who may be isolated and vulnerable. They assist them to build natural networks and find community support that assists them to work through the issues they face and to prevent them accessing statutory services. Early intervention and prevention in action!
- In addition to the integrated well-being network, further early intervention and prevention for children and families is supported through the Families First programme. In the last year we have:
 - Improved integration of the Team Around the Family with children’s social services.
 - Reviewed family support services with the aim of delivering a more coordinated approach across the different tiers of care – see figure 12

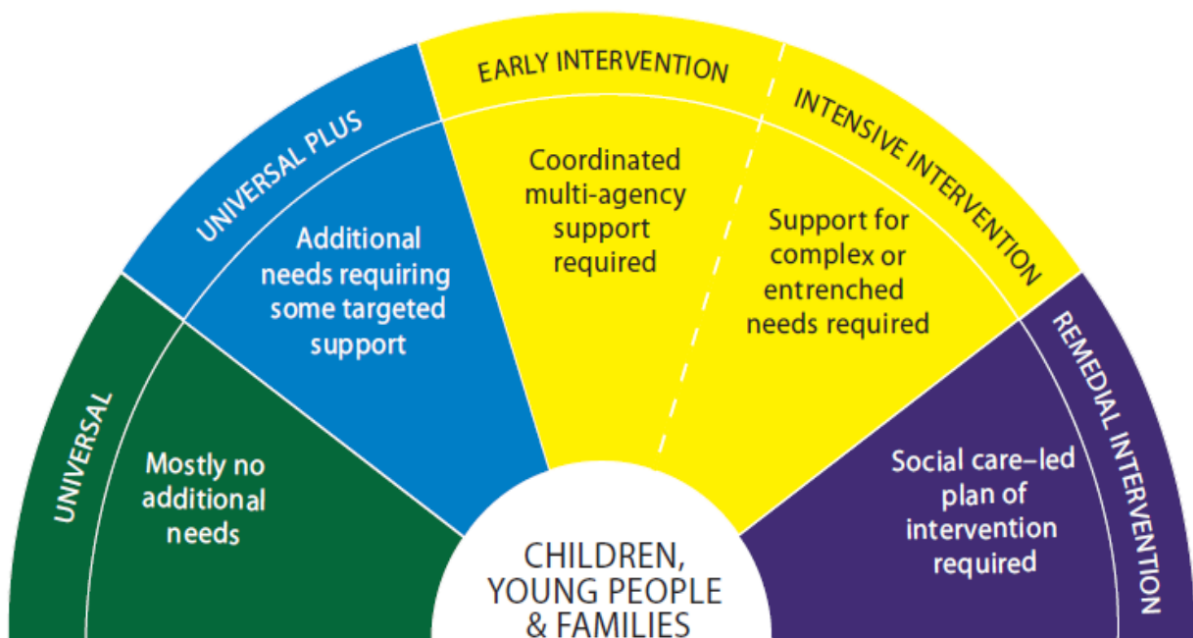


Figure 12

Care and Support

- Care and support in Monmouthshire has moved to a relationship based experience - care that supports a more natural life, promotes choice, control, independence and meets the social and emotional needs of the people we support.
- This principle is being embedded in the type of care and support services we are providing or commissioning across the county. Home support provided by the council has been remodelled. This started as the ‘Raglan Project’ and is now all the Monmouthshire Care at Home service is working in this way. This approach is transforming the experience of care for those who receive the service and their carers.
- We have worked with independent sector home care providers in the last year to transfer the learning from Monmouthshire Care at Home across the sector. Relationships between the council and independent providers have developed very positively through an approach to ‘turning the world (of traditional domiciliary care commissioning) upside down’.

Learning, Developing and Participating in Society

- My Day, My Life, is a person centred approach to support for people with learning disabilities. In the last year, this approach has been expanded through My Mates, a scheme to help people with disabilities develop friendships, wider networks and personal relationships.

The impact of these relationship based approaches is most vividly evidenced through the stories of individuals¹³:

“My Day My Life has really changed me for the better. Back in the old times I wasn't happy. Now I am. I have opportunity in the Youth Centre, Credit Union. I feel like part of the team, and not like a service user. I use taxis, I am friendly and have a good banter with them. I am on FB with a few friends that I have met through my time at the Credit Union. I am making friends within MDML itself and last week went to someone's birthday meal. My mam has seen a big change in me for the better. I am now using my own Bank cards and have been on three self-funded holidays with supported holidays. I can honestly say I don't want MDML to finish. My new confidence and independence is down to the programme. I used to dread getting up in the mornings not any more. It's also down to the staff, they are a friendly team and nothing is too much trouble for them.”

- Children's services have also strengthened working arrangements with youth enterprise to improve opportunities for care leavers not in education, employment or training
- Close working with education to support our LAC to achieve educational outcomes. Schools are able to bid for additional funding for LAC pupils to provide additional support to raise standards via the Educational Achievement Service. Personal Education Plans are written in partnership between schools and social workers to identify areas of strength and areas for development. Appropriate information is shared so that any issues which may be impacting on performance can be addressed.
- There are two fulltime Personal Advisors whose key role is to support care leavers with a pathway plan, on their journey towards independence. There is a care leavers' group that supports young people via organised activities.
- Supporting volunteering and contribution - We provide a clear, consistent and collaborative approach to volunteering across Monmouthshire working with partners in public, private and third sector organisations. The council is supported by 1700 volunteers active across all directorates and 48 members of staff carry out volunteer coordination responsibilities in their role. We have trained 36 of these staff in volunteer management through our Leading Volunteers programme. Working together we have promoted volunteering in Monmouthshire as a way to increase wellbeing by improving the profile, quality and range of volunteering opportunities through various events and online campaigns. In adopting a coproduction approach with Bridges Centre in Monmouth we have specifically supported individuals into volunteer opportunities that benefit their wellbeing. This is one example of how we have increased the level of support, training and recognition for volunteers. Volunteers identified with additional needs are supported by a specialised volunteer coordinator.

Accommodation and Support

- Children's services have worked creatively to secure housing and accommodation support through bespoke packages for LAC and care leavers, working with support providers and registered social landlords.
- We have invested in a number of business cases to improve outcomes for children through expansion of the numbers of foster carers and the provision of additional support through the psychology-led BASE service and additional support special to guardianships
- Commissioning capacity has been integrated into children's services for the first time in 10 years. This has enabled us to review all residential placements and revised our systems to ensure we understand the quality of care and outcomes for young people in residential placements.

Improved Performance

How well have we done (*What does the evidence tell us?*)

What people have told us about their experience

- 78% adults, 75% carers and 69% carers report they received the right information and advice when they needed it
- 82% adults, 91% carers and 88% children report they were treated with dignity and respect
- 82% adults, 80% carers and 88% children report they were given written information of their named worker in social services
- 75% adults, 86% carers and 64% children felt they were involved in decisions about their care and support
- 85% adults, 68% carers and 76% children were satisfied with the care and support they received.
- 51% adults and 36% carers reporting that they can do what matters to them
- 83% adults, 61% carers and 76% children report they feel satisfied with their social networks
- 86% adults, 82% carers and 80% children feel they live in the right home for them
- 78% children and young people are happy with whom they live
- 96% adults, 98% carers and 98% children have received care and support through their language of choice
- 59% young adults report they received advice and help to support to prepare them for adulthood
- 52% people report they chose to live in a residential care home

What does our performance against national outcome measures tell us about how well we are supporting adults to achieve positive outcomes?

Care and support

- 22 people have experienced a delay in their transfer of care from a hospital setting because we weren't able to secure the right social care support as quickly as we should have (more people will have been delayed in other community services). This is a significant improvement on the numbers of delayed transfers recorded for Monmouthshire residents in 2015/16 but does represent real pressure in the system due to the challenges in the domiciliary care market and a deterioration in performance compared to previous years.
- 17.39% people have had a reduced package of care and support six months following a reablement service; 73.33% have no package of care six months after a period of reablement. This is really positive performance, but due to people being delayed in reablement not everyone who would benefit from the reablement service is able to access support to maximise their independence.

What does our performance against national outcome measures tell us about how well we are supporting children and young people to achieve positive outcomes?

- 56.52% children are reported as seen by a registered dentist within three months of becoming looked after
- 98.33% LAC are registered with a GP
- 68.75% LAC are achieving the core stage indicator at stage 2 and 29.41% at key stage 4
- 8.14% LAC who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements
- 61.56% of children supported to remain living with their family
- 63.64% of care leavers are in education, training or employment at 12 months and 50% at 24 months after leaving care

- 5.45% of care leavers have experienced homelessness during the year

What other evidence is important in understanding how well we are doing?

- Analysis of performance in 2016/17 of Monmouthshire Integrated Services ¹⁴ has highlighted that of all referrals (on average 78 per week), 60% require IAA rather than allocation to a professional for further assessment.
- The same report analyses the degree of positive progress people with care and support plans are reporting. This is an extremely rich source of data to support how people we support feel they are progressing towards a better life (see figure 13)

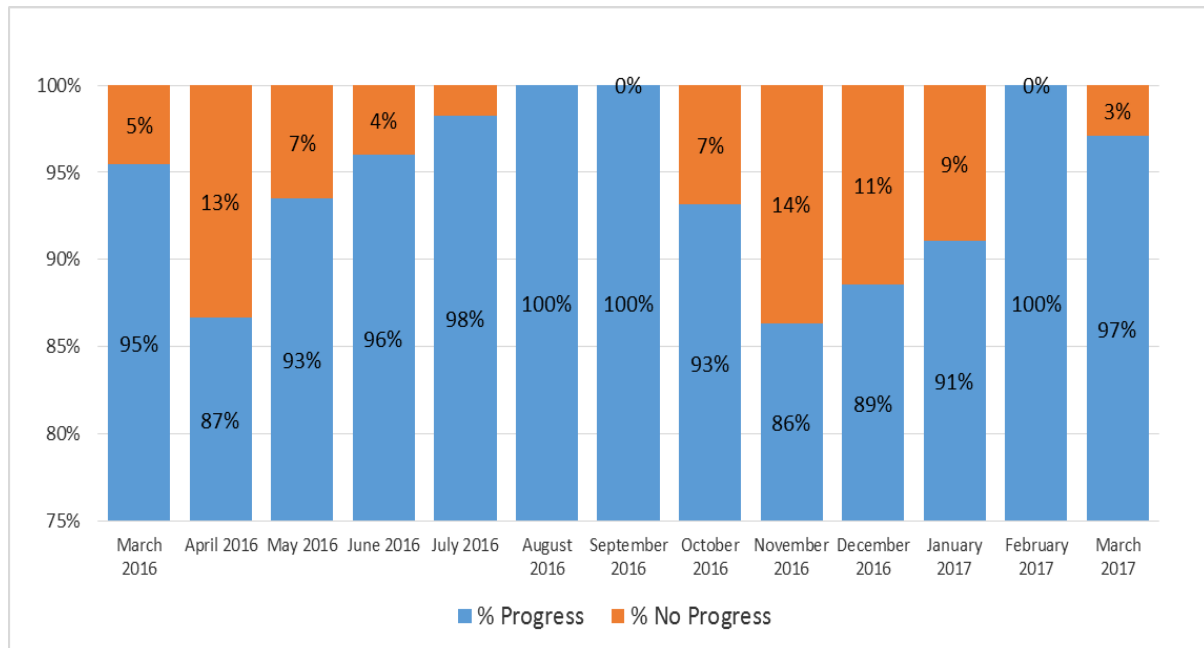


Figure 13

- Despite the pressures in the care sector, our performance measures in figure 14 shows the impact of closer working with, and between, providers in increasing the number of care packages they were able to support.

F

Number of Cases with External Providers (Group adjusted)

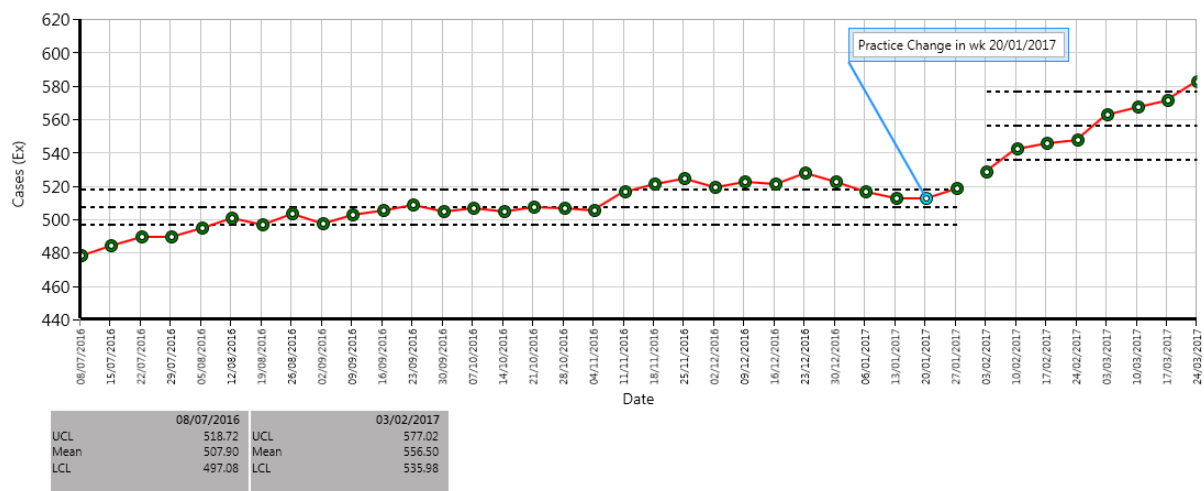


Figure 14

- Analysis by the Head of Children's Services is that there is an increase in the numbers of complex cases of families who are struggling across well-being domains.¹⁵
- Monthly analysis by the Independent Reviewing Officer highlights the number of LAC and mix of placements. Figure 15 is a summary over the last five years. The table illustrates the increased challenge in recruiting Monmouthshire foster carers (and the associated rise in placements with independent foster carers). The table demonstrates the rise in the number of children who have a looked after status who live with their own parents; a result of changing judicial practice.

	31.03.13	31.03.14	31.03.15	31.03.16	31.03.17
Monmouthshire Foster Carers	36	35	34	32	26
Monmouthshire Family and Friends Carers	28	19	16	29	23
Independent Fostering	25	25	37	32	42
Independent Living	2	2	1	1	5
Pre-adoption	0	7	2	9	7
Placed with Parent	4	9	9	16	20
Residential / Education Placement	6	5	8	10	8
Mother and Baby Placement	0	0	0	0	1
Secure Unit	0	1	1	1	1
Child in Hospital	0	0	0	0	0
TOTAL	101	103	108	130	133*

*The numbers include 3 unaccompanied asylum seekers

Figure 15

- The Independent Reviewing Officer produces a statutory six monthly report into the LAC reviews undertaken¹⁶. This provides an invaluable insight into how well we are support LAC, progress and opportunities to improve. A theme this year has been that despite the similar number of LAC at the start and end of the year, there has been a lot of change within the population of LAC). Again, positively in the last half the year there were no breakdowns in Special Guardianship Orders, compared with six breakdowns in the first six months. The report notes ongoing challenges within the Court processes and securing suitable accommodation and support for care leavers.
- During 2016/17 we have worked hard at ensuring that 'for those children where nothing else will do' (this is a quote from case law – that stipulates that all other options must have been considered and ruled out before Adoption is considered) we have systems in place to minimise the delays in the adoption process.. In 2016/17, 9 children were placed for adoption. This figure has been much lower in previous years and 9 represents a significant increase on 2015/16 where we only had 1 child adopted.
- In terms of educational outcomes for LAC, the latest data for academic year 2015/16 shows Monmouthshire's performance increased across all key stages. All key stage 4 LAC achieved a qualification.

