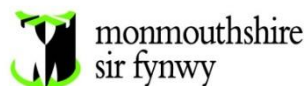


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County Hall
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Usk
NP15 1GA

Friday, 21 August 2015

Notice of meeting / Hysbysiad o gyfarfod:

Adults Select Committee

**Tuesday, 1st September, 2015 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

AGENDA

Item No	Item	Pages
1.	Apologies for absence	
2.	Declarations of interest	
3.	Public Open Forum	
4.	To confirm the minutes of the following meetings: <ul style="list-style-type: none">• Special Meeting of Adults Select Committee held on 16th June 2015.• Adults Select Committee held on 30th June 2015• Joint Meeting of Adults Select Committee and Strong Communities Select Committee held on 8th July 2015.• Special Meeting of Adults Select Committee held on 20th July 2015.• Special Meeting of Adults Select Committee held on 31st July 2015.	1 - 36
5.	Pre-decision Scrutiny of the Review of Mardy Park	37 - 94
6.	Performance Report on Disabled Facilities Grants	95 - 112
7.	Budget Monitoring Report - Period 1	113 - 160
8.	Work Programming	161 - 164
9.	To confirm the date and time of the next meeting as Tuesday 13th October 2015 at 10.00am.	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

P. Farley
R. Harris
R. Chapman
R. Edwards
M. Hickman
P. Jones
P. Jordan
P. Watts
A. Wintle
D Hill
D Husdon

Public Information

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Welsh Language

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

Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

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

Our Values

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

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.

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**Minutes of the Special Meeting of Adults Select Committee
held at County Hall, Usk on
Tuesday 16th June 2015 at 2.00 p.m.**

PRESENT: County Councillor P. Farley (Chair)

County Councillors: R. Harris, P. Jones, P. Watts and A. Wintle

ALSO IN ATTENDANCE:

County Councillor V. Smith

CO-OPTED MEMBERS:

Mrs. D. Hudson
Mr. D. Hill

OFFICERS IN ATTENDANCE:

Mrs. J. Boothroyd	-	Head of Adult Services
Mr. I. Bakewell	-	Housing and Communities Manager
Mr. M. Howcroft	-	Assistant Head of Finance
Mr. T. Stokes	-	Finance Manager
Mr. M. Gatehouse	-	Policy and Performance Manager
Ms. S. Sexton	-	People Development Lead
Ms. H. Ilett	-	Scrutiny Manager
Mrs. N. Perry	-	Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors R. Edwards and R. Chapman.

2. DECLARATIONS OF INTEREST

There were no declarations of interests made by Members.

3. PERFORMANCE MONITORING: IMPROVEMENT PLAN 2014-2017 AND OUTCOME AGREEMENTS

Context:

Members scrutinised a performance report from the Policy and Performance Manager outlining the end of year data for the Improvement Objective and Outcome Agreement which were under the remit of the Adults Select Committee, being:

- Improvement Objective 2 – We will work to help people live on their own lives by building flexible and responsive services. Our focus will be on safeguarding

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Adults Select Committee held at County Hall, Usk on Tuesday 16th June 2015 at 2.00 p.m.

people, further developing our approach to integrated services and implementing community coordination in the pilot areas

- Outcome Agreement Theme 2 – Ensuring people receive the help they need to live fulfilled lives.

We were informed that the Outcome Agreement was one of 5 themes, and had achieved a high score. There would be more detail provided at an Adults Select meeting to be held on Tuesday 30th June 2015.

Key Issues:

Improvement Objectives were set annually by the Council to deliver on priorities. Despite objectives being focused on the long term, the specific activities that support them were particularly focused on the year ahead.

The Outcome Agreement is an agreement with the Welsh Government for a three year period, where the Council needs to deliver on performance activity and associated targets that contributed to the Wales Programme for Government. The current agreement covers the period from 2013 to 2016. The Council would be awarded funding each year from the Welsh Government based on the performance achieved.

The score and summary for the main points for consideration on performance in 2014/15 showed that the Improvement Objective 2 had been scored at Level 4 – Good.

The score and summary of the main points for consideration on performance in 2014/15 showed that the Outcome Agreement Theme 2 had been scored as Fully Successful – 2 points.

Member scrutiny:

Members required clarification on item 3.7.4 of the report, where it stated that all staff across were using an Integrated Assessment. We were advised that ‘across’ referred to the whole integrated service.

Members queried if other Authorities were visiting Monmouthshire County Council to observe the areas of good practice. The Head of Adults Services informed the Committee that they had been invited to speak at key events across Wales and England. People were enthused and we had received visitors from Anglesey, Bridgend, Neath Port Talbot and Denbighshire to name a few. Other Local Authorities took ideas and looked how best to transport into their service.

Members requested that the format of the report be altered to include headings to tables each continuing page. **(ACTION – MG)**

A concern was raised that the focus of the report seemed to shift to the safeguarding of children, and that further information on the safeguarding of older people would be

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expected to be included. The Policy and Performance Manager explained that the new objectives set on 23rd April 2015 were more reflective on adults safeguarding. The next update would be far broader in narrative.

Members raised concerns that the amount of reporting and convictions of people abusing older people seemed to be far lower than expected. The Head of Adult Services explained that there would be a special meeting scheduled for July 2015 to discuss adult protection and safeguarding. We heard that statistics showed that 36% of all abuse was from a regulated setting.

Members questioned if the number of older people receiving traditional long-term community based packages of social care was a figure we were aiming to reduce. We were informed that the traditional packages of care did not include the interaction with Community Coordinators. There was growing recognition that to be independent should mean to be independent in the community, with people around you. Officers were trying to reduce the figure, but an added pressure was the rising number of older population.

Members questioned why there were no targets set for the number of adult clients who were supported in the community during the year. It was explained that the Authority is required to report the data but it no longer fitted into the Monmouthshire mind-set or way of working. The Head of Adult Services explained that a new framework agreement would be set from April 2016.

It was noted that the number of people who were happy with the service delivered was not the same as the number of people who felt that the service met their needs. It was explained that a number of varied questions had to be asked.

Recommendations:

The Committee were required to consider the following recommendations:

- To scrutinise the performance achieved and the impact made to assess progress and performance against the objectives.
- To identify and explore and areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve
- To confirm the evaluation scores based on the evidence provided.
- To scrutinise the targets and any revisions for the key Performance Indicators that fall within the remit of Adults Select Committee.

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Committee's Conclusion:

Chair's Summary:

The Chair thanked the officers for the thorough and helpful report, and appreciated the early sighting of what would be reported in further detail at the Special Meeting.

The report had provided the Committee with an understanding of the process of change.

4. POLICY DEVELOPMENT: CHANGE OF HOMELESSNESS POLICY

Context:

Members received a report presented by the Housing and Communities Manager, to seek approval to continue to apply the test of intentionality to all household groups presenting as homeless to the Council, in line with the requirements of the Housing (Wales) Act 2014.

Key Issues:

The Council is required by the Housing (Wales) Act 2014 to provide a formal public statement on which household groups the Council would continue to assess as being intentionally homeless. The assessment would include where an individual household contributed to their homelessness through either a deliberate act or lack of action on the part of the household which subsequently resulted in their accommodation being lost for no good reason.

The number of households found to be intentionally homeless each year was relatively low as a proportion to homeless determinations.

Member Scrutiny:

Members noted that the intentionality test was reviewed by Monmouthshire County Council alone, on a bi-annual basis.

Members heard that the determinations for 2014/15 had been on 249 applications, of which 16 were intentional.

Members noted the impressive list of key partners who been consulted as part of the proposal, and queried how many had responded. The Housing and Communities Manager explained that 3 responses had been received:

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- Children's Services, Monmouthshire County Council had asked about not applying the test of intentionality to care leavers. In such cases officers would work with Children's Services to avoid intentional homelessness.
- Seren (Bond Scheme) had responded and supported the application.
- Housing Services, Torfaen County Borough Council responded and had encouraged the consistent approach.

Members felt that the lack of responses from partners was disappointing but were reassured to hear that officers worked closely with them as support agencies.

Recommendations:

The report requested that the Committee agree to continue to apply the test of intentionality to all household groups presenting as homeless to the Council.

Committee's Conclusion:

Chair's Summary:

The Chairman thanked the officer for the report, and noted that a Special Meeting was scheduled for 8th July 2015 to discuss homeless issues.

The Committee fully endorsed the proposal and agreed that the Chair would convey its conclusion to the appropriate Cabinet Member.

5. PRE-DECISION SCRUTINY: PROPOSAL TO ENTER INTO COLLABORATION ON TRAINING FOR SOCIAL CARE AND HEALTH

Context:

Members received a report in order to consider the rationale of the Social Care and Health Workforce Development Team entering into a collaborative arrangement to deliver the service jointly with Torfaen and Newport Councils.

Key Issues:

Under the proposal, the Workforce Development Team would work collaboratively with equivalent teams in Newport and Torfaen Councils. This would be the first step towards a full merger with the other Gwent authorities in April 2017. The five Directors of Social Services in Gwent were aware of, and supportive of, the proposal.

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If approved there would be a requirement for a shared locality for management and administrative functions, which should not incur any additional costs for the Authority.

It was suggested that Torfaen would be the lead authority in the collaboration.

Member Scrutiny:

The Chairman clarified that the Committee were required to consider the appropriateness of the proposal and to confirm that we were, in principal, content for negotiations to continue.

Members requested explanation of the acronyms in the report. We heard that VER indicated Voluntary Early Retirement.

Members questioned how the collaboration would be scrutinised, as it was felt that ongoing scrutiny would be beneficial. We were informed that no definite arrangements were in place but it was thought that the Authority would scrutinise individually rather than jointly.

The Head of Adult Services explained that the Authority had developed a good profile around training, and it was important not to lose the relationships between teams. It was important for Monmouthshire to influence the shape of the model, using current collaborative models as examples of good practice.

The Chairman acknowledged that the arrangements should be built in to the Committee's scrutiny arrangements. There were concerns on how to manage the cultural side, which may be at risk in the changing environment. It was expressed that the Committee would provide support to officers going forward, in keeping a tight focus on our scrutiny process.