Taking steps to protect and safeguard people from abuse, neglect or harm

What we said we would do (*Priority for Improvement*)

Safeguarding children and adults at risk is our very highest priority

What have we done?

Regional Safeguarding Arrangements

- The arrangements for safeguarding across the region are led through the South East Wales Safeguarding Children Board (SEWSCB) and South East Wales Safeguarding Adult Board (SEWSAB) which have a range of sub-groups that deliver safeguarding in its practical form. Monmouthshire's Learning & Review Group improves the quality of inter-agency safeguarding arrangements and practice at a local level, promoting a direct link between the SEWSCB, its sub-groups and front-line practice across the region. The group promotes a culture of multi-agency learning and increased accountability with local authority areas supported by the boards' business unit.

Whole Authority Safeguarding Arrangements

- We have developed a new whole authority safeguarding policy which for the first time comprehensively sets out Council policy for safeguarding children and adults at risk
- There is revised officer governance through the Whole Authority Safeguarding Co-ordinating Group to incorporate safeguarding adults at risk and ensure representation from all parts of the authority is at a senior (Head of Service) level.
- A self-evaluation tool (SAFE) for use across settings in Monmouthshire which support children and adults at risk has been developed.
- We have reviewed and strengthened capacity within the Safeguarding and Quality Assurance Unit to provide the right leadership for whole authority safeguarding and to provide the basis for bringing adult and children's safeguarding together

Protecting Children and Adults at risk

- Clear policies and procedures are in place to safeguard adults at risk and new responsibilities under the SSWBA including workers trained in adult protection orders are in place. The duty to report and wider awareness training has been delivered to a wide range of staff partners.
- We have supported the workforce in children's services through the new operating model, revising systems, policies and decision making processes.

Mental Health and Deprivation of Liberty Safeguards (DoLs)

- We have successfully implemented a new Mental Health Act code of practice which has placed additional responsibilities on approved mental health practitioners (AMHPs) and the local authority.
- Monmouthshire has worked with other Gwent authorities to effectively support people who are deprived of their liberties in registered care settings. A number of people are deprived of their liberty in community settings and this has resulted in a few cases being presented to the Court of Protection for authorisations.
- We are scoping the need to implement the DoLs safeguards for young people aged 16-18.

- We are currently working with a number of young people aged 14-18 who have been identified with mental health issues. The past year has seen greater cooperation between children's services and adult mental health care services to ensure a better and more timely "transition" between services. These young people are now receiving relevant follow up and aftercare defined under the Mental Health Act and the Mental Health Measure.

How well have we done (*What does the evidence tell us?*)

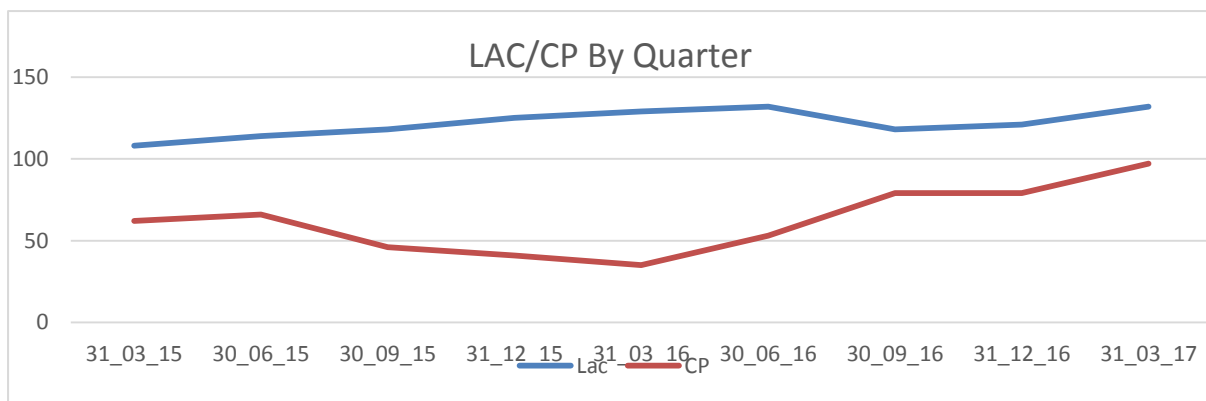
What does our performance against national outcome measures tell us?

Protecting adults at risk

- 274/309 (88.67%) adult protection referrals were responded to within 7 days

Protecting Children

- The most significant feature for child protection in Monmouthshire in 2016/17 was the increase in the numbers of children on the child protection register. This is illustrated in **figure 16**.



	31.03.15	30.06.15	30.09.15	31.12.15	31.03.16	30.06.16	30.09.16	31.12.16	31.03.17
LAC	108	114	118	125	129	132	118	121	132
CP	62	66	46	41	35	53	79	79	97

Figure 16

- 2.38 % children on the child protection register were re-registered during the year. A low level of re-registrations indicates that we are not making inappropriate de-registration decisions.
- The average length of time for all children who were on the child protection register during the year was 230 days – this is an improving position, indicating that cases are being actively worked.

What other evidence is important in understanding how well we are doing?

- Concerns around corporate safeguarding were raised by the Wales Audit Office following a review into safeguarding arrangements in a specific service in the operations division¹⁷. Whole authority safeguarding arrangements have been strengthened and the specific concerns around the individual service are being addressed.

- The child protection co-ordinator develops a 6 monthly report on children on the child protection register. The latest audit¹⁸ highlights a number of areas for further exploration in considering why the numbers of children on the child protection register have increased so significantly. It appears from the analysis that the progress in practice in the last year has meant far higher levels of risk are being held through child protection processes.
- The next step for children's services, with multi-agency partners, is to really work through how the preventative services and care and support plans can be used more effectively to understand and manage risks outside a registration process.

How we do what we do

What we must report on - Our workforce and how we support their professional roles

What we said we would do (*Priority for Improvement*)

We will support and develop the whole social care workforce so they have high levels of confidence, competence and training, underpinned by person-centred values, behaviours and attitudes.

What have we done?

Leadership in Social Care and Health

A new directorate wide leadership structure has been implemented. The Head of Adults and Head of Children's Services now have responsibilities across social care and health in the areas of commissioning, safeguarding and disability services. This recognises the strengths in different parts of the directorate and supports development of a unified culture.

A new service manager structure also reflects wider leadership roles across agencies (Integrated Service Managers) and the directorate (Commissioning Service Manager, Safeguarding Service Manager, Disability Service Manager). Getting the right people into leadership posts has been a major priority during the year. Children's services has benefitted hugely from the drive and experience of a former director of social services to support service improvement whilst all positions have been subject to recruitment.

The leadership structures and role profiles reflect the need to be outward looking, to form positive and productive relationships with colleagues across the council and with key partners. This is critical to achieving the best outcomes for people with care and support needs in Monmouthshire. The new operating model has been approved in children's services, bringing with it new roles for team managers within the service.

Training, Learning & Development

Social Services and Wellbeing Act

Training priorities in the last year have focused on supporting the training needed for the SSWB Act. A comprehensive training approach was taken in the lead up to the Act comprising both regional and locally delivered training. The impact of the training and the approach to working with partners has seen an increase in the knowledge of the Act. Its principles and underpinning ethos are very much the language of all partners. 32 organisations, statutory, voluntary, independent and private providers received training alongside our multi agency teams:

Regional Workforce Development

Welsh Government support for regional developments and national priorities has seen the implementation of Regional Boards for Social Care Workforce Development that pull together national themes from across Wales. The regional board has supported:

- Qualification routes for social work
- Post qualifying programmes such as Continued Professional Education and Learning, Approved Mental Health Professional certification and Team Manager Diploma Programme

- Vocational QCF programmes and review linked to Qualifications Wales
- SSWB ACT Organisational Development programme
- Social Services practitioner initiatives
- Dementia strategy
- Achieving Best Evidence
- DOLs and Mental Capacity - and a range of mental health related joint training
- Domestic abuse
- Safeguarding Board joint training group

Monmouthshire Social Services Workforce Development

A competent, confident workforce is a central component of the children's services improvement programme. A comprehensive skills audit has been undertaken in children's services which informed a training plan. This reflects the needs of the service and individual members of the workforce.

Our professional workforce across social care and health is supported to continually develop their practice which supports registration with Social Care Wales. We support practice in many ways including; supervision, continuous professional development panel and staff development through Continuous Professional Education and Learning (CPEL) framework for social workers.

We are developing competency frameworks across all our occupational groups. Direct care is the first competency framework developed. Our care workforce is being supported, and must perform against a clear set of standards. This is an important mechanism to improve the quality of care and ensure our workforce feels supported in their roles.

Attraction, Recruitment, Selection & Retention

At the start of 2016/17 there were 17 agency workers across children's' services. This has been steadily reducing throughout the year. At the end of the year there were eight agency workers within the service a reduction of over 50% in the year. An agency exit plan is in place that will continue to drive this down when it is safe to do so.

The high number of child protection registrations has meant a need to retain higher number of agency workers in the service due to the need to ensure risk is managed in a timely way for children and families.

A continuous recruitment campaign has resulted in an increase in applicants for advertised posts during the year. The recruitment campaign has been supported creatively by the marketing team with an emphasis on social media to support traditional recruitment methods. Further website work will be required to support all future attraction to the social care workforce.

We have developed a new induction programme in Children's Services, the Children's Services on-boarding programme. This supports all new appointees (including volunteers and agency workers) to ensure they are getting the right welcome to the Monmouthshire as well as the essential training and tools to do their jobs.

The very focussed approach to workforce development in Children's Services has meant morale in the service has improved, despite the level of change that is evident. Sickness absence has also fallen considerably in the service (see **figure 17**).

		2014/15	2015/16	2016/17
Children's services	Average sickness days per FTE	11.89	23.40	10.45

Figure 17

Retention rates have also improved considerably and staff turnover is now at the lowest level in the last 5 years (see **figure 17**).

Year	2012/13	2013/14	2014/15	2015/16	2016/17
Staff turnover %	9.5	10.52	9.76	10.62	7.53

Figure 17

Dare to Care – Supporting Care Workers in Monmouthshire

The most critical issue facing adult social services in Monmouthshire is the ability to secure a care workforce. Dare to Care in Monmouthshire is a campaign to promote care as a career, linked to a wider strategy to develop career pathways, fair terms and conditions, training and development and standards. The planning of this major workstream has started in 2016/17 and will be a major priority in the coming year.

What we said we would do (*Priority for Improvement*)

We will achieve a balanced budget within adult and children's services
We will align our business systems to support delivery of our priorities

How well have we done?

Appendix 2 is visual representation of how the overall social care and health budget (including public protection) is divided between different service areas and individual budgets. As the illustration shows, whilst the budget of nearly £42million is the largest in the Council, outside of schools, the overall budget is made up of many smaller budgets, each of which is fully (indeed over) committed supporting individuals with care and support needs.

2016/17 was a very challenging year financially for social services in Monmouthshire. The outturn position was an overspend of £1.034million¹⁹. The considerable pressures reported throughout the year in adult and children's social services were reflected in the year end position. Children's Social Services reported an overspend of £572,000. This was a consequence of pressures in placements for LAC legal cost and agency workforce. These pressures were recognised in the 2017/18 budget and activity in all three areas is being taken forward through the children's services improvement programme. Adult social services outturn was an overspend of £492,000. Reductions in the budget at the start of the financial year had exposed pressures in older adult mental health services and the Chepstow integrated team arising from demographic pressures and pressures within the social care market. Again, these pressures have been reflected in the 2017/18 budget and a significant piece of work is underway to try and put commissioning of care at home on a sustainable footing.

The Challenge of Financial Sustainability

The challenge to Monmouthshire County Council, and indeed all councils across the UK, is meeting the costs of social care services against the backdrop of reducing budgets and increasing demand for care and support. Demographic changes, increasing levels of age-related disability and the need to invest in the care sector is very well documented. A major study by the Health Foundation²⁰ into the financial viability of the NHS in Wales highlighted the financial, and consequentially service, pressures facing adult social care in Wales which are severe:

"Pressures for adult social care are projected to rise faster than for the NHS, by an average of 4.1% a year. With funding unlikely to rise at the same rate, there is a real risk that the level of unmet need for care services could rise in Wales"

Figure 18 illustrates the gap between current funding levels.

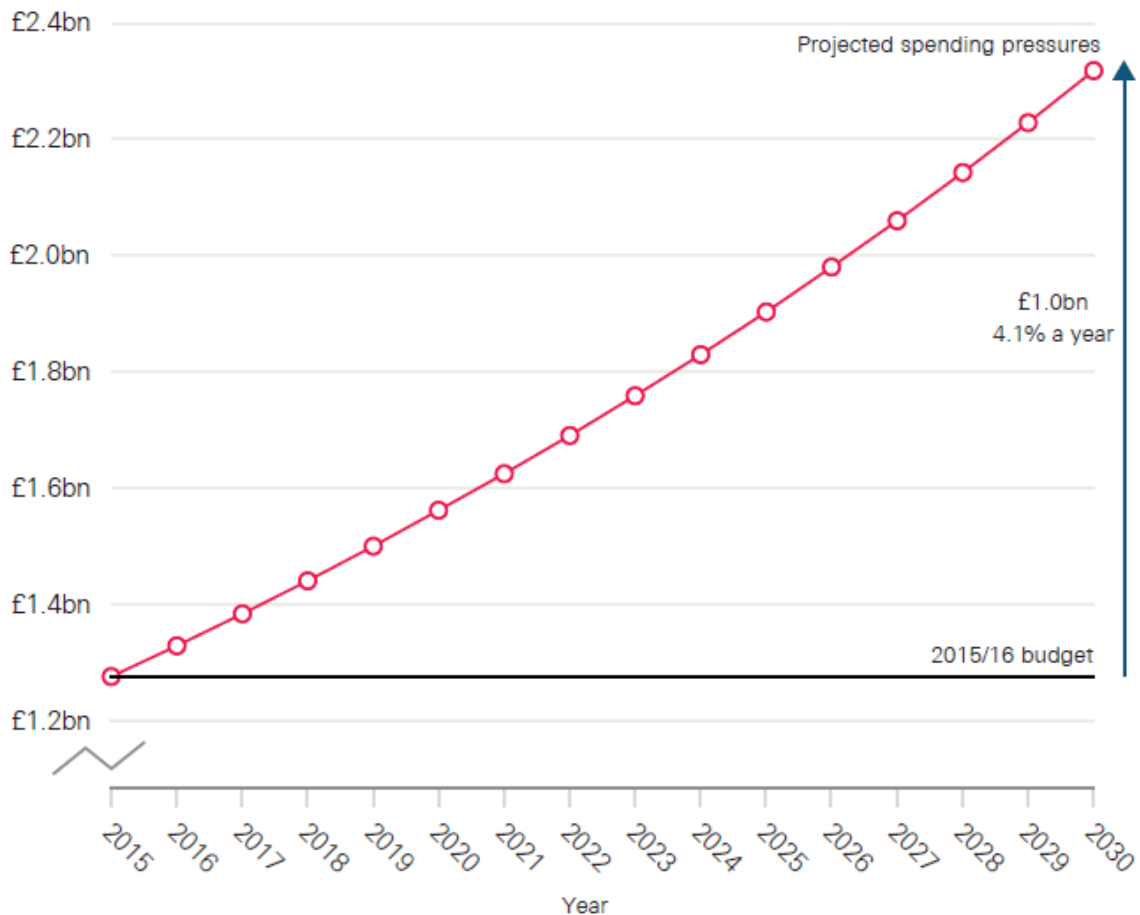


Figure 18

What does this mean in Monmouthshire?