A Member raised a concern that Monmouthshire County Council would not want to lose their leading position in social care. The People Development Lead agreed that other Authorities recognised that Monmouthshire County Council had a different approach, and were beginning to adopt some methods. It was noted that it would be ideal to create a nerve centre where management and administrative work take place.

Members raised a query regarding the statistic of 36% of abuse being from a regulated setting and questioned whether the problem would be addressed through the training department. We were informed that training regarding the matter was carried out on a monthly basis. Discussions were being held with Commissioning to address the issue.

Recommendations:

The report requested that Members arrive at a view on the appropriateness of future joint delivery of the service, and to give an 'in principle' decision on whether officers should proceed with negotiations with neighbouring authorities.

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Committee's Conclusion:

Chair's Summary:

The Chairman thanked the officer for the report and noted that the Committee agreed the appropriateness of the future delivery of the service, with some safeguards needed.

The Committee agreed, in principle, for officers to continue with negotiations with neighbouring authorities.

The Chairman agreed to inform the Cabinet Member of the decision.

6. BUDGET MONITORING: REVENUE AND CAPITAL OUTTURN REPORTS

Context:

Members received a report from the Assistant Head of Finance in order to receive information on the outturn position of the Authority for the 2014/15 financial year. The position was regarded as draft prior to the external audit of the Statement of Accounts. The report provided summary information about the council's reserve position as a consequence of year end movements

The report had been to Cabinet and Members were asked to consider the recommendations proposed to Cabinet, as outlined in the report.

Members heard that the position concerning revenue monitoring outturn had resulted in a £31,000 surplus which was considered to be an exceptional result given that we were expected to draw upon reserves up to £296,000.

We heard that Community Education was an £18,000 adverse situation, due to £26,000 of redundancy costs which had been absorbed, and also to a reduction in funding of the NOVUS project.

Members Scrutiny:

Members questioned the position surrounding Monnow Vale. We were informed by the Finance Manager that officers were looking at an imminent innovative approach in line with the GWICES budget.

In response to a query regarding Community Meals we heard that in respect of a £30,000 mandate saving, £8000 had been attributed leaving a shortfall of £22,000.

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We heard that the majority of our clientele are in the 85+ bracket and feedback tells this service is invaluable to them and ensures that they are able to live healthier and more independent lives as a direct result of receiving the service. The service is cost neutral, so unlike some other authorities, we do not make an income from it but neither do we subsidise it, so whilst it makes a huge contribution to older people's health and well-being and hence meets all our improvement objectives in terms of safeguarding the vulnerable, it does not pose a significant financial implication to the Council. The Adults Select Committee have reviewed community meals as part of their work programme and support the current financial position and the continuation of this vital service.

Recommendations:

Members were asked to consider the report as part of their responsibility to:

- Assess whether effective budget monitoring was taking place.
- Monitor the extent to which budgets were spent in accordance with agreed budget and policy framework.
- Challenge the reasonableness of projected over or under spends.
- Monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

Committee's Conclusion:

Chair's Summary:

The Chairman thanked the officers for the report and noted the considerable achievements described in the report.

The Committee welcomed the suggestions of ways to rebalance, and noted that there were many examples of good service.

The Chairman expressed that the Committee appreciated the ongoing effort made by the teams, under difficult circumstances

7. WORK PROGRAMMING

The Scrutiny Manager welcomed the Head of Adult Services to highlight items for scrutiny for the forthcoming year. We were informed of the following suggestions:

- The Raglan Project and the roll out of the Raglan Project – October 2015
- 'Turning the World Upside Down' – Early Autumn 2015
- Social Care and Well Being Act (two strands to highlight) – Early 2016

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- i. Adult Safeguarding and implications surrounding regulations.
- ii. Prisons and implications of them in our county.

The Chairman suggested that a workshop style for Turning the World Upside Down may be beneficial.

The Scrutiny Manager informed the Committee that a review on Mardy Park had been agreed. Members suggested that it would be useful for the meeting to be held at Mardy Park.

The Chairman informed Members that a meeting was scheduled with Bobby Bolt and Veronica Snow from ABUHB, which would be reported back to Committee in due course.

We heard that the following meetings were scheduled:

- Tuesday 30th June 2015 – Partnership scrutiny.
- Wednesday 8th July 2015 – Housing themed meeting. Joint meeting for Adults and Strong Communities Select.

The meeting ended at 4:37 pm.

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MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Meeting of Adults Select Committee held at County Hall, Usk on Tuesday 30^h June 2015 at 10.00 a.m.

PRESENT: County Councillor P. Farley (Chair)

County Councillors: R. Chapman, R. Edwards, R. Harris, M. Hickman,
P. Jones and A. Wintle.

ALSO IN ATTENDANCE:

County Councillor V. Smith

CO-OPTED MEMBERS:

Mrs. D. Hudson
Mr. D. Hill

OFFICERS IN ATTENDANCE:

J. Boothroyd	-	Head of Adult Services
N. Needle	-	Changing Practice, Changing Lives Lead
H. Ingle-Gillis	-	Community Coordinator
A. Morgan	-	Community Coordinator
W. McLean	-	Head of Policy and Engagement
H. Ilett	-	Scrutiny Manager
N. Perry	-	Democratic Services Officer

1. APOLOGIES FOR ABSENCE

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

2. DECLARATIONS OF INTEREST

There were no declarations of interests made by Members.

3. PUBLIC OPEN FORUM

No members of the public addressed the Committee as part of the public open forum.

4. MINUTES

Members confirmed and signed the minutes of the meeting of Adults Select committee held on 19th May 2015.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Meeting of Adults Select Committee held at County Hall, Usk on Tuesday 30^h June 2015 at 10.00 a.m.

5. PARTNERSHIP ACTIVITY: COMMUNITY COORDINATION AND SMALL LOCAL ENTERPRISE

The Chairman expressed the congratulations of the Committee to the Adults Services team on the two awards Monmouthshire County Council had recently received. The team had achieved runner-up for Select the Best, representing our recruitment process, and first place for the Raglan Project.

Context:

Members received a performance report for scrutiny from the Head of Adult Services and Changing Practice, Changing Lives Lead. The report provided Members with an update on the development of the Community Coordination and Small Local Enterprises, often referred to as Micro Enterprises, at two pilot sites in Abergavenny and Caldicot.

The Committee were introduced to two Community Coordinators who had been in post for 12 months and were provided with the opportunity to ask questions directly to the staff delivering the programme.

The report had been to Cabinet, and was subsequently being brought to Adults Select for open debate.

Key Issues:

Community Coordination and the development of Small Local Enterprises had been established in order to achieve the outcome that *'people are engaged in and supported by the communities and not dependant purely on statutory services'*, which aligned with the Council's priority of support for vulnerable people. The approach aimed to:

- Help people to pursue their vision for a good life
- Learn about place based approaches to wellbeing and to build on the assets of individuals and communities.
- Strengthen the capacity of communities to welcome and include people.
- Develop small local enterprises to deliver more personal, flexible and accountable services.
- Co-produce community opportunities and support.

The approaches were intended to contribute to a reduction in the number of people needing long term care packages.

Member scrutiny:

The Community Coordinators provided the Committee with experiences of their work following which, Members were invited to comment.

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The Chairman noted that the Committee had expressed a wish to hold a special meeting at Mardy Park.

Members questioned how members of the public could access information about the service. The Community Coordinators suggested that maintain a good relationship with the local press could provide an effective method of advertising. Consultation events had been undertaken in order to introduce the coordinators to the public. Community Coordinators also attended groups such as Abergavenny Active 50+. The Head of Adult Services explained that the approach was based on connections, depended on the building of relationships, and the quality of the individuals involved.

The Co-opted Member expressed that members of the Abergavenny Action 50+ group had benefitted greatly through the Community Coordination programme.

Members suggested that approaching the Planning Department with regards to developing appropriate housing should be explored. It was agreed that a joint meeting with Planning would be beneficial. **(ACTION - HI)**

Clarification was sought on item 3.4 of the report. Officers explained that Small Local Enterprise was an approach where the Council supported Micro Enterprises consisting of five beneficiaries or employees or less. Benchmarking work had been undertaken to determine what Small Local Enterprises exist at the current time. The report explained that 202 people were beneficiaries of 49 small local enterprises.

Members questioned if the coordinators had connections with the younger people in the community. Community Coordinators confirmed that there were inter-generational workshops being held in the summer to bring younger people from King Henry VIII School and older people together to share learning and experiences. The Changing Practice, Changing Lives Lead shared an example of inter-generational working, Crafty Women, an all age Friday club in Abergavenny, supported by Monmouthshire Housing Association.

Members requested clarification of acronyms. We heard that ACRF was Annual Council Reporting Framework.

Members questioned when we could expect to see the same work extended through Chepstow and Monmouth. The Head of Adult Services explained that the scheme was a year in to a 2 year pilot scheme, through which time there needed to be serious learning and understanding. It was noted that there was a plethora of support and information, but the key was how to pull the partnership approach around communities in the most connected and local way possible.

The Co-opted Member suggested the service combine with the Community Connections schemes in Monmouth and Chepstow.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Meeting of Adults Select Committee held at County Hall, Usk on Tuesday 30^h June 2015 at 10.00 a.m.

Recommendations:

Members were required to scrutinise the pilot programme to ensure that it delivered in line with the original expectations.

Committee's Conclusion:

Chair's Summary:

The Chairman expressed thanks to the officers present and confirmed that the Committee were pleased with the progress made to date and were supportive of the scheme.

Members looked forward to further updates towards the end of the two year term of the pilot scheme.

6. PARTNERSHIP ACTIVITY: 'IN ONE PLACE' PROGRAMME

Context:

Members received a report presented by Joanne Lewis-Jones, the Programme Officer for In One Place to provide background information regarding the benefits of the In One Place project and its future status.

Key Issues:

The In One Place (IOP) Programme is a pioneering collaboration between the Aneurin Bevan University Health Board (ABUHB), five local authorities and eight Registered Social Landlords (RSLs) within the Gwent area. The aims of the initiative were to streamline the process of obtaining suitable accommodation in the local region for people with complex health and social care needs, as an alternative to out of county placements or unnecessarily extended stays in hospital.