The financial pressures facing Monmouthshire County Council are hugely challenging over the next 4 years. The Council has consistently supported pressures in adult and children's social care to the tune of £5 million over the last 4 years. Over the same period adult social services has delivered savings of £2.3 million. 2016/17 was the first year that adult social care was not able to deliver on mandated budget savings (£600,000). Overall, adult social care services have successfully managed the impact of increasing numbers of older people by transforming the way we support wellbeing, care and support.

Children's services have required significant investment to safeguard children as LAC numbers and child protection registrations have increased. In agreeing budget saving priorities for 2017/18, there are a number of important considerations linked to the service issues set out in this report. Critically, the relatively early stage of the children's services improvement programme means that it is imperative that the focus of the service continues to be improving practice and outcomes for children. In so doing, improvements such as recruiting more local foster carers and supporting children to remain with their own families rather than come into the looked after system, for example, will deliver both better outcomes for children, be far more cost effective and deliver savings over time.

In adult services, the Health Foundation work illustrates the overall pressures meeting the needs of an ageing population across the UK. Monmouthshire has the highest percentage of people aged over 85 in Wales so these pressures are compounded. In Monmouthshire, commissioning domiciliary care in a different way will, in time, prove more cost effective. We have already invested with providers in meeting the national living wage. We recognise that

to support the standards of our future domiciliary care workforce, that we will need to understand the true costs of delivering quality care in a rural county with limited available workforce.

Each service area in social care and health will develop a service and financial sustainability plan for the next four years which will set out the changes that will be needed to meet need and demand, within the resource available, over a period of time. This will mean changes to the mix of services. For example in the area of respite, we continue to move away from residential respite to flexible person centre options.

In both adults and children's services doing the right thing for people has proved, and will continue to prove, more cost effective and it is crucial this principle informs the incredibly difficult budget decisions.

Our partnership working, political and corporate leadership, governance and accountability

What we said we would do (*Priority for Improvement*)

To effectively communicate with people, partners, elected members and council colleagues the important changes as a consequence of the SSWBA.

To realise the benefits for people from the statutory partnership arrangements and priorities for integration.

What have we done?

The SSWBA required the establishment of a Regional Partnership Board from April 2017. The board, has been established and has met on bi-monthly. It has held two workshop events to confirm regional integration priority areas and developed joint statements of strategic intent for priority areas: older people; children with complex needs; carers.

Other elements of the statutory partnership and collaboration duties, including the establishment of a regional citizens' panel and a regional value based provider forum, are also in place with the Gwent region being amongst the first in Wales to establish these.

There are regional joint commissioning priorities: domiciliary care; model partnership agreement (for joint commissioning and pooled budgets for care home placements for over 65's); third sector review and pre-implementation work to support the national framework agreement for placements for people with learning disabilities and mental health problems.

The population needs assessment was completed, to meet statutory requirements under Part 2 of the Act, with discussion and sign off by each local authority and local health board governance process, with report submission by the deadline date of 31st March 2017.

The first Regional Partnership Board annual report was completed and submitted by due deadline of 31st March 2017, and this met requirements set out in Part 9 of the Act.

The Regional Partnership Board has reviewed existing partnerships and integrated arrangements across health and social services and has agreed a number of partnerships under the board as follows:

- Children and Families Partnership
- Older Persons Integration Partnership
- Mental Health and Learning Disability Partnership
- Carers Partnership
- Health, Social Care and Housing Forum

All integrated pieces of work will come under one or other of these partnerships and Monmouthshire is well represented on all partnerships, and leads the Children and Families Partnership.

At a local level, the Monmouthshire Integrated Services Partnership Board is well established and provides leadership to integrated working between primary, community health, social care and wellbeing services. The board also provides governance to the formal partnership agreements and pooled budgets between the health board and Monmouthshire County Council. Arrangements have been reviewed in the last year to ensure they are fit for the future and meet the aspirations for further integrated working supported by effective professional, financial and operational governance going forward.

Our Priorities for Improving

What are the priorities for next year and why?

The 2015/16 annual report set out a comprehensive set of 14 improvement priorities which were designed to be delivered over a 3 year period. We will be continuing to progress those priorities, and progress against them all has been noted in this report. They have been 'themed' into 12 priorities and supporting actions for the next 3 years to align them with the SSWBA and the reporting framework within this report.

Overarching this priority, we will, in the next year, work with people, communities and partners to develop a strategic vision for wellbeing, social care and health in Monmouthshire.

The priorities are:

1. *Involving people in everything we do – 'nothing about me without me'*

- We will co-produce our approaches to well-being, care and support with people and communities, including:
 - Developing and delivering dementia awareness training with carers.
 - Co-producing opportunities for understanding what matters to people with learning disabilities with Monmouthshire Peoples First.
 - *We will build on the learning from the care leaver apprenticeships to ensure we are doing what matters to children and young people and improve our ways on involving children in care and care leavers in our work*

2. *Advancing social justice and wellbeing through an asset based community development approach – building everything we do around the communities in which people live their lives:*

- Set out a vision and support progression towards all support being delivered at a locality level. This means we will extend the locality approach to include children and families, people with learning disabilities and mental health.
- Support the community development team to facilitate meaningful community conversations to understand the assets and priorities for development in each locality
- Work with partners to align resources – finance, people, assets- within each locality to achieve maximum impact
- Build on strong relationships with primary care through NCNs to enhance integrated working between wellbeing, primary and community services
- Explore the opportunities for development of more integrated hubs to support the locality approach.
- Review structures and governance in partnership, reflecting a renewed purpose for integrated wellbeing, primary and community services
- Work with academic partners and Public Health Wales to develop performance measures will be developed and based on an agreed understanding of what good looks like.

3. *Early intervention and prevention – supporting people at the earliest opportunity to live the lives they want to live; preventing / delaying the need for intensive care and support*

- Work with colleagues across the council, with our partners and with communities to embed the principle that well-being and prevention is everyone's business and every service area can make a considerable contribution to well-being.

- Evaluate and determine if the current front door systems in adult and children's service support delivery of IAA comprehensively enough.
- Continue to work with a wide range of partners to develop locality approaches to wellbeing. This includes working with Public Health Wales to develop a social prescribing approach
- Work with school clusters and partners to develop a targeted, evidence-based model of early intervention and prevention in children's services for families that are showing signs of distress to ensure they can access early and appropriate support. This will aim to prevent families reaching a point where it is necessary for children's social services to intervene, less still for them to break down to the stage where their children are taken into care.
- Work with all partners to review current investment from all funding streams, e.g. core funding, Families First, Supporting People etc. to ensure the right range of targeted support is in place.

4. Strengthening practice - developing our practice to understand 'what matters' to people so we focus care and support where it is needed on what people can do, and what they aspire to do, to overcome barriers to living the lives they want to live;

- Social workers will spend their time working with people to understand what matters to them and facilitate them to live the lives they want to live.
- We will get the basics right – learning lessons from case reviews, audits and complaints in key areas such as child protection, adult protection, Mental Capacity Act and Deprivation of Liberty Safeguards.
- Embed strengths-based and outcome-focussed practice in adult and children's services.
- Progression/ recovery/reablement will be at the heart of social work practice.
- Further develop and evaluate outcomes to understand the impact of practice change through a quality and performance framework that measures what matters. This will include quality assurance systems that support continuous improvement in practice and will be fully embedded in the way we work.
- Reflection as an essential part of practice is critical and a positive approach to continuing professional development, learning and review will support us to ensure we understand people's experience of us and improve from it.
- We will continue to develop our all-age approach to disability. This is a practice-led approach, improving the way we work with young people and their families throughout their life including at the critical time of the transition to adulthood.
- Where people have care and support needs we will work with them in a way which empowers them to identify, choose and control the support or care they need to live life as they want. There will be more direct payments so people can access the support which is right for them.
- We will support our workforce to enable them to better record 'what matters' in assessments and 'outcomes' care plans from the perspective of the person with care and support needs/ the carer.

5. Delivering excellence in Children's Services – a programme to deliver practice-led transformation leading to improved outcomes for children in Monmouthshire

- We will deliver year 2 of the Children's Services Improvement Programme. Year 2 of the programme will focus on:
 - Embedding leadership roles and responsibilities
 - Integrating targeted prevention through reviewing and integrating fully the team around the family into children's services
 - Fully implementing the quality and performance framework in every team and at a service level, this will enable remaining inconsistencies in standards of practice to be addressed

- Working with partners to identify, manage and mitigate risk outside of child protection processes
- Continuing to progress the court improvement plan
- Evaluating the options for increasing local foster carers for Monmouthshire children and recommending a way forward
- Understanding the quality of our support to our LAC and care leavers and making necessary improvements
- Ensuring there is a sustainable workforce model which minimises the number of agency workers
- Implementing the recommendations of the family support review
- Working with regional partners to develop more effective care and support options for children with complex needs

6. Improving Outcomes – supporting delivery of personal outcomes so people can live the lives they want to live

- Develop job coaching, apprenticeships and supported employment opportunities to enable people to overcome barriers to employment
- Support volunteering, including volunteering for wellbeing, so everyone has the opportunity to make for a contribution.
- Continue to develop 'My Mates' as a safe friendship/ relationship service for people with disabilities
- Implement the Carer's Strategy and Young Carer's Strategy to enable people with caring responsibilities to achieve their wellbeing outcomes
- Work with CYP to ensure the educational outcomes for LAC are met, and to minimise non-transitional school moves
- Develop an holistic plan to ensure a joined up approach to improve opportunities for our young people leaving care; specifically this will address:
 - Somewhere safe to live with financial security,
 - An active offer of education, work or training,
 - Ongoing social and emotional support

7. Effective safeguarding - the very highest standards of safeguarding, understanding how we can prevent abuse and protect those who are experiencing or at risk of abuse or neglect

- Ensure effective leadership and governance of safeguarding at a regional, whole authority and directorate level
- Develop the leadership of the Safeguarding and Quality Assurance Unit in whole authority safeguarding and operationally adult and child protection
- Roll out the 'safe audit' and evaluating where gaps are in safeguarding practice across the council
- Develop and implement a refreshed training strategy and plan
- We will continue to work with regional partners to ensure the DoLs safeguards are used when needed

8. Improving outcomes through partnership working – positive productive partnerships which deliver: with people, communities, across Monmouthshire and the Greater Gwent region.

- Work effectively within the Regional Partnership Board to develop key priorities for regional working in health and social care, providing leadership in significant areas, e.g. children with complex needs
- Work effectively with Public Service Board partners to shape the wellbeing objectives and lead priority partnerships
- Work in partnership with social care providers, communities, families and individuals to develop creative solutions to improve outcomes to individual and service wide problems.

- We will build on successful collaborations with partners in the Greater Gwent areas such as the regional adoption service and frailty service and progress further collaborations where there is a clear business case.

9. Quality of care - being passionate about the quality of care; care which is based on relationships and deep exploration over time of what matters to the people we work; developing our quality assurance mechanisms to really understand the impact and outcomes from practice and service delivery

- Support the development of the direct payment cooperative work develops as one way of increasing the number of direct payments in the county.
- Complete the move from task and time to relationship-based care at home for the whole care sector in Monmouthshire, to address the critical issues in quality and quantum of care.

10. Workforce development - Developing our workforce – in the Council and across the social care sector – to have the capability and capacity to achieve the standards we set ourselves

- Work with partners through “Dare to Care “, a workforce strategy to reframe the image of care work, develop career pathways and apprenticeship and training programmes. Through this work, develop more sustainable retention and recruitment in the care sector.
- We will work with regional partners, and across the whole social care sector to prepare for workforce implications of the Regulation and Inspection Act.
- We will implement the next phase of our workforce plan for children’s service, the priority outcome being a stable, permanent workforce
- Training and organisational development activity will be aligned to the culture and values we are developing.
- We implement a collective development programme for the new leadership structure in social care and health

11. Financial sustainability – four year service and financial sustainability plans for the whole of social care and health

- We will develop our operating model for social care and health, supported by four year plans for each service area which are sustainable and cost effective from a service and financial perspective

12. Intelligent commissioning - Using data and evidence to inform decisions about how we commission and develop the service officers to deliver outcomes

- We will develop an integrated commissioning unit within social care and health which will embed commissioning as a core function within children’s services
- We will commission a new approach to care at home, ‘turning the world of domiciliary care’ commissioning upside down. We will also continue to address risks of business sustainability in the sector.
- We will re-provide the Council’s residential care for older people with dementia through an innovative partnership arrangement
- We will develop relationships with providers to deliver what matters to people with a learning disability and mental health problems, including increased community connection and reduction in dependency on service provision
- We will develop a commissioning framework in children’s services and engage with providers to ensure a full range of services which provide positive outcomes for children, young people and families

- We will continue to explore procurement approaches which ensure we pay a fair price for care, based on an open book, high trust, relationship
- We will commence a review of all supporting people services

Further Information and Supporting Documents

¹ Institute of Public Care *Monmouthshire Delivering Excellent Practice in Children's Services: Progress Review*, June 2017

² Institute of Public Care *Monmouthshire Delivering Excellent Practice in Children's Services: Progress Review*, June 2017

³ Monmouthshire County Council, Child Protection Co-ordinator, '6 month Child Protection Report, Children on the CPR – the journey in the last 6 months!'

⁴ Interim Family Support Review, April 2017

⁵ Monmouthshire Carers Strategy , [Young Carers Strategy - You Tube Select Committee](#)

⁶ [Act Watch Notes - April 2017](#)

• ⁷ [Carers Strategy English](#), [Carers Strategy Welsh](#)
[Young Carers Strategy - You Tube Select Committee](#)

⁸ Report on progress in relation to 'front door' services in Monmouthshire Children's services, June **2016**

⁹ Institute of Public Care, Review of Delivering Excellence in Children's Services programme, April 2017
The Provision of Information, Advice and Assistance in Monmouthshire, Report to Adult Select Committee.

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¹¹ <https://www.youtube.com/watch?v=aA-j6xXRwIE>

[Dewis Press Release and Launch Photos.docx](#)

• [Telling the Story - evaluation Mardy Park.docx](#) , [Telling the story – My Mates](#), [Telling the Story – My Day My Life](#)

¹²Telling the Story – Mardy Park Photos

¹³

¹⁴ Monmouthshire Integrated Services Performance Report for Gwent Frailty Joint Committee, 2016/17

¹⁵ Head of Children's Services, May 2017

¹⁶ Independent Reviewing Officer Reports – 01/04/16 – 30/09/16 & 01/10/2016- 31/03/2017

¹⁷ WAO Report into Safeguarding Arrangements in the Kerbcraft Service in Monmouthshire County Council, February 2017

¹⁸ Monmouthshire County Council, Child Protection Co-ordinator, '6 month Child Protection Report, Children on the CPR – the journey in the last 6 months', April 2017

¹⁹Revenue & Capital Monitoring 2016/17 Outturn Statement, Monmouthshire County Council Cabinet, June 2017

²⁰ 'The path to sustainability: Funding projections for the NHS in Wales to 2019/20 and and 2030/31' , Toby Watt and Adam Roberts

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SUBJECT: Investment Proposal Monmouth Leisure Centre

MEETING:	County Council
DATE:	27th July 2017
DIVISION/WARDS AFFECTED:	Monmouth

1. PURPOSE:

- 1.1 The purpose of this report is to re-present the Business Case for the replacement pool and the significant redesign of Monmouth Leisure Centre, following cabinet approval to spend £204,000 to identify cost certainty in January 2017. Cost certainty has now been established at £6,989,109 for the main build.
- 1.2 To provide the school and community with a temporary structure and negate the loss of the sports hall facility during the build. The building costs including the temporary structure increase to a maximum of £7,404,539 depending on site logistics on known information. However the most likely scenario is the total cost would be £7,276,704. The additional site closure will result in the loss of a net revenue figure of £146,486.
- 1.3 To consider the four options volunteered as a way to progress the project, listed in 3.5, recommending the most pragmatic (option 2) for approval.

2. RECOMMENDATIONS:

- 2.1 To approve the overall funding envelop of £7,404,539 to deliver the new pool and building re-design as indicated in the resources section. This includes the following:
 - Additional funding from the S106 agreement has been confirmed at £985,000 from the Wonastow Road Development.
 - There is also £1,928,000 that has been confirmed by Welsh Government, which is committed to the project.
 - The income assumptions from having new and different facilities is anticipated to be sufficient to support £3,580,000 of the capital expenditure necessary.
 - The council will borrow the remainder, appreciating an allowance was made by Members during budget setting process 2017-18 to create £500k headroom in Council's treasury budget, to support 5 particular policy commitments, of which this was one.
 - There could be potential of further funding depending on developments from section 106 in the local area (but this is not included in the calculations).

For this investment the community will be benefiting from a state of the art facility in response to the Well-being and Future Generations (Wales) Act 2015 including:

- A 5 lane 25 metre swimming pool
- 50-60 station fitness facility and additional studios
- A large adventure play facility with café

Please refer to page 7 of the Final Business Case for further information on facilities included.

2.2 To approve option 2 with the installation of a temporary structure of 700 metre squared to replace the existing sports hall whilst the works are being completed at a minimum cost of £287,595 and a maximum cost of £415,430 pending suitable planning and a flood consequences survey.

3. KEY ISSUES:

3.1 Cost certainty on the Leisure facility has resulted in an increased figure to £6,989,109 through price inflation and a client risk contingency sum, which identified a number of additional costs associated with the scheme in liaison with our Property Services and the Contractors. Such areas as ground conditions, IT requirements and out of hour's security all contributed to this figure.

3.2 Following the demolition of the swimming pool in March 2016 Council agreed to re-provide the facility and the community continue to engage with Leisure Services on the proposed date for completion. Expectations are high from within the community but the improved offer should more than satisfy demand for future generations.

3.3 Following consultation with the school it has been identified that the closure of the Sports Hall will lead to on-site PE provision no longer being available. Furthermore, disruption to exam timetabling due to lack of suitable on-site amenities could have a detrimental impact on student attainment and safeguarding. This could impact on students' future career pathways and the continued improvement of outcomes in Monmouth Comprehensive School.

3.4 Planning has since been granted for the building proposal as mentioned in the Cabinet report presented in January 2017.

3.5 As a result four options have been identified to mitigate any issues this may cause:

- **Option One** – Reinstatement refurbishment of Leisure Centre and new pool, leaving the school without any Sports Hall provision (cost certainty option);
- **Option Two** – Reinstatement refurbishment of Leisure Centre and new pool with temporary sports hall type structure with a caveat that the Sports Hall in the Leisure Centre will remain open until the temporary structure is in place;
- **Option Three** – Delay whole Leisure Centre build project until school site is complete;
- **Option Four** – Build Leisure Centre now resulting in Sports Hall remaining open until School build is complete and then convert the existing sports hall into a swimming pool.

3.6 The table below outlines the 'Pros and Cons' of each of the four options:

Table One – Situational Analysis of Four Options

Analysis	Option One	Option Two	Option Three	Option Four
Pros	<ul style="list-style-type: none"> • Honours decision to return pool facility; • Maintains leisure centre staff morale; • Keeps leisure centre build project on financial target. 	<ul style="list-style-type: none"> • As per option one; • Provides on-site Sports Hall like facility to address school issues. 	<ul style="list-style-type: none"> • School retains Sports Hall facility. 	<ul style="list-style-type: none"> • School retains Sports Hall facility; • Community benefits from new leisure facilities.
Cons	<ul style="list-style-type: none"> • Fails to address school concerns as leaves school without Sports Hall provision; • Plan are already in place to mitigate impact, school will therefore be compromised and will need review issues at a very late stage in proceedings. 	<ul style="list-style-type: none"> • Additional costs for structure; • Potential Impact on school safeguarding; health & safety; timetabling; • Will take time to address site issues e.g. flood assessment surveys, safety concerns, etc. 	<ul style="list-style-type: none"> • Additional financial costs due to inflation and additional loss of income; • Continuing lack of leisure facilities, impact on community well-being; • Broken promise to the community. 	<ul style="list-style-type: none"> • Additional financial costs due to inflation and additional loss of income; • Doesn't solve pool delay, still no facilities for three and a half years, so still broken promise.
Risks	<ul style="list-style-type: none"> • Disruption to school management; • Overall safety and well-being of students could be compromised 	<ul style="list-style-type: none"> • Siting of temporary structure within timeframe proves to be impractical 	<ul style="list-style-type: none"> • Increased impact on already constrained budgets; • Reputational risk to the Authority. 	<ul style="list-style-type: none"> • Increased impact on already constrained budgets; • Reputational risk to the Authority.

3.7 Table Two below provides a detailed financial analysis of the four options:

Options for the Redevelopment of Monmouth Leisure Centre	Option 1	Option 2	Option 3	Option 4
	Refurbish Leisure Centre and New Pool £	Refurbish Leisure Centre and New pool with temporary structure £	Delay whole project until School build is complete £	Refurbish Leisure Centre now, build pool when school build complete £
Cost of Project				
Cost of Works	5,379,557	5,379,557	5,379,557	5,379,557
Contingency & risk allowance	290,250	290,250	290,250	290,250
Additional costs from phasing	0	0	0	371,137
Extra Inflation on works delay	0	0	375,000	50,000
Equipment etc.	1,319,302	1,319,302	1,319,302	1,319,302
Inflation on Equipment delay	0	0	98,000	0
Facility Costs Sub total	6,989,109	6,989,109	7,462,109	7,410,246
Temporary structure	0	287,595	0	0
If temporary structure needs to be raised above 450mm		127,835		
Total Costs	6,989,109	7,404,539	7,462,109	7,410,246
Revenue impact				
Costs of Site Closure	146,486	146,486	146,486	133,157
Loss of additional surplus - 1 year	0	172,000	172,000	112,000
School Disruption Risk				76,000
Total	7,135,595	7,723,025	7,780,595	7,731,403
Net Additional Cost from option 1	0	459,595	645,000	595,808

Completion	Oct 2018	Dec 2018	July 2019	Other: May 2018
				Pool: April 2019
Planning delay		Jan 2019		

Based on 450mm

Based on 6 week delay risk should the programme be frustrated through school programming

Worked through from existing budgets and best assumptions on projected lost income

3.8 Based on the above table and all considerations option two is the preferred option because it allows the school curriculum to continue whilst ensuring the Monmouth build is not further delayed impacting upon the community.

3.9 The project is expected to take 55 weeks and as it's on a dual use site that is also undertaking a school rebuild, it is anticipated an initial 31 week shut down. Week 32 could see part of the centre re-opened (play, cafe, health & fitness) with the exception of the pool that would open at the end of the build programme. Significant health and safety issues have been identified which would indicate that it may be in the best interests of MCC and the community to close the site for the whole period of the development.

4. REASONS:

4.1 The service has provided sound reasons for the Monmouth project in the attached business case. These are summarised below;

- To meet the requirements of the Well-being and Future Generations (Wales) Act 2015 which seeks to improve the social, economic, environmental and cultural well-being of Wales. This project will play a fundamental role in ensuring we improve people's lives through health and well-being. The learning to swim programmes fit with Sport Wales strategic aspirations, which is that 'Every Child is Hooked on Sport for Life and every child a swimmer' and the second is for a 'Nation of Champions'.
- The project also aims to react to the flat lining levels of sport participation and high levels of inactivity and to create a more physically active population where children and young people enjoy the best sporting opportunities available and people of all ages and backgrounds can enjoy the many benefits that sport and physical activity bring, at every stage in their lives.
- It is recognised that 'sport' is no longer delivered solely for 'sport' sake and that increasing participation in sport and physical activity and reducing levels of inactivity are key to both local and national government to achieve outcomes in public health (physical and mental), adult social care and education.

4.2 The new facility would meet current Amateur Swimming Association (ASA), Sport Wales, Curriculum and club requirements. It will also be DDA compliant, the revenue costs will be reduced and changing facilities would meet current requirements.

5. RESOURCE IMPLICATIONS:

5.1 The full business case confirms the cost certainty for building a new 25m five lane swimming pool, removing the sports hall and adding and enhancing more commercial leisure activities such as adventure play, fitness suites, toning and spinning studio has been established at £6,989,000. This is the cost associated with commencing the project once the temporary structure is in place. The new temporary structure allows the school to best deliver its curriculum whilst balancing this against the need to re-provide the leisure facilities to the communities of Monmouth.

5.2 Option two in table 3.7 is the preferred option and details are provided for financial analysis. All proposals include an enhanced leisure provision to increase the capacity to generate income. The main difference in costs arise from the fact that inflation accrues if there are delays in starting the construction works.

5.3 Funding for the capital investment is as follows:

- Extra income through additional usage of the new facilities by year 3 would improve the revenue position by £287,000, this extra income could fund £3.58m of the initial investment through prudential borrowing.(as per the Full Business case)
- S106 funding Wonastow Road (£0.985m)
- Funding released from the 21st century schools programme £1,928,000 less £204,000 cost of feasibility work previously agreed by Members. Written confirmation received from WG to indicate their endorsement to earmark this money to the pool reprovision.
- The remaining gap, depending on which option is chosen, will need to be facilitated by additional borrowing funded by MCC, indicatively this would be capped at £1,115,539 for option 2 reflective of a worse case that the temporary structure needs to be raised and contingency and risk allowance is utilised in full.

5.4 In terms of this balance of funding - the current revenue budget for 2017/18 contains headroom in the Treasury budgets for additional borrowing to enable schemes that have been given political commitment to proceed. Indicatively of the £500k set aside for these particular commitments, the borrowing costs associated with this borrowing are circa £60k per annum. Opportunities to seek out alternative sources of funding will continue including any additional Section 106 monies should they arise which would offset the additional borrowing costs for the authority.

5.5 Currently provision is made within the Leisure budget for the loss of income resulting from the period during which the pool is decommissioned and not operational. In the light of this revised proposal, there will now be a likely gap in provision arising from the re-location and re-operation of the Sports Hall. The estimated financial loss to leisure during this interim period is estimated at £146,000 and it is proposed that the impact of this is built into the MTFP for the period required.

6 SUSTAINABILITY AND EQUALITIES IMPLICATIONS:

6.1 The significant equality impacts identified in the Equality Impact Assessment appendix.

SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

6.2 There have been regular meetings between construction colleagues and Property Services to ensure any health and safety and safeguarding issues are identified and the risk managed appropriately.

7 CONSULTEES:

Strategic Leadership Team
Cabinet Members
Head of Legal Services
Head of Finance
Assistant Head of Finance
Head of Planning
21st Century Programme Manager
Procurement Manager
Headteacher and Chair of Governors, Monmouth Comprehensive School

8 BACKGROUND PAPERS:

Business Case – Monmouth Pool Build (Appendix A)

9 AUTHORS:

Ian Saunders, Head of Tourism, Leisure, Culture and Youth

Marie Bartlett, Finance Manager

Richard Simpkins, Business Manager Tourism, Leisure, Culture and Youth

10 CONTACT DETAILS:

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<p>Name of the Officer completing the evaluation Ilan Saunders Richard Simpkins Marie Bartlett</p> <p>Phone no: E-mail:iansaunders@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To seek approval for funds to complete cost certainty with Monmouth Leisure Centre Pool and Facilities</p>
<p>Name of Service Leisure</p>	<p>Date Future Generations Evaluation form completed 15/05/2017</p>

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


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>To ensure the facility at Monmouth continues to thrive and creates employment, wellbeing and learning opportunities for all.</p>	<p>Consideration is being given to ensuring the building reduces energy use, uses renewable energy and is of a sustainable construction maximising solar PV and solar thermal technology where possible.</p> <p>We will work closely with contractors to maximise community benefits delivered through the project, such as links with schools and communities, apprenticeships, using local labour etc</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 project will comply with all planning regulations. There will be limited opportunities to contribute to biodiversity, due to the restrictions of the site, but opportunities to promote use of nearby green infrastructure will be taken by increasing the amount of cycle parking.</p>	<p>To ensure this happens there are close working relationships and regular meetings with the project Team, Property Services and Asset Management as those service areas need to assist with the planning regulations for the building.</p>
<p>Well Being Goal</p>	<p>Does the proposal contribute to this goal? Describe the positive and negative impacts.</p>	<p>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The Centre will provide modern facilities where people can enjoy physical activity which will improve people’s physical and mental health.</p>	<p>Ensure regular updates are given especially as the project nears completion to ensure communities are aware of the improved offer and opportunities.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The Centre will become more of a wellbeing hub with a variety of activities, families focused with a combination of sporting and play opportunities available.</p>	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Provision of new leisure facilities locally will reduce the need to travel elsewhere, reducing pollution. Energy saving measures and renewable energy are being considered where practical, to reduce the carbon footprint of the build.</p>	<p>We will work with the contractor to ensure that, where possible, local materials and local labour are used, reducing the carbon footprint of the build.</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>As per the Welsh Language Measure, signage will be bilingual and reception staff will have some Welsh language training. The new facilities will provide an alternative venue for cultural events and activities.</p>	<p>Staff are currently undergoing bespoke Welsh Language training as part of an authority wide approach to ensure the expectations of the Welsh Language Measure are being met.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>All communities will benefit from a variety of sporting and educational programmes.</p>	<p>Clubs and societies will be more aware of facilities and hard to reach groups will be targeted through various programmes via Sports Development and Youth Services.</p>