The basic premise of the programme was that as an alternative to being housed in a residential home where the accommodation and the care had been commissioned from the private sector as package, the service user would be appropriately supported to move into a local rented property, owned by a RSL

The project was no longer funded by the Regional Collaboration Fund as it was decided by ABUHB that the project was of sufficient value and was generating a level of savings commensurate with its cost profile.

MONMOUTHSHIRE COUNTY COUNCIL

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Member Scrutiny:

Members queried if support workers in the complex would have received mental health training. We heard that support workers would be fully trained. It was confirmed that support workers would not be volunteers and would provide 24 hour support with a commissioned package of care. The support workers would have also had a period of time to develop a relationship with the service user before moving into the complex, in order to assist the transition.

Members praised the report from Miller Associates, acknowledging the references and comments from service users. The report had influenced the ABUHB in a positive way and any further report would be welcomed. It was confirmed there would be an interim report in Autumn 2015, and a finalised report in March 2016.

A Member suggested developing a partnership with My Monmouthshire.

The Head of Policy and Engagement explained that there had been a clear agreement from all partners involved. Collaboration was not always easy but there had been a great deal of effort, and the returns at the end were a positive reflection. The success of the collaboration reflected the personal commitment involved in the project.

Members noted that Monmouthshire County Council, Monmouthshire Housing Association and Melin, as partners, had benefitted successfully from the project.

Recommendations:

The report requested that the Committee consider the contents of the evaluation by Miller Associates and scrutinise the project, its outcomes achieved to date and its future prospects for delivering improved outcomes.

Committee's Conclusion:

Chair's Summary:

The Chairman expressed that the Committee were satisfied with the progress of the project and congratulated all partners involved. The Committee recognised the commitment shown by ABUHB.

The Chairman recommended that the In One Place project be used as example for future successful collaborations.

The Committee noted the excellent evaluation report from Miller Associates.

The Committee would welcome further opportunities to scrutinise partnerships.

The Chairman recommended that the Planning Department take the issues raised into

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Meeting of Adults Select Committee
held at County Hall, Usk on
Tuesday 30^h June 2015 at 10.00 a.m.**

account

The Chairman thanked the Programme Officer for the presentation, and the Head of Policy and Engagement for creating the framework.

7. WORK PROGRAMMING

We noted that the following meetings were scheduled:

- Special Meeting - Wednesday 8th July 2015 at 10.00am
- Special Meeting at Mardy Park - Monday 20th July 2015
- Ordinary Meeting - Tuesday 1st September 2015 10.00am

The meeting ended at 11:45 am.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Joint Meeting of the Adults and Strong Communities Select Committees held at County Hall, Usk on Wednesday 8th July 2015 at 10.00 a.m.

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

County Councillors: R. Chapman, D. Dovey, A. Easson, R. Harris, M. Hickman, S.G.M. Howarth, P. Jones, V.E. Smith, A. Webb, S. White, K. Williams and A.M. Wintle.

ALSO IN ATTENDANCE:

County Councillor G. Burrows

CO OPTED MEMBERS

D. Hudson
D. Hill

OFFICERS IN ATTENDANCE:

H. Ilett	-	Scrutiny Manager
I. Bakewell	-	Housing and Regeneration Manager
K. Beirne	-	Chief Officer, Enterprise
D. Hill-Howells	-	Head of Community Led Delivery
R. Davies	-	Head of Revenues and Benefits
K. Durrant	-	Private Sector Housing Manager
N. Perry	-	Democratic Services Officer

ALSO IN ATTENDANCE:

Michele Morgan	-	Assistant Director, Monmouthshire Housing Association
David Morris	-	Director of Housing and Communities, Monmouthshire Housing Association
Kathryn Edwards	-	Corporate Director, Charter Housing
Justin Wigmore	-	Director, Melin Housing
Tom Broadhead	-	Community Development Lead, Melin
Sherril Thomas	-	Housing Solutions Manager

1. ELECTION OF CHAIR

We elected County Councillor P.S. Farley as Chairman.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors R. Edwards and S. Jones.

**Minutes of the Meeting of the Adults and Strong Communities Select
Committees dated 8th July 2015 - continued**

3. DECLARATIONS OF INTEREST

The following declarations of interest were received:

- County Councillor S. White declared a personal, non-prejudicial interest as a Board Member of Monmouthshire Housing Association.
- County Councillor V.E. Smith declared a personal, non-prejudicial interest.
- County Councillor A. Wintle declared a personal, non-prejudicial interest as a Director of Monmouthshire Housing Association.
- County Councillor A. Webb declared a personal, non-prejudicial interest.

4. JOINT HOUSING SOLUTIONS SERVICE

Context:

We received, for scrutiny, a report to update Members on the delivery of the joint Housing Solutions Service with Torfaen County Borough Council. The proposal was in support of the implementation of the Housing and Communities Medium Term Financial Plan project mandate.

Key Issues:

The agreed model had been implemented on a pilot basis for one year, from 2nd March 2015.

The focus of delivery of the proposal had been the creation of a Housing Solutions Team and a Private Sector Housing Team.

Changes necessary to deliver the new service were being implemented alongside changes necessary to ensure requirements of the Housing (Wales) Act 2014 relating to homelessness prevention were met.

Member Scrutiny:

Members were advised that the Prisoner Release Funding from Welsh Government was for the joint partnership not Monmouthshire County Council alone.

Members questioned where private landlords were working with local letting agents, who would be responsible for clients should there be problems. In response we heard the letting agents would be responsible but they could be referred to the Housing Solutions Team. Support would be provided to clients for as long as necessary.

A Member queried if the Authority would establish its own letting agency. The Housing and Regeneration Manager explained that this was an option and key

Minutes of the Meeting of the Adults and Strong Communities Select Committees dated 8th July 2015 - continued

discussions would be necessary with Torfaen County Borough Council. As the team was still in a set up stage it was not an appropriate time.

A Member raised concerns with regards to accommodation and increasing requirements, and questioned if work had been undertaken to identify potential empty properties. We were advised that officers had contacted the owners of a number of empty properties in the County, but usually received negative responses. Often properties were waiting to be sold or part of estates. It was suggested that the loan facility available was not attractive to empty property owners.

A Member suggested looking at empty factory units as opportunities for development. The Housing and Regeneration Manager welcomed all suggestions and informed the Committee that there were ongoing discussions to identify new buildings. Officers were wary that big buildings may result in many young people in one building.

In response to a question regarding Bed and Breakfast facilities, were heard that generally chains, such as Premier Inn, were not used, unless absolutely necessary.

With regards to the disposal of assets, we were informed by the Head of Community Led Delivery that alternative uses would be considered. Departments were given the opportunity to bid on assets before being put to the open market.

In response to a query regarding the sustainability of the scheme, we were informed that as resources stood the service would be able to continue and there was scope to bring in further income.

We were informed that as of October 2015 a Landlord Registration Scheme would be in place where private landlords could apply, for a fee, to have their property included on a housing register.

The Chief Officer for Enterprise addressed the Committee to explain that with regards to sustainable efficiencies the budget gap for next year stood at £6,000,000. A challenge for housing, moving forward, was how to move to become self-sufficient. Areas to be considered as ways to create extra income could be shared lodgings, private lettings, Careline and our own property development.

Recommendations:

Members were recommended to note and comment on the content of the report.

**Minutes of the Meeting of the Adults and Strong Communities Select
Committees dated 8th July 2015 - continued**

Committee's Conclusion:

Chair's Summary:

The Chairman advised that Economy and Development Select Committee would look at the assets portfolio in further detail.

Members would welcome further reports on the progress and development of the service at a future meeting.

Congratulations were expressed to all officers concerned, and it was recognised that the service undertook a continuous process of change.

The Chairman agreed to address agenda item 4iii and would defer agenda item 4ii to the end of the agenda.

5. MONMOUTHSHIRE HOMESearch HOUSING REGISTER: POLICY CHANGE AND DELIVERY UPDATE

Context:

We received a report from the Housing and Communities Manager in order to propose minor amendments to the Housing Allocation Policy to meet the requirements of the Housing (Wales) Act 2014 and to provide a delivery update.

Key Issues:

Since the establishment of the current policy there had been a number of enhancements introduced to improve delivery, including:

- Introduction of a welcome pack.
- The option of telephone interviews for applications and bidding.
- Engaging with non-bidding applicants.
- Enhanced information for clients.
- Streamlined business processes.

Earlier this year the Council undertook an independent health-check of the register and its administration. The health-check identified recommendations for further improvement, which would be considered in a full review later in the year. Proposals would be presented to Adults Select Committee at a future meeting.

Members Scrutiny:

A Member raised concerns regarding the banding process for tenants of private landlords. It was queried if the Authority would ease the process for people moving.

Minutes of the Meeting of the Adults and Strong Communities Select Committees dated 8th July 2015 - continued

In response we were informed that the changes being proposed did not cover the banding processes. The issue of the private sector would be discussed under a wide ranging review between MCC, Melin, Charter Housing and MHA. It was noted that the Options Team received many queries regarding the disadvantages of the private sector.

Concerns were raised regarding the targets set on delivering affordable homes. We heard that the issue was an ongoing process and officers were working with Estates to identify opportunities.

It was noted that there would be an extended session on the issue at Strong Communities Select on 16th July 2015.

Recommendations:

The report recommended that Members:

- Recommend to Cabinet that the policy amendments be approved.
- Note the contents of the report and receive a presentation providing an overview of the housing register.

Committee's Conclusion:

Chair's Summary:

The Chairman noted that the amendments had been described as small, but in a highly complex area. The Committees noted the contents of the report.

The Committees resolved to recommend the policy amendments to Cabinet, but wished to note that:

- Further discussions should be conducted with planning regarding affordable housing.
- Further development of the policy with regards to the ability to move between bands.

6. DISCUSSION ON WELFARE REFORM AND ANTI-POVERTY

We welcomed visitors from Monmouthshire Housing Association, Charter Housing and Melin

We received a presentation from the Head of Revenues and Benefits outlining the preparations being undertaken by Monmouthshire County Council for the introduction of the Universal Credit benefit.