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? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The design for the new facilities will ensure the centre is updated, facilities are relevant for today's needs but also consider the longer term needs and ensure features can be well maintained.</p>	<p>The project will need to work closely with the future schools programme to ensure disruption on site is kept to a minimum and that health and safety is at the forefront of any decisions made regarding the ongoing works. Consideration is also being given to ensuring the building uses renewable energy and is of a sustainable construction maximising solar PV and solar thermal technology where possible.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working closely with community groups, Sport Wales, future schools and the Alliance Leisure team to ensure all stakeholders are aware of the need for partnership working and collaboration. There are regular scheduled meetings with the project team and relevant MCC departments to ensure lines of communication are maintained and everybody is up to date on plans.</p>	<p>Ensure the necessary project team are set up who met regularly and keep communication and consultation open. The project team are also working very closely with our Property Services and Asset Management team to ensure consideration has been given to sustainability and energy efficiency for the building.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The manager at the site will ensure there is consultation and dialogue with community groups and citizens as the project progresses. There is also a swimming group who have been involved in assisting with the design of the changing areas.</p>	<p>It is essential that this project runs in conjunction with the future schools project.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Investing in new and improved leisure facilities now will provide more and better opportunities for people of all ages to exercise. Encouraging exercise and healthy lifestyles now will prevent and reduce the number of health issues people face in the future, in particular conditions such as obesity, and Type 2 diabetes.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>This proposal will allow the Council to move forward with cost certainty in the project and ensure the swimming facility at Monmouth is replaced and ensuring the subsequent remodelling provides the best opportunities for future generations to enjoy health and wellbeing opportunities.</p> <p>During the period of closure the service will work hard to ensure where possible service can continue with a phased modelling of re-design and building works.</p>	<p>The service has worked with local schools to re-provide swimming lessons elsewhere. The project manager for Future Schools is leading work regarding disruption for the comprehensive school during the period of rebuilding the site facilities.</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	<p>The closure of aspects of facilities during design and implementation of the project will negatively impact on all protected characteristics during that time. However the service will look to re-provide where possible with other local pools and our own facilities. We have around 50,000+ visits recorded to the pool per year excluding primary and secondary schools. More detailed analysis of the impact to the whole Leisure facility will come forward when cost certainty for the scheme is known.</p> <p>This will apply to all below characteristics</p>	<p>The facility will have disruption to normal service provision for the period of the build.</p>	<p>During closure period the service will work hard to ensure where possible as many services and facilities can remain open however during certain stages closure of services is inevitable for a period of time. As per the closure for the pool the service will do what it can to ensure users are kept informed and are aware of alternative facilities (although realising this may not be a local solution).</p> <p>As facility plans are completed then more opportunities to develop bespoke packages for younger people through our aquatic pathways. The new 50 week swim lesson format will give further opportunities for young people to learn to swim and continue to swim on a weekly basis.</p> <p>The vision for Wales is for every young person to become a swimmer. The new provision will give access and increased opportunity to ensure children in Monmouthshire are not left behind.</p> <p>There will be greater opportunity for our Primary and Secondary education school swim programme to access more sessions.</p>

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?
			Other facilities incorporated into the redesign include additional play opportunities and health and wellbeing facilities that will assist in improving health, physical activity and social integration.
Disability	All facilities will be DDA compliant	The service will consult with groups	<p>One of only a small number of Local Authorities recognised for insport Bronze accreditation. Recently been identified by Disability Sport Wales as part of a National pilot of insport facility.</p> <p>New facilities would create an inclusive environment; reduce the potential of any barriers to access and provider an opportunity for all. A sensory room is also being incorporated as part of the plans for the site.</p> <p>Work is ongoing to promote our swimming inclusive offer through Monmouthshire sport developments aquatics plan and community club engagement plans.</p>
Gender reassignment			
Marriage or civil partnership			

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?
Pregnancy or maternity			<p>Opportunities to develop and extend our pre and postnatal exercise provision to all leisure centres including dryside activities.</p> <p>Currently Monmouth has no ante natal wet side provision however through our links with Health and our partners in Early Years we know that there is a need.</p> <p>The additional capacity will allow sessions in the daytime when new parents are mostly likely to access these sessions</p>
Race			<p>Overall the proposals will have a positive impact by providing facilities that are DDA and BS8300, improve access to education and training for pupils and community. The facility will have changing rooms that are of modern design which will meet all cultural, ethical and personal requirements.</p>
Religion or Belief			<p>Overall the proposals will have a positive impact by providing facilities that are DDA and BS8300, improve access to education and training for pupils and community. The facility will have changing rooms that are of modern design which will meet all cultural, ethical and personal requirements.</p>

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 statement
Sexual Orientation			Ensure Sport Development and Youth Service who are working across groups make everyone aware of the project.
Welsh Language	Opportunity to ensure all signage and plans comply with act.		

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	All plans on site and ways of working will ensure safeguarding is considered and systems and procedures are in line with authorities safeguarding procedures.	As a result of the building works there will be disruption and displacement for children, young people and adults.	There are planned weekly meetings between the senior leadership of the school, MCC representatives and the 2 construction companies. These meetings will continue throughout the whole design and construction phase ensuring that two projects run seamlessly through into delivery.
Corporate Parenting			

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

A complete business feasibility exercise was undertaken to identify the following aspects:

- A full competitor analysis in the surrounding areas
- An analysis of local demographics
- A complete latent demand study identifying potential usage and growth within certain areas
- A 5 year profit and loss exercise
- Current performance and future opportunities analysis
- Capital cost projections

All of the above has assisted greatly in determining the proposed design and mixture of facilities required to ensure they provide opportunity for all and are built on a sound business case providing a resilient and sustainable model for future generations.

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 cost certainty and opportunity to rebuild the swimming pool and realign other facilities will enable the site to deliver enhanced opportunities for health and wellbeing now and in the future and ensure the centre continues to deliver high quality leisure facilities for the local communities. Where possible, the new building will minimise energy use, maximise energy generation and use sustainable construction, as well as maximise opportunities for community benefits. The service will work hard to minimize disruption to all service users. We will work closely with user groups and customers to ensure they are kept up to date with any developments as they happen.

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 project team meet to move forward	Regular meetings at Monmouth LC with stakeholders, contractors and MCC representatives	I.Saunders/Richard Simpkins/Marie Bartlett/Nick John	Ongoing
Update and review form in line for Council decision in March	Prepare paper to inform members	I.Saunders/Richard Simpkins/Marie Bartlett/Nick John	Complete
Continue to maintain open lines of communications with user groups and customers	As and when information is available	I.Saunders/Richard Simpkins/Marie Bartlett/Nick John	Ongoing

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:	Throughout and after the completion of the build
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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	Cabinet	11 th January 2017 at Full Council	This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.
2	Full Council	20 th March 2017	Verbal comment on the commitment to the new swimming pool.

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Business Case – Investment Proposal Monmouth Leisure Centre

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1. Executive Summary

This Business Case seeks approval to proceed to replace the pool and provide further enhancing facilities at Monmouth Leisure Centre.

Monmouthshire County Council, in June 2015, received a report concerning the replacement of the current pool at Monmouth Comprehensive and Leisure Centre site and to explain and agree the business case to deliver this facility.

The original proposals on the Monmouth campus included the replacement of the pool facilities within the new school, this proposal has since been revisited. Industry specialists were asked to look at the Monmouth Leisure offer and to give some high level views on redevelopment options taking into consideration local demographic profile and market competition.

Their conclusions suggested a better site layout and which would see the main school building incorporating a sports hall rather than a swimming pool. The swimming pool would be better sited within the Leisure Centre and positioned where the current sports hall is.

Monmouthshire County Council commissioned a feasibility on the redevelopment options for Monmouth Leisure Centre. The feasibility analysed the local demographic profile, leisure competition and put forward potential development opportunities. The feasibility then provided a 5 year business forecast, which can be viewed alongside plans and costs to determine the commercial strength and affordability of the proposed refurbishment.

In order to take the concept forward, MCC in January 2017 agreed to commission the detailed design to provide cost certainty for the whole project. The cost to undertake this was £204,050. This included the commissioning of an independent assessment of cost, delivery and quality, as is standard in projects of this kind.

The total project cost for the refurbishment of MLC is £7.404m, which includes all construction costs, equipment, a 700 metre squared temporary structure, professional fees and a client held contingency of £90k.

The development of the centre is programmed to take 55 weeks on a dual use site that is also undertaking a school rebuild has recommended an initial 31 week shut down. Week 32 could see part of the centre re-opened (play, cafe, health & fitness) with the exception of the pool that would open at the end of the build programme.

The previous proposal included a report from Max Associates who undertook a detailed analysis of local leisure provision and competition, the local demographic profile, along with a detailed 5 year business forecast based on the proposed facility mix that could be accommodated within the current MLC. This has demonstrated the potential affordability that the re-developed facilities could support.

The centre is currently subsidised by £82k at an operational site level so the overall improvement to the centre taking this into account is £287k (year 3 onwards). It is anticipated that this would fund prudential borrowing of approximately circa £3.58 million. Additional funding from the S106 agreement is expected to be £985,000 and further funding could become available of £400,000 depending on developments.

The redevelopment of the leisure centre has taken consideration of the adjacent school development. The development of a relationship between the leisure centre and the school will be key to the success of the project.

Significant health and safety issues have been identified which would indicate that it may be in the best interests of MCC and the community to close the site for the whole period of the development.

2. Introduction

Monmouth Leisure Centre (MLC) is currently a dry leisure facility managed in-house by the Council. The pool, which was located in a separate building to the dry leisure facilities closed to the public in March 2016 due to the re-build of the adjacent school.

Historically, Monmouth Leisure Centre was operated on a dual basis with Monmouth Comprehensive School. At present the full details of how the facilities at MLC will be shared with the school is unknown. However, Leisure would agree school usage of the swimming pool for Monmouthshire Schools to deliver the curriculum and that the sports hall would remain the responsibility of the Leisure Centre to ensure community use continues.

The original proposals on the Monmouth campus included the replacement of the pool facilities within the new school, this proposal has been revisited. Industry specialists were then asked to look at the MLC offer and to give some high level views on redevelopment options taking into consideration the local demographic profile and market competition. Their conclusions suggested a better site layout would see the main school building incorporating a sports hall rather than a swimming pool. The swimming pool would be better sited within the Leisure Centre and positioned where the current sports hall is.

Furthermore significant scope for further leisure enhancement was identified and in January 2017, Monmouthshire County Council agreed to commission Alliance Leisure (ALS) to undertake 'detailed design and cost certainty' for the redevelopment on MLC.

3. Strategy

The well-being of the Future Generations (Wales) Act 2015 is a key piece of legislation for Wales, which seeks to improve the social, economic, environmental and cultural well-being of Wales. The project will play a fundamental role in ensuring we improve people's lives through health and well-being, learning to swim programmes and fits in with Sport Wales strategic aspirations, which is that 'Every Child is Hooked on Sport for Life' and the second is for a 'Nation of Champions'.

Departments across Welsh Government and Sports Wales have aims to tackle head on the flat lining levels of sport participation and high levels of inactivity in the country. Through the strategy, the government is redefining what success in sport means, with a new focus on five key outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development. The government has made it clear that funding decisions will be made on the basis of the outcomes that sport and physical activity can deliver.

It is the government's ambition that all relevant departments work closer together to create a more physically active nation, where children and young people enjoy the best sporting opportunities available and people of all ages and backgrounds can enjoy the many benefits that sport and physical activity bring, at every stage in their lives.

The strategy recognises that local authorities have an important leadership role in bringing schools, clubs, health and the private sector together to forge partnerships. With the devolution of public health from the NHS to local authorities, many have started a policy shift that treats ill-health to promoting wellbeing.

As being reflected by the government and Sport Wales strategies, and recognised by local authorities for some time, 'sport' is no longer delivered solely for 'sport' sake and that increasing participation in sport and physical activity and reducing levels of inactivity are key to both local and national government to achieve outcomes in public health (physical and mental), adult social care and education.

4. Financial Implications

Due to the changes of sports provision at Monmouth Comprehensive School, there is an opportunity to redevelop MLC to increase participation and improve the financial viability of the Centre.

Alliance Leisure Services Ltd (ALS) were commissioned by Monmouthshire County Council to undertake a feasibility on the redevelopment options for MLC. The feasibility analysed the local demographic profile, latent demand, leisure competition and put forward potential development opportunities that could be accommodated within the current MLC. The feasibility then provided a 5 year business forecast, which can be viewed alongside plans and costs to determine the commercial strength and affordability of the proposed refurbishment.

4.1 Demographics

To understand the potential usage of any new facilities an assessment of the local population and demographics was undertaken, the key findings were:

- The 45-59 age range is the most prevalent age group in the county with 22.4% of the population belonging to this category;
- The over 85 age group is expected to increase by 153% from 2,714 in 2012 to 6,863 in 2033;
- In June 2012, 79% of the population were economically active (the highest level in Wales) of which 74% were in employment;
- Tourism contributes £163.5 million to the local economy;
- Approximately 2.1 million people visit Monmouthshire each year;
- Compared to many parts of the valleys of south Wales this remains a relatively affluent area;
- 16,076 people live within 12 minutes' drive of MLC, within this catchment the largest Mosaic segment is group C Rural Solitude followed by group D Small Town Diversity; and
- The Local Development Plan under its Policy S2 makes provision for 739 new dwellings 2013-2021 in Monmouth.

4.2 Latent Demand

A latent demand report was undertaken to assess the total demand within a 12 minute drive time of MLC, which shows that in total the demand for health and fitness within the catchment is 1,132. With existing membership at 683, there is scope to improve and extend the gym to 50-60 stations to maximize the membership base and achieve latent demand projections (more detailed in shown in appendix 1).

4.3 Competitor Review

Overall, the competitor review revealed that there is limited competition for all types of leisure facilities within the area and there are no national fitness chains or budget gyms within the town. More commercial leisure competition such as 10 pin bowling and indoor climbing are over half an hour's drive from Monmouth.

4.4 Current Budgeted Costs

The total income and expenditure for 2016/17 is and the budget for 2017/18 is shown in table 1.

Table 1 – Total Costs 2016/17 and Budget 2017/18

Income	Actual 2016/17	Budget 2017/18
Leisure	£247,720	£400,524
Fitness	£196,513	£231,129
TOTAL	£444,233	£631,653
Expenditure*	2016/17	2017/18
Staffing	£409,756	£491,665
Utilities	£74,914	£84,470
Maintenance	£770	£2,794
Other	£70,644	£134,687
TOTAL	£556,084	£713,616
Net Direct Total Deficit	-£111,851	-£81,963

*In the 2017/18 budget column excludes the 150k contribution for the loss of income from the removal of the pool. This was also budgeted for in 2016/17. These costs also exclude central support costs but it is not envisaged these will materially change.

4.5 Assessment of Current Performance

Income from general swimming and swimming lessons over the past two years has reduced. Over the last two years of the pools operation casual admissions had also dropped. This may be a result of the knowledge that the pool was closing with customers choosing to use other facilities ahead of the closure. Whilst some attempt has been made to deliver swimming lessons from a nearby school pool, the closure has resulted in the cancellation of nearly all swimming lessons, approximately 30 have transferred to Abergavenny Leisure Centre.

The annual income per fitness station achieved is £4,572 which is below the industry benchmark of £8k - £12k per station. The centre has 19.5 members per station, which is at the lower end of industry benchmarks of between 18-26 members per station. There is clearly opportunities for improvement. Further details are provided in appendix 2.