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Universal Credit had been introduced in April 2015 in Torfaen, and would be introduced for single claimants in Monmouthshire from 21st September 2015. Universal Credit aims to simplify the benefit system and to make work pay, increasing work incentives for those unemployed or working part-time.

From 21st September 2015 single jobseekers in Monmouthshire would have their housing costs met through Universal Credit. It was estimated that 15 claimants in Monmouthshire, per month, would be affected by the introduction of Universal Credit.

Following the presentation, guests were invited to comment, during which time the following points were noted:

Monmouthshire Housing Association

MHA considered Universal Credit to have potential to impact negatively on them as a business and housing provider. We were informed that 53% of tenants were in debt, 63% were worried about bills and 11% could not pay bills. It was a concern that Universal Credit would need to cover the whole benefit and tenants may struggle to manage the benefit efficiently.

With regards to the bedroom tax there had been a reduction of tenants affected, but tenants were still struggling to manage.

In MHA 56% of tenants were of working age, of which around 1000 were in employment, which left 470 who were classed as unemployed. MHA provided a Way Into Work Scheme, working with tenants providing a 6 week training package to help people become work ready. Through the scheme MHA had helped 20 tenants to get back into work, 7 of whom were affected by the welfare reform. However, this could present a different set of challenges, such as further arrears.

MHA were hoping to build the Work and Skills Wise Programme into people's claimant commitments.

MHA described a good relationship with Monmouthshire County Council, and informed the Committee there had been significant numbers of attendance at recent job fair events. Also, 29 people had found employment through the MCC Way into Work Scheme.

A Moneywise scheme provided advice to those affected by the welfare reform, which made a significant difference to families. Gaps needed to be identified to develop the resources.

There were concerns surrounding delays in people receiving Universal Credit payments due to communication issues. Discretionary Housing Payments were also a concern for future discussion.

Charter Housing

Charter Housing described a similar picture to Monmouthshire Housing Association.

Minutes of the Meeting of the Adults and Strong Communities Select Committees dated 8th July 2015 - continued

Charter Housing had been part of a demonstration project for direct payments of Housing Benefit in Torfaen, involving around 100 tenants. There had been issues surrounding rent arrears, showing a 300% increase at one point.

Preparations were being undertaken in order to help tenants manage the new system. It was expected that 120 tenants would be in receipt of direct payments by August 2015. It was proving to be a labour intensive exercise, but was beneficial for a smooth transition.

We heard that it was considered that some tenants should not receive direct payments as it was inappropriate. It was hoped that the payments would be paid direct to the landlord.

There were concerns surrounding the business costs, and the ability to produce more homes.

Melin

We heard that Melin had started the journey in June 2010 when the reform was introduced, and there were ongoing concerns regarding the effect the reform would have on the business. Initially there had been a team of 4 people collecting rent, which had now increased to 9 people, including 3 full time people providing financial advice to tenants. Last year, within Monmouthshire, the team had worked with 282 residents and managed to retrieve over £190,000 in unclaimed benefits on behalf of tenants.

The main areas of covered were the Bedroom Tax and the benefits cap. 34 people within Monmouthshire were affected by the Bedroom Tax. There were concerns surrounding the benefits cap as Melin operated the private sector leasing for homeless people.

There had also been a rise in the use of food banks. Melin had distributed 71 food parcels within Monmouthshire last year.

Of the resident base, 487 people were expected to be affected by Universal Credit. There were concerns of how best to inform people without causing alarm.

Members were invited to comment, during which time the following points were noted:

- It was questioned what the effect would be in six months. It was expected that there would be Universal Credit claims in Monmouthshire. Budget proposals were expected to affect the benefits cap, and may take effect prior to April. There were concerns surrounding the removal of benefits from young people aged 18-21. There were concerns that families with more than 3 children would suffer under the benefits cap.

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- Regarding the application for Universal Credit and the length of time waiting for applications to be agreed, arrears of payments was a concern. It was noted that the DWP electronic links in place were failing due to a lack of administrative support.
- Members requested further information on the number of food banks across the County.
- Concerns were raised regarding the waiting time of payments being issued and how it would affect the private sector. There were concerns where people would turn if they were negatively affected, eg. doorstep lenders, pay day loans. It was questioned how Registered Social Landlords intended to cope with the increasing demands in the future. We heard that with intensive work up front many people would adjust and cope. There were, however, people who would need constant help. Charter Housing had increased the amount of wider support. Effort needed to be focused on more vulnerable people.
- We heard that RSLs were committed to providing homes for vulnerable people.
- There were concerns surrounding the housing market and what it held for young people.
- It was questioned if the direct payments would have staff or cost implications to RSLs. It was confirmed that there was no administrative cost saving as there was still a need to provide support for Universal Credit. There was a criticism that clients did not get the choice on how they could receive the payments.
- With regards to the private sector, it was questioned if the Authority had plans were in place for people released from prison. In response, we were informed that there was a need to expand opportunities, as RSLs did not have the capacity to meet increasing demand. The reinvestment in the structure of the Housing Options Team meant that there would be more staff available to develop opportunities in the private sector. Part of homeless prevention was to facilitate access into the private rental sector.
- A Member wished to acknowledge how fortunate the County is to have the Housing Associations, who go far beyond their remit.
- It was noted that direct payments had been introduced in April 2008 as part of the Local Allowance arrangements.
- It was suggested that Job Centre Plus should attend One Stop Shops in order for people to access information.
- It was questioned if there was a potential of competition for the same territory, and if more could be done for the services to unite on a broader front. It was

Minutes of the Meeting of the Adults and Strong Communities Select Committees dated 8th July 2015 - continued

confirmed that there were partnerships within Monmouthshire, also the Gwent Reform Welfare Partnership, including the 5 Authorities and 9 RSLs.

Committee's Conclusion:

Chair's Summary:

The Chairman expressed thanks to the guests at the meeting.

The Committee acknowledged that the Authority were fortunate to have forward thinking, pro-active RSLs and were impressed with the engagement between themselves and the Council.

It was noted that encouragement should be made to engage with the Job Centre system.

It was noted that the Authority should have a pro-active representative

Concerns would be raised at a meeting of the Gwent group regarding the Welfare Reform.

7. HOMELESS PREVENTION IMPROVEMENTS AND HOUSING (WALES) ACT 2014 PRIORITIES

Context:

Members received a presentation and report in order to advise the Committee about the homeless prevention requirements of the Housing (Wales) Act 2014 and the steps being taken to meet the requirements of the legislation which came into effect on 27th April 2015. The report updated Members on prevention related activity, performance, and baseline information including feedback from clients about the former Monmouthshire Housing Options service.

Key Issues:

The improvement of homeless prevention had been a priority of the Council for a number of years. The scrutiny of related activity had been a feature of the Committee's workplan, and was particularly relevant since prevention became a statutory duty on 27th April 2015.

Preparing to implement the new legislation had been a focus for the Council and had resulted in establishing the joint Housing Solutions Service with Torfaen County Borough Council.

Minutes of the Meeting of the Adults and Strong Communities Select Committees dated 8th July 2015 - continued

The implementation of the new duties presented an ongoing challenge to the Council, particularly in context of ongoing demand and the permanent and temporary accommodation supply issues, which had resulted in bed and breakfast use.

Members Scrutiny:

Members questioned if we could expect to see a rise in homelessness as a result of the welfare reforms. In response we were informed that the restructure and the merging of the Housing Team would maximise the number of options available in order to provide support. Also developing relationships in the private sector would be beneficial.

It was queried if we would stand to lose collateral through the system. It was explained that private landlords would want to minimise risk and maximise rent. We work closely with private landlords to minimise risks. There was a fund available to provide flexible payments private landlords.

It was queried if there was a specific area of people who presented as homeless. It was confirmed that there was not a particular area of people, but there were difficulties for young, single people. Going forward, aspirations were to identify people willing to take in lodgers.

Recommendations:

Members were recommended to:

- Receive the presentation providing an overview of the homeless prevention statutory duties and updating on homeless prevention related performance.
- Use the report and the associated indicators to scrutinise whether services were being delivered in line with expectations and were contributing to agreed outcomes.

Committee's Conclusion:

Chair's Summary:

The Committee resolved to accept the report.

The Committee agreed to accept that services were being delivered in line with expectations, and noted there were ongoing areas needing attention.

The Chairman expressed thanks to Members of both Committees for their attendance.

The meeting terminated at 13.15pm.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Adults Select Committee held at Mardy Park, Abergavenny on Monday 20th July 2015 at 10.45 a.m.

PRESENT: County Councillor P. Farley (Chair)

County Councillors: R. Edwards, M. Hickman, P. Jones and A. Wintle.

ALSO IN ATTENDANCE:

County Councillors G. Burrows, D. Dovey and V. Smith

CO-OPTED MEMBERS:

Mrs. D. Hudson
Mr. D. Hill

OFFICERS IN ATTENDANCE:

S. Burch	-	Chief Officer, Social Care and Health
J. Boothroyd	-	Head of Adult Services
N. Needle	-	Changing Practice, Changing Lives Lead
H. Ilett	-	Scrutiny Manager
C. Richings	-	Team Manager, Direct Care Services
B. Boniface	-	POVA Team Manager
A. MacBean	-	Integrated Services Manager
N. Perry	-	Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors R. Chapman and R.G. Harris.

2. DECLARATIONS OF INTEREST

There were no declarations of interests made by Members.

The Chairman agreed to receive a question from a member of the public as it was considered relevant to the meeting being held at Mardy Park Resource Centre.

3. PUBLIC OPEN FORUM

The Chairman welcomed Mr. D. Haswell to address the Committee. Mr. Haswell informed Members that he was attending the meeting as a representative for the Bryn y Cwm Steering Group, and presented the Committee with the following questions regarding Mardy Park Resource Centre:

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- The issue of the loss of beds at Mardy Park had raised concerns that people leaving Neville Hall Hospital, in need of rehabilitation, were being referred to Chepstow Hospital and Monnow Vale, Monmouth. Mr. Haswell questioned if Members and Officers were satisfied that the issue was not a problem to the community.
- Regarding the site of Mardy Park, there were concerns that there was no strategic plan for the development of the building and the service. It was queried if the location of the planned car park would cause restrictions should an extension of the building be considered.
- Queries were raised regarding the building plans for the building. It was questioned who had approved the plans for the café area, car park and mezzanine area. Information was relating to the following items:
 - i. Would Monmouthshire County Council be covering the cost of the café area?
 - ii. Had plans for a mezzanine area been withdrawn?
 - iii. Who would be funding the planned car park?
- Would the Authority/Health Board consider suggestions for skilled nursing staff to be allowed to provide a nursing service at the site?