4.6 General Business Case Assumptions

Due to the significant change in facilities, the business plans represent the total projected income and expenditure that the new centre will generate. The financial performance is derived from an analysis of the likely income and expenditure streams in the first five years of operation as a result of the new developments.

In analysing the potential income and expenditure streams, the current pricing structures, competitors, the existing centre’s current performance, demand and supply analysis have been assessed including latent demand for health and fitness and facility capacities.

A staffing structure has been designed to meet the demands of the centre developments and reflects existing salary bands. These operational costs do not reflect any cost of capital for the build costs or the initial equipment inventory costs and it is assumed that year 1 is costed on 2017 prices. No increases for inflation have been included within the projections at this stage. The business plans are based on the assumption that the Council continues to operate the facilities in-house and the mix of activities shown in table 2.

Table 2 – Recommended Facility Mix

Proposed Facility Mix
A new entrance and reception area
A 25m 5 lane pool with village changing accommodation and viewing
A small Spa offer with treatment room
A large adventure play facility with café, the café also serving the main leisure centre
A sensory room
Meeting / party room
Health & Fitness Expansion to include:
<ul style="list-style-type: none"> • Toning • A 50 – 60 station fitness suite • Dedicated spin studio • Dedicated dance studio • New fitness changing

The business plan assumes that as part of the school and leisure centre development sufficient parking will be provided for leisure centre users and this will remain free of charge for those participating in an activity at the centre.

4.7 Income and Expenditure Projections

Table 3 provides a summary of the income and expenditure projections for the first five years once the new centre developments have been completed. These projections take into account the current performance of the centre, the local population and competition. The opening hours of the centre are assumed to be as per the existing opening hours. A summary of all the other assumptions made in the business case calculations are shown in Appendices 3 – 7.

Table 3 – Five Year Income and Expenditure Predictions for New MLC

SUMMARY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
INCOME					
Health & Fitness	328,552	390,473	414,460	418,448	418,362
Toning	76,292	73,363	66,584	67,487	67,541
Studios	20,873	20,873	20,873	20,873	20,873
Swimming	309,821	326,127	326,127	326,127	326,127
Spa	53,367	72,450	93,797	93,797	93,797
Squash	10,523	10,523	10,523	10,523	10,523
Adventure Play	125,886	125,886	125,886	125,886	125,886
Secondary	130,346	142,704	144,926	145,446	145,445
Miscellaneous	21,563	21,563	21,563	21,563	21,563
TOTAL INCOME	1,077,223	1,183,962	1,224,739	1,230,150	1,230,117
EXPENDITURE					
Salaries	690,361	690,361	690,361	690,361	690,361
Utilities	83,050	83,050	83,050	83,050	83,050
Insurance	13,750	13,750	13,750	13,750	13,750
Repairs & Maintenance	24,915	37,373	49,830	49,830	49,830
Cleaning	34,500	34,500	34,500	34,500	34,500
Equipment	24,551	24,551	24,551	24,551	24,551
Other Supplies	2,693	2,960	3,062	3,075	3,075
Advertising & Marketing	10,386	5,920	6,124	6,151	6,151
Communications	5,386	5,920	6,124	6,151	6,151
Other Administration	5,178	5,178	5,178	5,178	5,178
Costs of Sales	65,173	71,352	72,463	72,723	72,723
Risk / Contingency	26,931	29,599	30,618	30,754	30,753
TOTAL EXPENDITURE	986,874	1,004,514	1,019,611	1,020,074	1,020,073
SURPLUS / DEFICIT	90,349	179,448	205,128	210,076	210,044
2017/18 Budgeted Deficit	-81,963	-81,963	-81,963	-81,963	-81,963
Improvement on Current performance	172,312	261,411	287,091	292,039	292,007

By building a new swimming pool, removing the sports hall and adding more commercial leisure activities such as adventure play, it is projected that MLC could achieve a direct cost surplus position, reaching £210k in a mature year. This is an improvement of circa £292k on the existing financial deficit position.

4.8 Project Capital Costs

Following approval by Council in January 2017, ALS have now undertaken 'detailed design & cost certainty' for the redevelopment of the site, based on the option presented in June 2016.

4.8.1 Capital Costs

ALS is the leading 'Development Partner' in providing new and innovative facilities for today's communities. Their approach is rooted in understanding what is affordable, relevant to the community in question and what will prove to be commercially viable. ALS has delivered over 100 projects and invested over £100m into public sector facilities and has an enviable track record in delivering developments on time and within budget, with many of their clients undertaking more than one development with them.

The project includes the redevelopment of the existing building and the addition of a new extension. The MLC Centre project also involves the refurbishment of the existing building by;

- adding a five lane swimming pool and changing village within the existing sports hall and changing areas
- a spa area including a sauna, steam room and Jacuzzi
- a new entrance, reception & toilets
- café / servery
- offices
- party rooms and multi-use rooms
- a double height glazed extension to house adventure play
- a completely redesigned first floor to provide a new 50 station gym, toning area, spin studio, multi-use fitness suite and changing rooms
- alterations to hard landscaping to provide new disabled parking spaces and an overflow car park within the existing tennis court area.

A project of this nature has required a detailed understanding of MCC's aspirations, co-ordination of all key stakeholders, and the planning of construction phasing and logistics to allow for the safe delivery of a complex project with many challenges.

The building and its services will be designed in accordance with national and local Building Regulations and Planning Policy Guidelines. All structural and civil engineering design works have been carried out in accordance with latest codes, the Building Regulations and any planning legislation/conditions.

The total indicative project cost for the refurbishment is £7.404m, which includes all construction costs, equipment, a 700 metre squared temporary structure, professional fees and a risk contingency of £90k. The project costs are made up of:

- The Contractors Proposals (ISG)
- ALS Fixtures, fitting and Equipment costs
- ALS Project Management and delivery

The total cost is demonstrated in table 4.

Table 4 – Indicative Project Costs

Project Costs	Amount £	Amount £
Temporary Works	10,000	
Extension	324,317	
Pool Hall	1,035,866	
Main refurbishment & Alterations	2,845,506	
Service connection	50,000	
Prelims	697,881	
Risk Allowance	79,422	
Design Fee's	331,233	
OHP	295,582	
Sub Total		5,669,807
Fitness equipment	268,891	
Toning	59,950	
Adventure Play	128,742	
Catering	9,500	
Furniture	31,350	
Signage	17,200	
Office equipment	4,098	
FF&E	94,950	
Dressing the site	13,750	
Development Support	48,625	
Sub Total		677,056
PM & Delivery		317,343
Principle Designer		7,500
Framework Fee		27,152
Contingency		200,000
MCC Risk Allowance		90,250
Total		6,989,109
Temporary Structure*	415,430	
Total		7,404,539

**Worst case scenario based on raising the structure up to 2 metres.*

A construction programme and phasing plan been developed that allows works to progress efficiently, which subject to meeting health and safety requirements, could result in parts of the leisure centre re-opening at 31 weeks, with the pool area to be opened at 55 weeks.

Projected timescales for the project are shown in Appendix 9, which are subject to the results of the Flood Consequences Assessment (FCA). Commencement date is likely to be between October and December 2017.

4.8.2 Community Benefits

MCC part way through the 'cost certainty' detailed design phase requested that ALS explored options around 'community benefits'. MCC have provided the community benefit target/aspirations for this project and are detailed in appendix 8.

The contractor, ISG has an exemplary track record of meeting local authority targets and performance with regard to community benefits and within the UK Leisure Framework which this scheme is to be delivered under ALS did make reference to being accommodate a number of these such as:

- Work experience & mentoring
- Shared apprenticeship schemes
- College / school open day events
- Site visits / school visits

ALS with its team has indicated that it will endeavour to achieve the targets set out within the DCC framework and aim to improve on this to meet MCC's aspirations. It is felt that the Jobs Created target and Community Initiatives are the only ones where at this point a clear cost can be shown, however this is likely to add a further 170k to the project. At this stage no community benefit costs are included within the project costs due to affordability reasons.

4.9 Capital Funding

The original proposals were based on an approved a budget for the replacement pool of £5.168 million. This was to be funded by £4 million from within the Future Schools envelope plus a further £1.168m prudential borrowing to be afforded by the Leisure service through increased income generated by the new facility.

The total indicative revised project costs now total £7.404 million, however the revised proposal does seek to include an enhanced leisure provision to increase the capacity to generate income and therefore fund some of the capital investment required.

The capital costs of building a new swimming pool, removing the sports hall, re-provision of a temporary sports hall and adding and enhancing more commercial leisure activities such as adventure play, fitness suites, toning and spinning studio is estimated to be £7.404 million. Additional income through additional usage of the new improved facilities by year 3 would improve the revenue position by 287k, this extra income could fund £3.580m of the initial investment through prudential borrowing. The remaining funding (£3.824m) would then be through a mix of S106 funding (£0.985m), Welsh Government funding (1,928m) and additional borrowing (£911,539).

4.10 Other Benefits

The development of the MLC is meeting the Council’s wider outcomes as well as delivering a financially viable solution. It is recognised that investment into sport and physical activity will have added value over and above the commercial returns set out in this business case.

The new build will assist greatly with developing the current learn to swim programme which aims to increase the number of children being able to swim 25m at key stage 2.

The new design with enhanced facilities will provide greater programming opportunities allowing more access and encouraging greater daytime use.

5. Health and Safety

A construction programme and phasing plan has been developed that allows works to progress efficiently, which subject to meeting health and safety requirements, could result in parts of the leisure centre re-opening at 31 weeks, with the pool area to be opened at 55 weeks. Detailed discussions with MCC have highlighted the following issues

Due to the construction being on a school site, with construction already underway in building the new school it is felt that from a health and safety perspective the 31 week shutdown would be the preferred route as it will:

- Ensure the safety of children attending school
- Reduce the number of people walking near the site and across logistic / delivery routes
- Reduce vehicular traffic to the site
- Allow the car park to be used for contractor parking
- Allow for a one way system for vehicle deliveries and allow large lorries to manoeuvre

If the centre were to stay open it is felt there would be:

- Disrupted parking and access at times due to deliveries and heavy machinery on site
- Noise, dust, odours and vibration would be unavoidable at times

6. Risks

Table 5 provides a brief outline of some of the key risks to the project. The full Risk Register forms part of the overall Contract Proposals.

Table 5 – Summary of Major Risks

Risk (Event)	Cause	Effect(s)	Controls	Comments / Notes	Risk Owner
Welsh Water consents - There is a risk of Welsh water refusing permission for the drainage connection as detailed in the proposals and / or refusing the trade effluent consent / and or refusal of the construction dewatering system discharging into the existing	The risk is caused by: Welsh Water not granting permissions	If the risk occurred the effects would be : Programme delays and costs for redesign / agreement of proposals, wholesale refusal would affect the development	Proposals for the final drainage solution have been submitted to approval which remain out-standing. Proposals for the dewatering still need to be submitted however the issue is the volume and discharge rate cannot be advised as they are unknown		MCC

Risk (Event)	Cause	Effect(s)	Controls	Comments / Notes	Risk Owner
drainage or limiting the volumes					
Out of hours security	The risk is caused by: As the centre is closed and ISG have no site presence out of hours there may be attempted break ins resulting in loss of materials and goods and / or damage to the project	If the risk occurred the effects would be: Delays in programme and associated costs plus the cost of re work to replace the lost elements and / or repair damage. Additional cost incurred by the addition to the project of security by way of manned guards and / or CCTV as appropriate	IsG will look to secure the project by way of secure timber hoardings / heras fencing (as appropriate) with lockable gates, the site compound will be secured by solid hoardings / heras fencing (as appropriate) with lockable secure gates. All cabins will be secured out of hours		MCC
Delivery of Community Benefits guidance aspirations - There is a risk that the level of community benefits required cannot be delivered	The risk is caused by : Delivery of the guidance aspirations not being achieved due to the practicalities of delivery within the confines of the scheme	If the risk occurred the effects would be: None delivery of guidance aspirations	Elements of the guidance aspirations can be delivered within the confines of the scheme but there are a number that are impractical due to the size, value and nature of the scheme	We would suggest that as the scheme is procured via the DCC framework we agree to endeavour to deliver the requirements of the DCC scheme enhanced where reasonable by the MCC additional requirements	MCC
Working in close proximity to existing live school - Site restrictions associated with the flow of school pupil traffic and associated logistics	The risk caused by - Access routes, deliveries and parking along with a general Health and safety management issue	If the risk occurred the effect would be : disruption to project	Liaison with school required to agree the proposals included in the ISG Construction management plan.		ISG
Working in close proximity to new school contractor – Site restrictions associated with new build school in close proximity	The risk caused by access - routes, deliveries and parking	If the risk occurred the effect would be : disruption to project	Construction Management Plan to be produced in agreement with New School Contractor highlighting the parking, delivery, unloading strategy and such in line with agreed restrictions	Note: Should the access agreements and such like included in the Construction Management Plan be varied by any party other than ISG then the associated risk would be MCC	ISG / MCC

Risk (Event)	Cause	Effect(s)	Controls	Comments / Notes	Risk Owner
Increase in cost of materials	The risk is caused by inflation	If the risk occurred the effects would be: Overall increased costs of the project	Supply chain to inform ISG of potential cost increases, client team to decide if material is to be purchased in advance and stored off/on site	Note: ISG risk is based on a contract execution July 17 for a start on site August 17	ISG
Increase in cost of materials	The risk is caused by inflation	If the risk occurred the effects would be: Overall increased costs of the project	Supply chain to inform ISG of potential cost increases, client team to decide if material is to be purchased in advance and stored off/on site	Note: MCC carry the risk should be above dates not be achieved due to MCC sign off failure	MCC
Location of services - The location of existing cross site services.	The risk is caused by: Route of services and possible damage during excavation	If the risk occurred the effects would be: Programme delays with resultant costs plus the cost for diversions	Utility surveys have been undertaken identifying a requirement to divert a fibre optic cable and the car park lighting supply cable. The cable identified that supplies the Interserve site facility we are advised will be removed by others prior to our commencing on site. There is a potential that the SW drainage could clash with the corner of the new extension resulting in a diversion (although it is understood this is not adopted).	Note: A provisional allowance (MCC risk) of £50,000 is included in the Contract Sum for provision of new services, upgrade of existing services and any required diversions	MCC

7. Conclusion

In order to progress the overall project, cost certainty was undertaken, however there is a projected cost of £7.404m for the whole project. There are also some other potential risks (identified in table 5) which may incur extra costs, however these have now been recognised in the client contingency of £90,250.

8. Recommendations

To approve the final scheme and enter into contracts to commence work as soon as possible on order to have works completed by October 2018 based on the best case scenario with commencement of works from October 2017.