The Chairman confirmed that the Committee would take the comments on board and ensure that any replies were communicated following discussions with the Chief Officer and relevant officers.

4. TOUR OF THE RESOURCE CENTRE

Members received a thorough and informative tour of Mardy Park Resource Centre. The Chairman expressed the appreciation of the Committee to the staff and service users at Mardy Park for being so accommodating and the illuminating tour.

The Committee agreed on the importance of communication being a key aspect in promoting the service. It was noted further information for members of the public would avoid misconceptions.

It was suggested that a visit be arranged for the Abergavenny Action 50+ group.

5. REVIEW OF MARDY PARK

The Chairman expressed the congratulations of the Committee to the Adults Services team on recent awards received.

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Minutes of the Special Meeting of Adults Select Committee held at Mardy Park, Abergavenny on Monday 20th July 2015 at 10.45 a.m.

Context:

Members received an interim report from the Team Manager, Direct Care Services regarding the work in progress on the review at Mardy Park. It was noted that an update providing further information could be expected in September 2015.

Member scrutiny:

Following the presentation Members were invited to comment.

Members thanked the Officer for the enlightening report and were enthused by the face to face aspect. We heard that there was increasing involvement with the Health Board. The Team Manager explained that there was close involvement with the hospitals, and flexibility to ensure people could leave hospital sooner. Staff were working in Neville Hall Hospital to support the transition of patients, and to provide consistency of care.

Members noted that the quality of care provided was evident, and despite reduction in budgets, there was still increased benefit to service users.

The Chairman suggested that the naming of such places could be important as to how the service may be viewed, for instance, Chepstow Hospital could be disadvantaged due to expectations. The Chief Officer for Social Care and Health agreed that communication and publicity were important.

A Member suggested that officers could use the local shows to improve communications.

Committee's Conclusion:

Chair's Summary:

The Chairman expressed thanks to the officers present and confirmed that the Committee were pleased to receive the interim report.

Members looked forward to a full report later in the year.

The Chairman noted that the Committee stressed the importance of communication and wished to see further work on the communication aspect in order to help people to better appreciate and understand the service.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Adults Select Committee held at Mardy Park, Abergavenny on Monday 20th July 2015 at 10.45 a.m.

6. PROTECTION OF VULNERABLE ADULTS

Context:

Members received a report presented by the POVA Team Manager in order to receive statistical data for Protection of Vulnerable Adults for 2014-2015, and to set out key issues for adult protection services for the coming year.

Key Issues:

The statistical returns for POVA for 2014-2015 had been validated by the Welsh Government.

The Social Services and Well-Being Act, to be enacted in 2016 would put adult protection work on a statutory footing for the first time and would bring major changes to the policies and procedures.

Member Scrutiny:

It was explained that the figures in Table 1 had been placed in the incorrect columns, and the figures had actually shown a considerable rise. The rise may signify better reporting of data.

We heard that the figures for Hospital - Independent related to private, secure psychiatric hospitals.

With regards to the figures relating to neighbours as alleged persons responsible for abuse, we were informed that the figure related to people who prey on vulnerable people in the area, who would be classed as a neighbour. Also neighbours may take on the role of carer.

Members questioned if the issue of prisons was a concern as it would involve the older population. The Head of Adult Services explained that it was not yet clear how POVA would apply in the prison setting.

A Member raised concerns that the only way to access the Multi-Agency Service Hub was via the internet. Officers explained that they were not yet aware of the details, and the Police were leading the service.

The Chairman suggested there should be parallels between POVA and child safeguarding. It was explained that the review had considered joint safeguarding but it had been decided not to take it forward at this time.

We heard that the Older Person Commissioner had appointed a lead who was attending the Abergavenny Action Fifty+ group on Wednesday 9th September 2015 at 10.00am.

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Members requested that they be provided with the opportunity to attend future POVA training events. It was noted this should be made available to all Members.

Recommendations:

The Adults Select Committee were recommended to note the contents of the report.

Committee's Conclusion:

Chair's Summary:

The Chairman thanked officers for the report and expressed that the Committee appreciated the forward looking dimension of the report, and would welcome frequent updates.

The Committee recognised the change in legislation requiring more training programmes, and would look forward to Members being involved.

Members noted the potential of how Childrens and Adults Safeguarding could come closer together.

The Committee resolved to note the report.

7. COMMUNITY LEARNING UPDATE

The Committee heard that a new paper had been submitted for consideration and agreed that it was appropriate to defer the item.

It was agreed that a Call-In be arranged for Friday 31st July 2015.

The meeting ended at 13:10 pm.

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MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Adults Select Committee held at County Hall, Usk on Friday 31st July 2015 at 10.00 a.m.

PRESENT: County Councillor P. Farley (Chair)

County Councillors: R. Harris, P. Jones and A. Wintle.

ALSO IN ATTENDANCE:

County Councillors R.J.W. Greenland and V. Smith

CO-OPTED MEMBERS:

Mrs. D. Hudson

OFFICERS IN ATTENDANCE:

D. Hill-Howells	-	Head of Community Led Delivery
A. Charles	-	Community Learning Manager
R. Tranter	-	Head of Legal Services
N. Perry	-	Democratic Services Officer

ALSO IN ATTENDANCE:

Victoria Bailey
Sandra Hanbury

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors R. Chapman and R. Edwards, M. Hickman, P. Hobson and D. Hill.

2. DECLARATIONS OF INTEREST

County Councillor V. Smith declared a personal non-prejudicial interest under the Members Code of Conduct as Chairman of Usk Campus Community Liaison Committee, Coleg Gwent.

3. CALL-IN OF CABINET DECISION DATED 15TH JULY 2015: RESTRUCTURE OF COMMUNITY LEARNING.

The Chairman advised that the Adults Select Committee meeting had been arranged in order to consider a call in request in respect of the decision taken by Cabinet on 15th July 2015 regarding the restructure of Community Learning.

The purpose of the meeting was to consider alternative proposals submitted by a member of the public which required serious consideration, and to take further advice from Officers.

The Head of Legal Services advised the Committee of the call-in procedure and advised Members of the decision made by Cabinet on 15th July 2015 as follows:

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- Cabinet agree to the proposed Community Learning Staffing Structures.
- Any amendments to the structure or proposals that may arise through the consultation exercise, or any recommendations made by Adults Select Committee on 20th July be approved by the Chief Officer for Enterprise in consultation with the relevant Cabinet Member subject to any alterations continuing to provide the savings required to achieve a cost neutral budget.
- Cabinet agrees to Caldicot and Monmouth Community Learning venues operating as satellite centres.
- Cabinet approve to reserve fund the redundancy costs (yet to be determined), if redeployment is not possible and the costs cannot be met through existing service budgets.

The Chairman invited the Members who had called in the Cabinet decision to comment. All were content to comment further into the meeting.

The Chairman invited Victoria Bailey, a member of the public who had submitted comments and observations regarding Community Learning Restructure, to address the Committee. The Committee were presented with concerns relating to:

- Financial Data: manpower costs, maintenance costs, building costs.
- Community Learning Centres: appropriateness of satellite centres.
- Employees: reduction of staff, number of management, number of caretakers.
- Provision of Service: franchise funding from Coleg Gwent, self-funding, learner numbers, and tuition.
- Impact on the most disadvantaged and vulnerable citizens of Monmouthshire.

Members also heard from Sandra Hanbury, of Monmouthshire Community Learning who wished to express a major concern regarding the ability of the Authority to continue to meet the needs of the most vulnerable people of Monmouthshire. It was noted that disadvantaged people were most likely to access the service through the current way in terms of familiarity.

The Chairman invited Officers and the Cabinet Member to outline the differences between the original Cabinet report and the proposals in the addendum.

The Community Learning Manager presented information to the committee outlining the following responses to the proposal:

- There were no proposals to remove the Caldicot Centres.
- We were looking to recruit administrative staff.

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- Community Hubs were considered the best way to progress.
- Managers, one in north and one in south of the County, were Managers in name only, as the post involved a wide range of roles.
- It was not considered appropriate to combine the roles of administration, reception and caretaking.
- It was acknowledged that there was a reduction in staff numbers. There was not a proposal for deputy managers.
- For Tutor posts it was suggested to have 2 x 18.5 hour posts for 40 weeks per year.
- The new proposal reflected the feedback from consultations.

The Cabinet Member explained that the service was suffering one of the biggest cuts in any service, but it was clear that the service could not continue as it had been doing. Officers were commended on the work undertaken to create the restructure. We were advised that there should not be a concern regarding the 2 managerial posts as these were in name only and covered additional responsibilities. The Cabinet Member also wished to reiterate that Community Hubs would be the key solution moving forward. We heard that Cabinet were very conscious of how damaging cuts like this could be, and the challenges faced by the Community Learning Manager. It was noted that the responsible Cabinet Member was content with the amended proposals.

The Cabinet Member advised that the Authority would continue to look for improvements, and a focus would always remain on disadvantaged and vulnerable citizens.

The Chairman invited Members of Adults Select Committee to comment. In doing so the following points were noted:

- Members noted that change often brings dissent but unfortunately savings needed to be delivered and difficult decisions needed to be made. The Committee were keen to express their appreciation of the amount of work carried out by Officers.
- Members agreed that the Community Hubs were the best way to proceed.
- It was agreed that with appropriate encouragement and publicity the service would continue as normal.
- Members appreciated the views put forward by the members of the public and considered the call in an appropriate form of scrutiny.
- A Member requested clarification on the locations and facilities used for Community Learning.
- Clarification was sought on the age funding could be received. We were informed that the provision of basic skills was funded by Welsh Government as a franchise arrangement, from age 16 onwards.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Adults Select Committee held at County Hall, Usk on Friday 31st July 2015 at 10.00 a.m.

- It was considered regrettable that Tutor posts would be 40 weeks per year as basic education could suffer with such a gap.
- Members expressed disappointment that as Local Members, they felt unaware of services in the area. Officers confirmed that a regular information bulletin was circulated to Members.
- Officers expected that, due to funding cuts, we could expect to be in the same position next year, but that lessons would be learned from the process this year.
- Members questioned if the funding was fairly allocated. In response we heard that the level of funding for basic skills was adequate. The rurality issue was not factored in the allocation of funding.
- The Chairman suggested that Adults Select Committee should invite representatives from Coleg Gwent to a future meeting for further discussion.
- Officers clarified that the funding received was specifically for essential skills, and Welsh education, and were satisfied that the funds were allocated accordingly.

The Chairman informed Select Committee Members that in terms of the call in procedure, three options were available:

1. Accept the Cabinet's Decision.
2. Refer the matter back to Cabinet for re-consideration (with reasons).
3. Refer the matter to Council for consideration.

We heard that the responsible Cabinet Member and Chief Officer for Enterprise were content to support the proposals, and therefore to accept the Cabinet's decision would be inclusive of the amended proposals.

A Member proposed that the Committee accepted the Cabinet's decision, which was seconded. Upon being put to the vote all Members agreed unanimously to accept the Cabinet's decision, with the expectation that the Chief Officer take on board the proposed amendments:

For the proposal	-	4
Against the proposal	-	0
Abstentions	-	0

The proposition was carried.

The Chairman thanked the members of public, Officers and Cabinet Member, and declared the meeting closed.

The meeting ended at 11:55 am.



SUBJECT:	REPORT ON THE REVIEW OF MARDY PARK RESOURCE CENTRE
MEETING:	ADULT SELECT COMMITTEE
DATE:	1.09.15
DIVISION/WARDS AFFECTED:	Mardy & Other Bryn-y-Cwm Wards

1. Purpose:

- 1.1. To seek approval for the strategic direction and re-modelling of site and services at Mardy Park Resource Centre [MPRC] as set out in the review report in Appendix 1.
- 1.2. To seek approval for the recommendations set out below.

2. Recommendations:

- 2.1. That Select Committee scrutinises the review of Mardy Park and agrees their recommendations to Cabinet as set out below
- 2.2. That Cabinet approve the funding arrangements set out in Section 5; specifically:
 - 2.2.1. The staffing re-structure proposed to enable the service to meet the financial targets in the context of Adult Services Transformation Mandate 34
 - 2.2.2. The call on reserves of £85,000 to fund expected redundancies as a result of the service redesign.
 - 2.2.3. The Capital funding arrangements set out in 5.3
- 2.3. That Cabinet approve the development of new service models; namely:
 - 2.3.1. The development of a new day therapy / rehabilitation unit.
 - 2.3.2. The introduction of new approaches to short-term support / respite.
 - 2.3.3. The consolidation of day services to run six days per week.
 - 2.3.4. The consolidation of residential services (in the context of the developments: 2.2.1 & 2.2.2) to be supported on one wing at MPRC.
 - 2.3.5. The provision of nurse led 'hot' clinics be re-sited from Neville Hall Hospital.
 - 2.3.6. The provision of Memory Assessment Services be re-sited from Maindiff Court Hospital to MPRC.
- 2.4. That Cabinet approve the revised staffing structure that supports the new models of support at MPRC set out in Appendix 3.
- 2.5. That Cabinet approve the changes to the building and infrastructure at MPRC to support the changes set out above, as detailed in the main report.

3. Key Issues:

- 3.1. As the review is detailed, a brief background to the review, themes, outcomes and timescales is given in Appendix 2.
- 3.2. All services must have proportionate resources in relation to services and outcomes. The current budget at MPRC is disproportionate to the services provided at the centre.
- 3.3. The management levels at MPRC are disproportionate to the services. They do not support an approach based on integration. The approach is not based on supportive leadership and is disconnected from the workforce.

- 3.4. The wider community is not sufficiently clear on the role and purpose of the centre. Moreover, we have not been sufficiently clear as to the role the community could and should play in the development of a truly integrated health and well-being pathway.
- 3.5. Current infrastructure does not support the development of integration and place based services. Accommodation is limited and has an impact on the well-being of staff and their ability to undertake all necessary duties.
- 3.6. Current accommodation places limits on our ability to work with partners in the Aneurin Bevan Health Board and to develop co-located services that provide seamless, rather than disjointed, services to the people of Abergavenny.
- 3.7. Service development is limited by an absence of clear leadership, limited staffing and insufficient time to plan individualised support. Additionally, the services have too much emphasis on being centre based and opportunities to engage with the local community are not able to be taken.
- 3.8. Respite services, although well-received, are based on a one size fits all approach. Occupancy is not needs led and responds to the availability of beds rather than being focussed on clearly defined outcomes. Services are not sufficiently broad and other available options are not being utilised. A passive, rather than active, approach is adopted where opportunities to actively engage and work with people on respite are not grasped.
- 3.9. Rehabilitation services, although effective, are not sufficiently targeted or diverse. There is insufficient connection between other reablement services and the emphasis of support is predominantly on physical well-being.

4. Reasons:

- 4.1. We will be able to modernise and remodel services in line with helping people to live their own lives and realise the savings target in Mandate 34.
- 4.2. The costs of services will be proportionate to the outcomes and services based at the centre.
- 4.3. By adopting the recommendations set out we will be able support place based working from the centre.
- 4.4. We will have the capacity and infrastructure to support more involvement from the community; both individual residents and groups.
- 4.5. We will create a more flexible environment for staff to work in diverse ways, improve their well-being and promote cross-sector working.
- 4.6. We will be able to develop Mardy Park Resource Centre in line with a countywide approach to locality hub development.
- 4.7. Services will diversify to offer more choice to individuals and support will be tailored more effectively.
- 4.8. Leadership will be practice led and hands on; supporting staff and promoting the integration of services.
- 4.9. Care teams will be able to work across service areas to promote consistency and a seamless approach to supporting the individual at whatever point they are in their support.
- 4.10. Staff teams will have more flexibility to work more creatively and focus on a person's social and emotional well-being as well as their physical well-being.
- 4.11. We will develop more capacity in ancillary services to cope with increasing demands of a multi-functional resource centre.

5. Resource Implications:

5.1. Mandate 34 targets. The following table is extracted from the full report and details the key changes to staffing. Total savings year on year are given as £211k

Current Staffing Arrangements				Proposed Staffing Arrangements		
Current roles	Budget hours	Actual hours	Costs	Revised roles	Hours	New costs
Management Team	111	111	123,321	Therapy Lead	37	50,192
Night staff team	126	126	123,479	Night staffing	63	61,739
RSO Cefn	165	165	123,510	RSO Senior Care**	101.5	95,278
RSO Deri	150	150	116,238	RSO Care**	128	98,506
Day Services	150	150	110,835	DSO Senior	30	27,711
				DSO Care	120	86,244
Tech & Therapy***	87	74	87,661	Tech & Therapy***	74	79,117
Admin	37	15	24,711	Admin	15	9,930
Bank Hours	38.5	0	26,224			
Sleep Over	n/a	n/a	15,607	n/a	n/a	15,607
Domestic & Laundry Team	105	129	60,673	Senior Domestic	24	17,217
				Domestic Team	120	75,393
Kitchen Team	93	93	65,129	Kitchen Team	93	65,129
Handyman	30	30	21,894	Handyman	30	21,894
Sub total		1,043	899,283	Sub Total	835.5	704,008
Cover balancing*			75,976	Cover / Balance		59,841
Total			975,259	Total		763,849
				Savings		211,410

* Balancing figure – cover at 12% but not applicable to all posts so a balancing figure of 8.449% is used.

** Includes support to day assessment unit.

*** Band 7 therapist post in wrong budget – Band 5 in post so hours correct but grading incorrect. Tech time is community based. Therefore total therapist cost is c£28K

5.2. Redundancy costs. It is not anticipated that staffing changes will be implemented until the end of this financial year and the team have currently been asked to express an interest. Redundancy calculations have been completed for all staff and current estimates based on those expressing an interest indicate costs of c£85,000.

5.3. Capital Investments

5.3.1. As part of the improvements to the infrastructure at Mardy Park, additional car parking is required. The costs of £171k will be met via funding from the Intermediate Care

Fund of £146k and from an additional £25k met from not filling a current management post within social care and health until the £25k is realised.

5.3.2. Approval is sought for £46k capital investment as detailed below to support the remodelling of the building. It is proposed that Cabinet approve this funding from the 15/16 capital investment budget and that this is set against the 16/17 Social Care and Health revenue budget for 16/17; funded by the savings detailed above in section 5.1.

5.3.2.1. Grounds development - £6,000

5.3.2.2. Decoration - £7,000

5.3.2.3. Room change, redesign and IT infrastructure - £33,000

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

The significant equality impacts identified in the assessment (Appendix 4) are summarised below for members' consideration:

None identified.

The actual impacts from this report's recommendations will be reviewed every 1 year and criteria for monitoring and review will include:

Re-consideration annually of the criteria listed.

7. **SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

NONE

8. **CONSULTEES:**

- People receiving services currently at Mardy Park
- Elected members
- Senior Managers
- Mardy Park Resource Centre staff and Union representatives
- Members of the local community surrounding Mardy Park

9. **BACKGROUND PAPERS:**

Appendix 1 – Report on the Review of Mardy Park

Appendix 2 – Background, themes and outcomes summary of the review

Appendix 3 – Proposed revised staffing structure


Appendix 4 – Equalities Impact Assessment

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**SOCIAL CARE AND HEALTH DIRECTORATE
REPORT ON THE REVIEW OF MARDY PARK RESOURCE CENTRE
8th July 2015**



Colin Richings
MONMOUTHSHIRE COUNTY COUNCIL

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1. FOREWORD

- 1.1. The report is intended as an open document to be shared as a whole with all the stakeholders of Mardy Park Resource; be it the local community, those that work there, visit or live at the centre
- 1.2. The report has brought together a number of streams of work and reports. Thank you to all the members of the mardy park development team. Thank you to the staff at the centre and those who use the services and support for their assistance, honesty and patience.