Appendix 1 – Analysis of Latent Demand

MOSAIC UK Type	Total Population	Total Health & Fitness Demand
A01 Global Power Brokers	0	0
A02 Voices of Authority	59	1
A03 Business Class	802	33
A04 Serious Money	47	2
B05 Mid-Career Climbers	23	2
B06 Yesterday's Captains	416	22
B07 Distinctive Success	62	6
B08 Dormitory Villagers	520	33
B09 Escape to the Country	395	30
B10 Parish Guardians	781	49
C11 Squires Among Locals	1,531	88
C12 Country Loving Elders	1,671	48
C13 Modern Agribusiness	413	30
C14 Farming Today	702	68
C15 Upland Struggle	2	0
D16 Side Street Singles	866	49
D17 Jacks of All Trades	1,607	72
D18 Hardworking Families	274	16
D19 Innate Conservatives	428	17
E20 Golden Retirement	332	14
E21 Bungalow Quietude	372	16
E22 Beachcombers	154	5
E23 Balcony Downsizers	211	12
F24 Garden Suburbia	71	4
F25 Production Managers	14	1
F26 Mid-Market Families	0	0
F27 Shop Floor Affluence	176	12
F28 Asian Attainment	0	0
G29 Footloose Managers	122	5
G30 Soccer Dads and Mums	482	43
G31 Domestic Comfort	491	52
G32 Childcare Years	135	9
G33 Military Dependants	0	0
H34 Buy-to-Let Territory	0	0
H35 Brownfield Pioneers	73	2
H36 Foot on the Ladder	40	3
H37 First to Move In	40	3
I38 Settled Ex-Tenants	77	3
I39 Choice Right to Buy	525	28
I40 Legacy of Labour	21	1
I41 Stressed Borrowers	712	24

MOSAIC UK Type	Total Population	Total Health & Fitness Demand
J42 Worn-Out Workers	51	1
J43 Streetwise Kids	0	0
J44 New Parents in Need	0	0
K45 Small Block Singles	155	3
K46 Tenement Living	0	0
K47 Deprived View	0	0
K48 Multicultural Towers	0	0
K49 Re-Housed Migrants	0	0
L50 Pensioners in Blocks	44	1
L51 Sheltered Seniors	166	2
L52 Meals on Wheels	101	1
L53 Low Spending Elders	363	14
M54 Clocking Off	66	3
M55 Backyard Regeneration	367	21
M56 Small Wage Owners	0	0
N57 Back-to-Back Basics	0	0
N58 Asian Identities	0	0
N59 Low-Key Starters	0	0
N60 Global Fusion	0	0
O61 Convivial Homeowners	0	0
O62 Crash Pad Professionals	0	0
O63 Urban Cool	0	0
O64 Bright Young Things	0	0
O65 Anti-Materialists	20	1
O66 University Fringe	0	0
O67 Study Buddies	0	0
Sub Total	16,076	849
<i>Add consideration for 25% of Members from outside catchment</i>		283
Estimate of Total Demand for Health & Fitness		1,132
<i>Minus current membership</i>		673
Estimate of <u>Latent</u> Demand for Health & Fitness		<u>459</u>

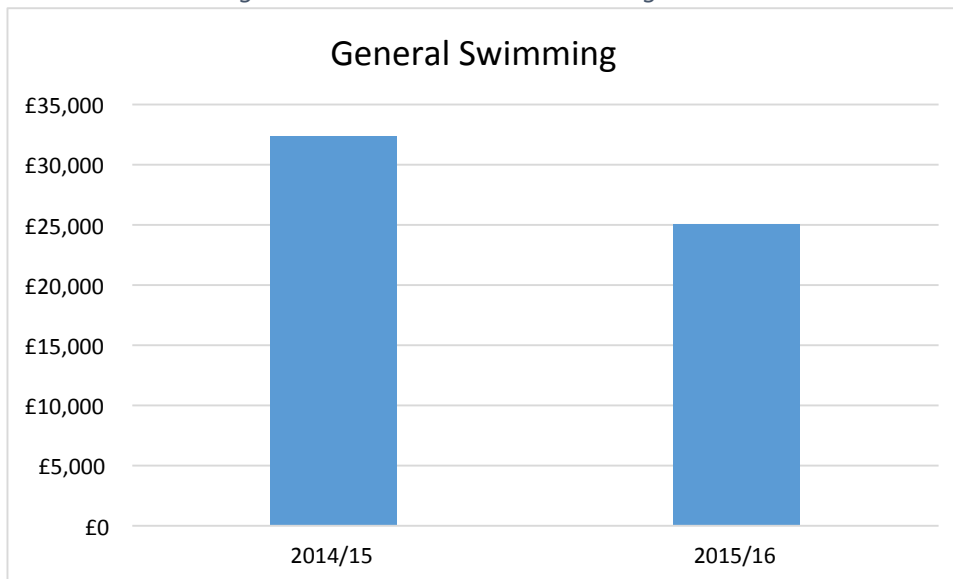
Source: Max Associates Ltd

Appendix 2 – Analysis of Current Performance

Swimming

The pool, which was located in a separate building on the school site, closed in April 2016 due to building works at the school. Until any developments are complete there will be no swimming provision at MLC. Income from general swimming admissions for 2014/15 and 2015/16 is detailed in the graph below. Over the last two years of the pools operation casual admissions have dropped. This may be a result of the knowledge that the pool was closing with customers choosing to use other facilities ahead of the closure. In 2015/16 the swimming pool achieved income of £375 per m2.

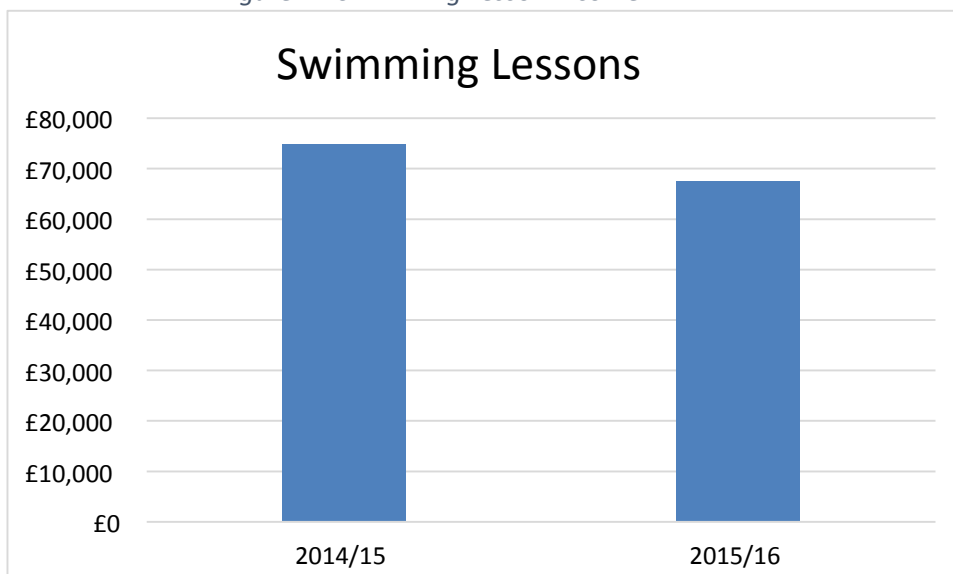
Figure 1 - Current General Swimming Income



Source: Max Associates Ltd

Income from swimming lessons over the past two years is shown in the graph below. As with general swimming income there has also been a drop in swimming lesson income in 2015/16.

Figure 2 - Swimming Lesson Income



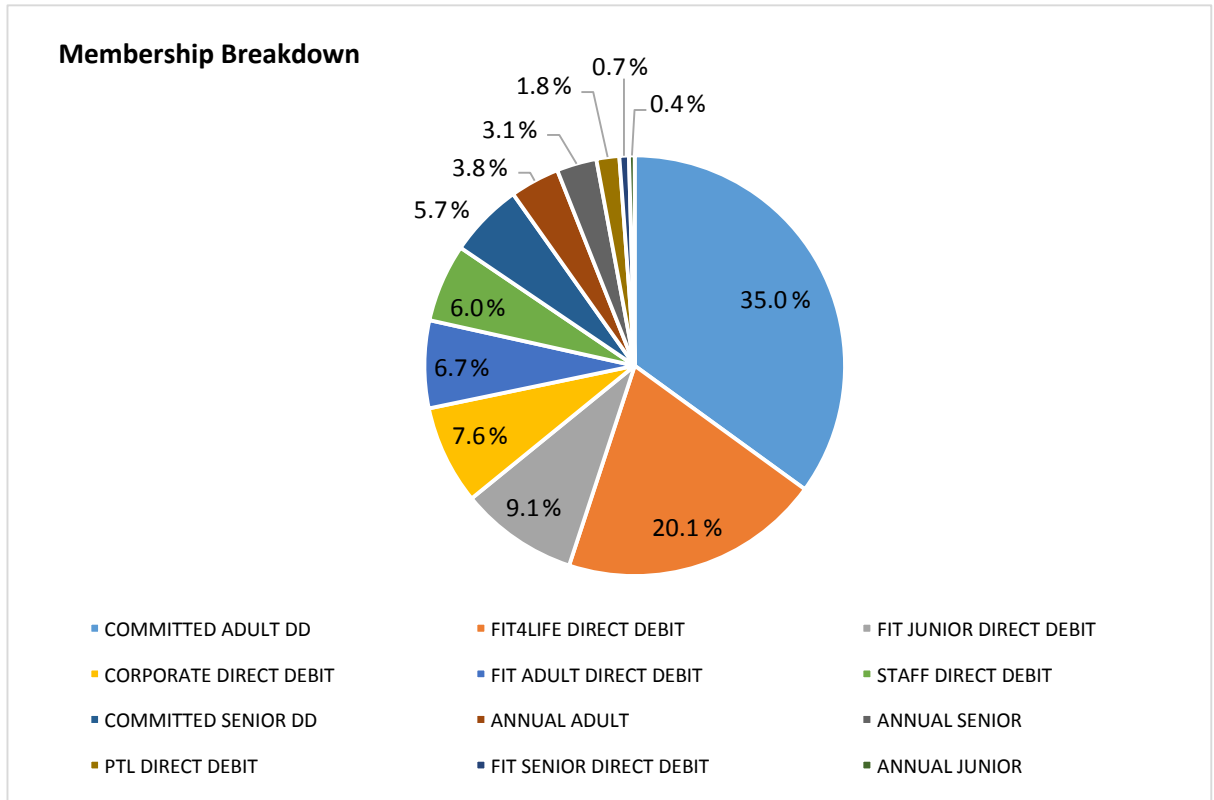
Source: Max Associates Ltd

Whilst some attempt has been made to deliver swimming lessons from a nearby school pool, the closure has resulted in the cancellation of nearly all swimming lessons, approximately 30 have transferred to Abergavenny Leisure Centre. It is currently too early to assess the impact of the pool closure on overall memberships and usage.

Fitness

MLC currently has 623 direct debit members, made up of the following categories:

Figure 3 - Membership Breakdown



Source: Max Associates Ltd

As the chart above shows the largest proportion of members are Committed Adult Memberships at 35%, paying £31.50 per month. The income generated in 2015/16 for fitness memberships was £160,041.

From the membership numbers and membership income shown, the average gross yield to be in the region of £23.43 per member. This is calculated from the total fitness membership direct debit income for 2013/14 of £160k divided by 12 months divided by 683 members, it has then been multiplied by 1.2 to get the gross yield to compare against the list prices.

With the list price of memberships ranging from £15.00 for a junior membership to £37.00 for an Adult Fitness Extra membership, the yield of £23.43 is fairly reflective of the membership breakdown, with just over a third on the £31.50 and 20.1% on the Fit 4 Life and 9.1% junior memberships priced at £15 per month. Only 6.7% pay the headline price of £37.00 per month.

Further fitness income comes from 'Advance Courses' at £23,640 and 'Fit4Life' at £10,506 with the total fitness income for 2015/16 was £209,495. The income per station achieved is £4,572 this is below the industry benchmark of £8k - £12k per station. The centre has 19.5 members per station, which is at the lower end of industry benchmarks of between 18-26 members per station.

Appendix 3 – Business Plan Assumptions - Pricing

The pricing of activities is based on the 2016 price list (as shown below), for new activities this shows the pricing of local competition.

KEY PRICES		Price	Conc
Health & Fitness	Membership Yield	£26.00	
	Toning Membership	£23.75	
	Joining Fee	£15.00	
	Fitness Casual	£5.45	£2.75
	Fitness Induction	£15.00	
	Aerobics	£4.20	£2.75
	Heat Experience / Day	£15.00	
Wetside	Swim Adult	£3.20	£1.80
	Swim Junior	£1.80	
	Swim Family	£8.00	
Leisure Pool	Swim Adult	£3.80	£2.00
	Swim Junior	£2.80	
	Swim Family	£8.90	
Wet General	Lesson Junior	£4.50	
	Lesson Adult	£4.50	
	Party	£80.00	
	Parent & Child	£4.50	
	Aqua / Swimfit	£4.50	£3.80
	School	£56.00	
	Club - Main	£56.00	
Adventure Play	Gala	£65.00	
	Under 1	£1.00	
	Under 5	£3.00	
	5+	£4.50	
	Party exc food	£8.50	
	Party food	£2.50	
	Squash	£5.95	£4.50

Source: Max Associates Ltd

Appendix 4 – Business Plan Assumptions – Income Projections

The income projections for each facility area are detailed in the table below. The significant changes to the centre will result in an improved perception and different profile within the community, resulting in increased usage and tourism visits.