2. INTRODUCTION

- 2.1. Mardy Park Resource Centre [MPRC] is situated on the Hereford Road approximately one mile from Abergavenny Town centre. It is one of the three integrated health and social care hubs
- 2.2. The review of Mardy Park was commissioned by the SCH senior management team to critically evaluate the current service model and more importantly to assess the role that MPRC should play moving forward. Overall, the emphasis of this review is on the future. In the context of the different agendas set out below, what does the community of Abergavenny need from the centre and its resource.
- 2.3. The centre is a great place, with so many positives. Most notably the staff teams based there have maintained high quality service levels over the last few years since the last review despite the anxiety that has inevitably been present during this time. In essence, the review looks at the centre from a foundation of strength.
- 2.4. Currently, though, its purpose is not clear and this has meant high levels of uncertainty for all those that live there, make use of its services and for those that work there. It is not a service that has stood still but there is an absence of clear strategic direction in sync with the needs of the community and mindful of the financial and legislative drivers.
- 2.5. The review at MPRC is part of the Council's 'Your County Your Way' strategy, and the commitment to review services to makes sure they are:

“... efficient, effective and sustainable. We start by asking the people who use services what matters to them and then try and redesign the service from that perspective. Staff are empowered to do what matters and encouraged to challenge processes that they believe get in the way of purpose.”
- 2.6. The review works to a definition that integration is not just about health and social care services working together; it is working with whoever the person at the centre needs us to. In the context of supporting people, integration is about partnerships and working together with families, the local community, the 3rd sector and all other stakeholders. This may require co-location or it may not. Boundaries whether they are to do with access to information, communication, availability or venue should be removed wherever possible to support this approach.

3. BACKGROUND

- 3.1. Mardy Park was opened in 1997 providing residential services, respite and day services. A number of reviews have seen incremental changes to the services and purpose of the centre:
- 3.1.1. Opening of rehabilitation unit to support early discharge and prevent admission in 2000.
 - 3.1.2. Closure of one residential wing to support the integration agenda.
 - 3.1.3. Review of services and reduction of respite places and decision to not offer new long term residential placements at the centre. The review report [2010] headlined:

“Mardy Park will be a community hub for health and social care services, primarily focused on older people, in north Monmouthshire for the next 10 – 15 years. There will be a range of services in place that provide outcome focused, help to people when they need to keep them living independently and which are capable of acting rapidly to prevent hospital admissions.”

4. CONTEXT OF THE REVIEW

- 4.1. The development of Mardy Park cannot sit in isolation. In reading this report, the context of the review is critical; both in terms of the sustainability of its recommendations and also ensuring the development supports other key priorities.
- 4.2. **Financial:** the review must be mindful of the current financial climate within which it exists. As a publically funded body the centre must be able to clearly demonstrate that each pound is targeted and thoughtfully spent. Despite its clear strengths and good reputation it must sit comfortably alongside other services in terms of outcomes in relation to spend.
- 4.3. **Sustainability:** the outcomes of the review must support a long-term plan that gives clarity to the local population and the people that work, visit and call the centre home. This clarity must extend long-term to ensure confidence and an environment which promotes innovation.
- 4.4. **Supporting and in line with the Adult Services agenda:** the recommendations and future shape of service must actively support the various agendas in development across adult social care and health. Principally:
- 4.4.1. Strengths based assessment focussed on what matters to the individual and their personal outcomes.
 - 4.4.2. The development of community co-ordination and the support required to help people find their own solutions.
 - 4.4.3. The Aneurin Bevan Health Boards hub development programme running in partnership and in parallel.
 - 4.4.4. The development of new models of care and support and the absolute that all involvement starts with a relationship.
 - 4.4.5. Workforce and Leadership development programmes with an emphasis on authority to act at the frontline and leadership focussing on support; not control.
- 4.5. **Corporate Priorities:** Extracts below of key areas:
- 4.5.1. People are Confident, Capable and Involved: we want Monmouthshire to feel safe and people to be confident. We want to create a place where people want to be involved; they are confident in themselves and their abilities and what they contribute to their own community
 - 4.5.2. We will work to help people live their own lives by building flexible and responsive services. Our focus will be on safeguarding people, further developing our approach to integrated services and implementing community coordination in the pilot areas.
 - 4.5.3. Nobody is Left Behind: we want to be a place of cohesive communities where everybody is treated with dignity and respect and has the same opportunity to achieve what they wish.

- 4.6. **Legislative:** - building on the Fulfilled lives, Supportive Communities: ‘A strategy for Social Services in Wales over the next decade’ [2007], the Social Services and Well Being Act [Wales [2014]] is the key piece of legislation directing the shape of services over the next few years. Of key importance to the review of Mardy Park are the following requirements placed on us by the Act:
- 4.6.1. People receive services that prevent their care needs from becoming more serious, or delay the impact of their needs.
- 4.6.2. Individuals can get the information and advice they need to make good decisions about care and support.
- 4.6.3. Individuals have a range of providers offering a choice of high quality, appropriate services.
- 4.6.4. That local authorities must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support.
- 4.6.5. That local authorities will work with their communities and provide or arrange services that help to keep people well and independent. This should include identifying the local support and resources already available, and helping people to access them.
- 4.6.6. Local authorities should also provide or arrange a range of services which are aimed at reducing needs and helping people regain skills, for instance after a spell in hospital. They should work with other partners, like the NHS, to think about what types of service local people may need now and in the future.

5. METHODOLOGY

- 5.1. Early on in the review we established a framework for development building on the conclusions that Mardy Park should remain an integrated services hub for the next 10 years. As stated integration in the context of supporting people should broaden to include partnerships with all. The framework is built on a simple health and well-being pathway set out below.



DEVELOPMENT FRAMEWORK – HEALTH AND WELL-BEING PATHWAY
The role that Mardy Park has to play to support the community to support itself to stay well through facilitation of groups, hosting events, improved access and information
The development of enhanced intermediate care services that support people in the short term.
The enhancement and development of longer term support services aiming at best practice in the provision of health and social care services.
The development of an enhanced and consistent end of life care pathway.



- 5.2. In addition a number of principals for development were established by the project team to guide the review throughout the phases and to ensure that outcomes were developed consistently.

DEVELOPMENT PRINCIPALS
Everyone’s contribution (working, visiting, living at...) is welcomed, listened to & valued.
The site, building, services & activities are owned by everyone in the local community.
Mardy Park is a place people want to come and they make a ‘positive’ choice to be there.
Mardy Park provides opportunities for all irrespective of age, condition, background...

Mardy Park is a nice place to work.
We will support a philosophy of testing new ways of working to inform the change process
Support will focus on enablement and be proportionate
Support is only provided on the basis of a relationship & having had a 'what matters' conversation.
Co-location of staff will be on the basis that it supports the individual.
The Hub will grow and develop in response to the local community.
Permission to act is derived from the relationship and proximity to the issue at hand

5.3. The report is laid out against outcomes for each of the five work streams that were established following consultation with the community, staff at the centre and other stakeholders. The outcomes provide the platform from which to ask the questions: where are services currently placed and what are the gaps and the areas for development. Each section of the report highlights recommendations. Collectively these represent the roadmap for future service shape and highlight the future strategic direction.

6. COMMUNITY & PARTNER ENGAGEMENT

- 6.1. The overarching purpose for Adult Services is 'helping people live their own lives.' This is underpinned by the outcome "that people are engaged in and supported by the communities and not dependent purely on statutory services" both of which are aligned with the council's priority of "support for vulnerable people."
- 6.2. What role does Mardy Park need to play to support the community to support itself. Mardy Park itself, sits in a wider context of supporting communities within Monmouthshire to decrease reliance on statutory services. These approaches aim to:
- 6.2.1. Help people to pursue their vision for a good life
 - 6.2.2. Strengthen the capacity of communities to welcome and include people
 - 6.2.3. Develop small local enterprises to deliver more personal, flexible and accountable services
 - 6.2.4. Co-produce community opportunities and support

OUTCOME: To encourage stakeholders, service users and members of the public to contribute towards the development of MPRC at large and to develop the relationship that the centre has with the community.

- 6.3. As part of the review the development team held two large community events in July and November 2014 with in excess of 600 people attending over the two days.
- 6.4. Since opening the affection with which the centre is held is apparent when talking to members of the local community. Concerns since the commencement of the review has to a greater or lesser extent been focussed on the preservation of services. An explicit aim of the review has been to meaningfully engage with the community. This can only be meaningful if those consulted have an understanding of what actually happens at the centre and are equally aware of what is achievable and needed in the

context of what is currently available. A critical part of the first consultation day was to showcase the services supported from the centre to overcome these perceptions of services being diminished in favour of office space. An emotional response to service change is completely understandable but critically we must maintain an objective view for any proposals to be sustainable.

- 6.5. The first consultation day adopted the theme of Learn/ Discover / Contribute. The day invited groups and individuals alike to talk about what they were doing, what was missing from their lives and their community.

DISCOVER what is happening in your community,
LEARN about the various health social care and health services being co-ordinated by the teams based there and to **CONTRIBUTE** to developing Mardy so that it becomes a resource for the entire community

- 6.6. Overall, the main benefit of these consultation days was to start a conversation and to invite the community in. Whilst many ideas were generated and the voices of the community have genuinely influenced the course of the review it was the simple act of coming together for two days that was the greatest success of these events.

RECOMMENDATION: regular community events should be planned each year to maintain this conversation and support on-going community involvement in the centre and its development.

OUTCOME: To scope and respond to the requirements of the community and those who access our services.

- 6.7. During the consultation days there was overwhelming support for the idea of Mardy Park being a place for people to come together; whether as a group or just friends meeting for coffee. There was concern however about the potential for duplication with many other community centres in Abergavenny and we need to ensure that support & services at MP are uniquely best placed there. Going forward we must maintain contact with and support other community centres to create a network across Abergavenny.
- 6.8. An emerging idea throughout this period of consultation was to establish the Abergavenny wing as the 'public facing' part of the building. Creating shared spaces is, in part, about a visible face of statutory services. If we can create the right spaces it creates a more natural environment for people who need our help, support or advice to engage with their keyworkers, social workers and other front facing members of the integrated services.
- 6.9. A cornerstone of the developments has been the idea to establish a small café at the centre and again, this has almost universally been welcomed by the community and all other stakeholders at MP. Ultimately it's less about coffee and more about providing somewhere for members of the public to come together for whatever reason.