Activity Area	New Developments Projections – Mature Year
General Swimming	<p>It has been assumed that as part of the development of the new pool that community use of the pool would be maximised, however school use would still take place in the hours agreed with the school and at an agreed hourly price, currently assumed to be £56.00 per hour for the whole pool. Maximising community use will be helped by the increased pool size and improved changing facilities. For example we would expect public access for early morning swims, lunch times swims and around any school usage.</p> <p>We have looked at the usage based on term and holiday times.</p> <p>General use of the pool is projected to be 37,668 per annum, this includes open public swim sessions and group sessions such as over 50's and parent and baby sessions.</p> <p>Projected annual income for general swimming is £96k.</p> <p>We have not included any grant for free swimming at present, however we have accounted for usage of those entitled to free swimming, therefore if the grant is still applicable once the new build is complete there will be minimal change to the overall income projected for casual swimming.</p> <p>Total swimming income equates to £975 per m2, which is within industry benchmarks of £500 - £1,200 per m2.</p>
Swimming Lessons	<p>We have assumed that there will be an average of 9 children per lesson with up to 3 lessons taking place at one time in the pool. It is expected that the courses will be operating at 90% capacity.</p> <p>We have also assumed that lessons will run over a 50 week programme to maximise throughput on the scheme.</p> <p>With lessons taking place every weekday evening and Saturday mornings</p> <hr/> <p>It is projected that there will be 972 pupils registered on the swimming lesson scheme. This equates to just under 5% of the 0-14 year old population within a 20 minute drive.</p> <p>This results in annual income of £182k.</p>
Pool Hire	<p>It is assumed that there would be a total of 20 hours hire of the pool each week, made up of schools, clubs and children's parties.</p> <p>Income from pool hire is projected to be £25k.</p>
Spa	<p>Casual spa visits are projected at 3,881 in year 1 increasing to 6,469 visits in year 3.</p> <p>We have assumed a retail sales of 10% of spa income in year 1, increasing to 16% in year 3. This is in comparison to known local authority spa operators.</p>
Health & Fitness	<p>The current monthly membership yield is £23.43, for the business plan projections we have increased this to £26 per member per month.</p>

Activity Area	New Developments Projections – Mature Year
	<p>Following the developments, we believe the centre will be able to focus on the higher priced membership options, particularly, as there are no budget gym options in the town and other competition is priced at £28.95 per month or higher.</p> <p>Attrition has been calculated at 5% per month and it is assumed that the existing membership levels will be retained until the opening of the new facilities.</p> <p>It is projected that in the first year the membership will increase from the existing level of 683 to 950 members and will reach the latent demand projections of 1,132 by year 3.</p> <p>Income from joining fees has been included at £8.5k for fitness memberships.</p> <p>An amount of casual income; £37,875 has been included for casual fitness income.</p> <p>In total, it is projected that the additional gym facilities will generate income of £342k (membership and casual) in a mature year.</p> <p>It is assumed that the new gym area will accommodate c.55 stations, an increase of 20 stations from the existing provision. In a mature year with 1,132 members, members per station equates to 20.5 members per station, which is slightly higher than current performance. Income per station has increased from £4.5k to £6.2k per station.</p>
Toning	<p>A new membership option for toning has been introduced and priced at £23.75, the price of the existing Senior Committed membership.</p> <p>We have projected at total of 280 members in a mature year, with 50 presales, which is c. 5% of the 60-79 population within a 15 minute drive of MLC. This equates to 55% capacity of a 12 station toning facility.</p> <p>With attrition at 5%, annual net income in a mature year is projected to be £67k.</p>
Studios	<p>With the new facilities we have assumed that the class timetable would increase from 28 to 40 classes per week, delivering a total net income of £25,436</p>
Squash	<p>We have assumed that the centre would achieve industry benchmark levels with a total income of £11,164 (£5.5k per court).</p>
Adventure Play	<p>The Adventure Play facility is aimed at under 14's and is intended to offer complimentary facilities to the swimming pool as well as a destination for families visiting the area.</p> <p>Total utilisation is projected to be 45,349 with annual net income of £138k. This usage is expected to come from the 0-14 population within a 30 minute drive (22,940) as well as the families that are part of the 2.1 million tourism visits each year.</p>
Catering	<p>With catering provision to support the swimming and adventure play offer, we anticipate significant improvements in secondary income.</p> <p>It is assumed that the catering will managed in-house and as such cost of sales and staffing have been included, this results in the catering offer making a small profit each year, however given the nature of the offer the Council may wish to use a known brand to improve perceived value; many leisure centres use the 'Costa Coffee' franchise.</p> <p>Secondary income has been based on:</p>

Activity Area	New Developments Projections – Mature Year
	<ul style="list-style-type: none"> • Income from centre users using the new offer, with an average spend per head of £0.20 for catering and £0.15 for vending. • Adult spectator average spend per head of £1.50 from the adventure play. • Party food income from the adventure play.

Source: Max Associates Ltd

Appendix 5 – Business Plan Assumptions – Usage Projections

The projected usage is detailed in the following table.

USAGE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Health & Fitness	136,123	156,143	164,879	166,422	166,426
Toning	12,011	21,423	25,245	26,888	26,876
Swimming	92,262	97,118	97,118	97,118	97,118
Squash	5,710	5,710	5,710	5,710	5,710
Adventure play	43,082	45,349	45,349	45,349	45,349
Spa	3,881	5,175	6,469	6,469	6,469
TOTAL	293,068	330,918	344,770	347,957	347,949

Source: Max Associates Ltd

Appendix 6 – Business Plan Assumptions – Proposed Staffing Structure

The staffing costs identified within the operational business have been established on a designation-by-designation basis and the FTE's are summarised in the table below.

Designation	Salary	FTE	Total Cost
General Manager	40,057	0.50	27,119
Duty Managers	25,951	3.00	110,084
Clerical Officer	20,138	0.50	13,633
Finance Officer	24,964	0.25	8,450
Receptionists	17,547	2.62	65,046
Leisure Assistants - wetside	17,547	6.58	163,286
Gym Assistants	17,547	3.55	88,181
Adventure Play Assistants	17,547	0.16	4,023
F&B Assistants	17,547	3.22	79,799
Swim Development Officer	36,379	0.25	12,314
Instructors - Swimming	20,400	0.89	25,727
Instructors - Aerobics	32,760	1.08	50,079
Enhancements			42,618
TOTAL			690,361

Source: Max Associates Ltd

Based on the staffing information provided, staff on-costs for NI/training/holiday/sickness have been included for all staff as detailed below.

Staff On Costs	
National Insurance	8.3%
Pensions	21.1%
Sickness & Holiday	6%
Training	3%
Other	3%

Source: Max Associates Ltd

In order to implement an efficient staffing structure it is assumed that the Duty Managers would take on areas of responsibility such as fitness & spa, catering and health and safety/quality. Therefore there is not a requirement for separate posts such as a gym or spa manager.

It is expected that parents will be responsible for their children within the adventure play area and therefore it does not require full time staffing. However, catering staff would have a dual role by monitoring the soft play with regards to cleanliness.

Of the salary bands provided it is assumed a mid-point of each salary band for each of the points. Maintenance staff have not been included and it is assumed that cleaning will be contracted as per current arrangements.

Appendix 7 – Business Plan Assumptions – Other Costs

The assumptions in relation to the expenditure of the centres are detailed below

Activity Area	Expenditure Projections – Mature Year
Secondary Costs of Sales	Cost of sales for catering, vending and retail has been included at 50% of income.
Utility Costs	It is recognised that there will be additional water volume that will increase the cost of utilities, however as a new build the plant will be more efficient than the current provision. We have therefore included utility costs at £25 per m2.
NNDR/Lifecycle Costs/Insurance	<p>No NNDR has been included in the business plan as present.</p> <p>Lifecycle costs have not been included within the operational expenditure, however we would suggest that any surplus following the funding of capital is placed into a lifecycle pot for future replacement of equipment and upgrading of facilities.</p> <p>We have included some insurance costs based on 0.25% of the capital costs.</p>
Repairs & Maintenance	Repairs and maintenance has been included at £15 per m2, which is at the top end of the second quartile of the Sport England National Benchmark. As a wet and dry centre this is a reasonable and realistic level of spend.
Equipment	Equipment costs have been included at a cost of £3 per m2 and total cost of £9.9k
Marketing	We have included a £5k marketing launch cost in year 1 as well as an annual cost of 0.5% of income. We assume that currently some marketing costs sit at a central level, however given the new activities additional marketing will be required.
Profit, Central Costs & Contingency	<p>As the facility is operated in-house and in line with the existing accounts we have not included any profit or central costs.</p> <p>We have included 2.5% of income as risk/contingency.</p>

Source: Max Associates Ltd

Appendix 8 – Community Benefits

After meeting with MCC the community benefit target /aspirations they have for this project are detailed below:

Target area	Metric	Benchmark Value	Example	Reporting	ISG Can provide as part of the contract	ISG (Additional costs required if MCC wish to include)	ISG Comment
Jobs Created (NEET/ LT Unemployed)	Person weeks per £m invested	52	As definition of person and weeks (Please see below)	Quarterly	104 weeks	151k	As per calculations. Risk of not being able to / traffic marshals who are NEET / LT unemployed.
Jobs Created (NEET/ LT Unemployed)	Number of FTE per £m invested (based on 52 weeks provision)	1	Relating the number of weeks into individuals who have been employed i.e. 1 person employed for 52 weeks	Quarterly			Captured above.
Training (including graduates, work placements, pupil placement)	Person weeks of training provided per £m invested	25 (Included in the overall person weeks per £m)	Welsh Graduate engineer sponsored; Welsh Year out student; Work experience	Quarterly			Captured above.
Apprenticeships	Number of apprentices per £m invested	1 (Included in the overall person weeks per £m)	Relating the number of weeks into individuals who have been employed. Promote use Y Prentis or other shared apprentice schemes	Quarterly			Captured above.
School Engagement (STEM)	Number of Pupil interactions per £m invested	150	School assemblies or individual lessons Assembly with 70 children – 70 interventions. Maths lesson with 30 children – 30 interventions	Quarterly		£2,500	825 pupil interactions = c. 12 assemblies = 1 per month. £200 / assembly to cover supervision and materials.
School Engagement (STEM)	Hours donated per £m invested	100	Wider team involvement – interviews, careers fairs	Quarterly		£2,800	550 hours of school engagement – 40 in a class = 14 hours of engagement with a class of 40 = £200 per hour
Labour Force	Percent of workforce from postcode	30	Use postcode of the project and measure visits to site	Annual			There is not a cost to this labour which will endeavour to do. But there are too many factors affecting our procurement to be able to guarantee this – e.g. H&S record, ability to undertake the works, performance on similar projects, cost effectiveness, ability to pass ISG database requirements to name but a few.

Target area	Metric	Benchmark Value	Example	Reporting	ISG Can provide as part of the contract	ISG (Additional costs required if MCC wish to include)	ISG Comment
Labour Force	Percent of workforce from Wales	60	Use postcode of the project and measure visits to site	Annual			There is not a cost to this providing we can use local labour which will endeavour to do. But there are too many factors affecting our guarantee this procurement to be – e.g. H&S record, ability to undertake the works, performance on similar projects, cost effectiveness, ability to pass ISG database requirements to name but a few.
WG measurement tool	Complete WG measurement Tool	1	Complete on completion of the project and annually	Annual			If this is a paperwork exercise then it will be completed as required however further details are required.
Supply chain initiatives	Percent spend in Wales per project	60	Value of contact and location of supplier. CBME electrical contractor Cardiff postcode £100,000 contract value expressed as percentage	Annual			There is not a cost to this providing we can use local subcontractors which will endeavour to do. But there are too many factors affecting our procurement to be able to guarantee this – e.g. H&S record, ability to undertake the works, performance on similar performance on similar projects, cost effectiveness, ability to pass ISG database requirements to name but a few
Supply chain initiatives	Number and type of materials produced in Wales	2	Welsh Steel, Welsh slate	Annual			If this is only 2 products (rather than 2 x £5.5m = 11) and will include aggregates then this should be achievable
Supply chain initiatives	Value of materials	10m2	£ per tonne (Steel), £ per m square (slate)	Annual			This is unclear but if they are asking for us to confirm the volume per tonne of steel and slate per 10m2 of building, then this could be calculated at the end of the project
Supply chain initiatives	Volume of materials	25m2	£ per tonne (Steel), £ per m square (slate)	Annual			This is unclear but if they are asking for us to confirm the volume per tonne of steel and slate per 10m2 of building, then this could be calculated at the end of the project
Supply chain initiatives	Percent Welsh sub-contractors per project	60	Total number of contractors used with welsh postcode expressed as percentage	Annual			No cost to this providing we can use local subcontractors which we endeavour to do so. But there are too many factors affecting our procurement to be able to guarantee this. – e.g. H&S record, ability to undertake the works, performance on similar projects, cost effectiveness, ability to pass ISG database requirements to name but a few
Supply chain initiatives	Number of supply chain engagements per person	2	Meet the buyer event	Annual		Potential for £4500	If this is 2 meet the buyer events there than the (£5.5m x 2= 11 events) then we can do it, however the issue is until we have commitment from MCC, cannot commit to any suppliers and at the point of MCC committal the majority of the supply chain will be known. There would be not cost for 2 events. Any more would be £500 each.

Target area	Metric	Benchmark Value	Example	Reporting	ISG Can provide as part of the contract	ISG (Additional costs required if MCC wish to include)	ISG Comment
Supply chain initiatives	Use of Sell 2 Wales to advertise opportunities	3	Advise opportunity for subcontractors through Sell 2 Wales opportunities	Annual			There is not a cost to this providing we can use local labour which we will endeavour to do so. But too many factors affecting our procurement to be able to guarantee this—e.g. H&S record, ability to undertake the works, performance on similar projects, cost effectiveness, ability to pass ISG database requirements etc.
Fair payment	Payment within 10 days by client		Audit percentage of payments	Annual			No comment
Fair payment	Payment to sub-contractors within 23 days		Audit percentage of payments	Annual			This would be dependent on the 10 day payment from the client. It is not in accordance with any of our standard terms and conditions so would require a bespoke agreement to be in place for each trade. No cost.
Environmental	Percent waste diverted from landfill	85	Measured from waste transfer advice note	Annual			Providing there are local waste management companies who can commit to this level of waste diverted from landfill this would seem achievable at no extra costs
Environmental	Amount of waste produced tonnes/£m	10	Measured from waste transfer advice note	Annual			Providing demolition and earthworks waste do not form part of calculation then this should be achievable at no extra costs
Community	Community initiatives per project	2	Work with local scout group to repaint hall.	Annual		£9,000	£5.5m x 2 = 11 initiatives. We are willing to assist with say 2 or. community initiatives during the project for no charge (in fact generally we would contribute towards the initiatives) however 11 or would appear excessive and subsequently incur costs (which would vary depending on the scheme = 9 x £1000
Community	Community newsletters per project	2	Letter sent out to residents	Annual	Incl.		
Total Cost of what is achievable if required						c£170k	

Appendix 9 – Next Steps

Step 1: With the requirement of a temporary structure to be erected on the site prior to the commencement of refurbishment it is necessary to submit a further planning application. This planning application requires consultation with NRW, and dependant on the outcome the cost of this application will be either £8,317 (should a Level 2 Flood Consequences Assessment (FCA) be required only) or £13,317 (should a Level 3 FCA be required).

ALS has commenced the process on this element of work and will be able to inform by the end of July 2017 which fee will need to be underwritten and paid by MCC.

Dependant on the outcome of the Level 2 / Level 3 FCA decision will determine the commencement of the planning process, which will then allow planning approval to be sought.

<u>Best case:</u>	<u>Worst case:</u>
<p>Level 2 FCA required. NRW data issued this week. FCA issued this week.</p> <p>Planning Application made w/c 26.06.17 12 weeks planning – 18th September (best case – reviewed at Planning Committee 05th September – this is 10 weeks)</p> <p>5 weeks manufacture and installation = Ready to use 10th October</p>	<p>Level 3 FCA required. NRW data issued in 10 days.</p> <p>FCA takes 6 weeks</p> <p>Planning Application made w/c 14.08.17 12 weeks planning – 06th November (reviewed at Planning Committee 07th November) 5 weeks manufacture and installation = Ready to use 11th December.</p>

Step 2: MC has a full council meeting on the 27th July 2017 and it will be necessary to gain approval at this meeting for the scheme to commence based on the scenarios discussed above.

The current *indicative* programme is now:

	<u>Best case:</u>	<u>Worst case:</u>
Planning Approval	5 th September 2017	7 th November 2017
Contracts Signed	5 th September 2017	7 th November 2017
ISG Mobilisation	25 th September 2017	27 th November 2017
Temporary structure ready to use	10 th October 2017	11 th December 2017
31-week internal programme	21 st May 2018	9 th July 2018
Pool Complete	12 th Nov 2018	2nd January 2019

Currently the programme is showing a complete shutdown of the facility for the first 31 weeks of construction. An evaluation of loss of income v savings has been undertaken by MC leisure officers and the loss of income due to the 31 week shutdown has been calculated at £13k - £15k. Due to the construction being on a school site, with construction already underway in building the new school it is felt that from a health and safety perspective the 31 week shutdown would be the preferred route, however this is a decision for MCC.

Appendix 10 – Temporary Structure Location

35x20 metres



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