'For some individuals, community cafes helped reduce social isolation, promote positive health and help them to acquire new skills and opportunities' ('Report on research into community cafes in Scotland'; Community food and health Scotland, March 2011)

- 6.10. For the café to be fully embraced by the community; it needs to be centred around the community. From the design to the groups and events it will hold, to the food that's served the public has to be at the heart of the concept. For much of the past year, the MPRC Development team have carefully planned each element with the community in mind. The food and drink served will be non-

profit, making it much more financially accessible than local alternatives. The food will also be healthy and freshly produced on site with the intention of using fruit and vegetables grown on the grounds.

- 6.11. The function of the community café will extend beyond food and drink. One of the ideas that has come out of the development team meetings is to use the café as a venue and foundation for special projects. One idea was to create a permanent exhibition of portraits of older people accompanied by statements about sustaining wellbeing in later years. The focus of this project is to promote positive images of older people. It is funded in part by the Joseph Rowntree Foundation who for a year have run the 'Better Life Programme' looking at what matters to the older individuals in our communities. The community coordinator has been working with a local support and older person's advocacy group, Abergavenny Action Fifty Plus.

'Thinking positively about getting older can extend one's life by years... (Rebecca Levy, assistant professor, Department of Epidemiology and Public Health, Yale University).

OUTCOME: To support community and individual wellbeing through a place based approach.

- 6.12. An approach that supports one place where the statutory, health and 3rd sectors and other groups are sharing a space. Place based approaches are designed to *"develop creative ways of working, which overcome departmental or agency silos in order to make best use of the resources available within the area in question"*¹
- 6.13. In essence, this is the next stage of integration; more than co-location of health and social services. Our vision is for Mardy Park to become the location where we begin this work and where we learn further about place based approaches to wellbeing and to build on the assets and strengths of individuals and communities.
- 6.14. Through providing an environment where partners on the front line can meet, share resources, information, knowledge and skills we can work together to maximize existing and create new opportunities for people to get involved, to contribute to and receive support.
- 6.15. As part of the consultation and the on-going work of community co-ordinator and others the centre has already begun to host and work in partnership with a number of organisations:

Partner organisation	Purpose of partnership
Stroke Association Gwent	To form a weekly stroke support group in Mardy Park Resource Centre.
The Green Valley CiC The Woodland Trust	To co-manage and maintain the orchard at MPRC
Assertive Outreach Team, CMHT, Maindiff Court.	To develop growing spaces in the grounds of MPRC. To fulfil outreach community therapy outcomes for the individuals receiving support from the AOT. To work with the community coordinator and the staff at the day centre to provide small therapy workshops for daycentre attendees.
Macmillan Cancer Support, Gwent Abergavenny Library	To provide a space for weekly shared reading therapy sessions.
Men Heal	To provide space for a support group that serves men with mental health issues who live in the Mardy community. The men will meet on a weekly basis at MPRC.

¹ Ageing Well – a whole system approach - a guide to place based working
Local Government Association

Community Connections, Bridges Community Centre, Monmouth.	To support recruitment and provide ongoing consultation and support with future volunteer coordinator based at MPRC.
MCC Youth Service King Henry VIII School, Abergavenny	To work together with the community coordinator to develop a 'drop in' ICT beginners skills course at MPRC. The workshops will be facilitated by support staff and officers from the youth service and students from King Henry VII School who are working towards their Welsh Bac or DOE Award.
Men's Sheds Cymru	To co-develop a wall of 'Men's Sheds' in the grounds of MPRC. These sheds will be used by socially isolated men.

'Mardy Park has given us hope, happiness and a great feeling of belonging. I don't know what we would have done without it' (Assistive Outreach Team attendee, March 2015)

6.16. **OUTSIDE AT MARDY PARK** - An additional part of the consultation with the community has been the invitation to get involved with and make use of the wonderful grounds there. This invitation has been a catalyst for a number of groups to become involved such as the Men's Sheds, Woodland Trust and the Assistive Outreach Team (AOT) highlighted above. The development of the grounds is an extension of the work inside Mardy Park. Key initiatives are detailed below to illustrate the work already underway and the potential moving forward:

6.16.1. **Wildflower Orchard, Growing Spaces and Community Garden.** One of the key areas of the grounds development is establishing a wildflower orchard. This area sits at the bottom of grounds and benefits from 9 mature apple trees. In autumn 2015; the community coordinator plans to work with the Youth Service to host an 'apple pressing' event where members of the public will be able to come to Mardy Park, pick their own fruits and make their own juices. This event will aim to engage people of all ages including local environmental and woodland groups.

6.16.2. **Shared reading Group.** Since working with Macmillan Cancer support and staff at Abergavenny Library on a shared reading group at Mardy Park, the community coordinator has expressed an interest in creating an outdoor reading element to the orchard. It has been proposed that we purchase wooden benches and situate them among the apple trees. This would not only offer the existing shared reading group an alternative to meeting indoors, but could offer a therapeutic outdoor resource to the day centre and resident service users.

'Children, like people of all ages benefit from the therapeutic effects of reading outdoors. The changing nature of the outdoor environment also gives a very rich context for exploration and developing vocabulary' (Taking it outdoors: communication, language and literacy, www.essex.gov)

6.16.3. **Growing Spaces.** Increasingly, communities are putting their green spaces to better use. These green spaces are valuable assets with the value lying in their potential to bring people together and provide space for therapeutic recreation. Work has already begun on the grounds at MPRC. AOT have situated a poly-tunnel at the lowest part of the grounds and are growing crops to transplant into the growing space in the summer.

6.16.4. **Community Sensory Garden.** A project set over 2015/2016, the MPRC Community sensory garden will be the highlight of the grounds development programme. It will utilise volunteers and community groups to bring together a space that's accessible by all and focusses on the therapy only outdoor spaces can bring. The vision is to have a space that loosely wraps around the south easterly corner of the building. It will run from the car park to the community growing space; just above the orchard. The garden will be considered and will feature a diverse display

of plants, grasses and shrubbery. It will also feature light displays and sound instruments. It will have a few seating areas throughout and will provide a therapeutic experience for those that wish to use it.

'Sensory gardens can benefit older adults by encouraging them to spend more time outside. Their design and layout aim to provide a stimulating journey through the senses, heightening a person's awareness of what's around them' (Dementia Activities, www.nhs.uk)

6.16.5. **The 'Men's Sheds Wall'**. Following the response from the *Men's Shed* group the community coordinator developed with the Abergavenny Community Centre, the MPRC Development group decided that it would be beneficial to provide a similar resource from members of the Mardy community. We have proposed the situation of four small wooden sheds against a south facing wall on the grounds of MPRC. These sheds will all function differently but will all share a common outcome; to provide a space for the socially isolated older men of the Mardy Community to come and partake in relaxed activities that centre around DIY. The Men's Shed concept, born in Western Australia became popular as a way to engage men with each other and to stay busy, purposeful and well.

'It gives me a reason to get up in the morning and for two days a week I feel I'm gainfully employed. I really feel good working with and helping chaps who often feel isolated in the community. I would need a very good reason not to come' (Brian, www.menssheds.org.uk)

6.17. **Investment in Grounds Development.** We need to invest to create the infrastructure and a basis for moving forward. Key developments set out below:

Grounds Development projected costs	
Item	Cost
Wildflower Orchard	£250
Community Sensory Garden	£4500
Men's Sheds Wall	£1510.44
Total	£6,260.44

RECOMMENDATION: As part of the developments at Mardy Park funding is agreed to support community engagement projects / initiatives and an on-going budget agreed to support this approach in the long-term.

6.18. In addition to community groups and individuals it is critical that MPRC supports MCC partner organisations so that we contribute effectively to a more seamless approach to supporting people. The opportunity for partners to share space, improve networks and avoid duplication.

'I work all over Gwent, so when I'm in Abergavenny, I usually do my paperwork in the car. It will be lovely to come to Mardy Park's community café instead. I could even meet clients there for a cup of tea and chat' (Louisa Stokes, Stroke UK)

Good coffee, superfast Wi-Fi – I'll definitely be back – Louise George [GAVO]

6.19. Future planning of the centre must incorporate the support for the development of community facing groups such as local enterprises and co-operatives to underpin Mardy as a community hub that belongs to the community and not a local authority building with 'add-ons'.

6.20. Partnerships need to extend to increasing the levels on integration and co-location with Aneurin Bevan University Health Board.

6.20.1. The newly formed Mardy Park Integrated Services Model group has been established to support the development of a consistent hub model across Monmouthshire and will report to the Monmouthshire Integrated Services Partnership group. This work will build on the planned

health based clinics that will transfer from Neville Hall Hospital supporting the principal of services being as local as possible and accessible.

6.20.2. Discussions have been ongoing with Older Adults Mental Health Services [OAMHS] to assess the potential to re-site some clinics and the 'Memory Assessment Services' [MAS] at MPRC to adopt a similar model to that seen at Monnow Vale. Key advantages include that the environment is suitable, will promote integrated services and place based working will improve access to support and 3rd sector groups. There is now support from all stakeholders to move forward on this basis but accommodation requirements are high and will include:

- 6.20.2.1. Two rooms to support pre-testing.
- 6.20.2.2. One room for family consultation and briefing
- 6.20.2.3. One room for Consultant run clinics
- 6.20.2.4. Waiting area close to or adjacent to these rooms.

6.20.3. It is not anticipated at this stage to move OAMHS Day Hospital due to insufficient available space and the nature of the support that some people attending require.

6.20.4. As part of earlier consultation the Community Nursing Team identified the need for a nurse run clinic which will support four different clinics from Mardy Park. These will re-sited from NHH. The clinic has already been created but will not open until the car park and other infrastructure is in place.

RECOMMENDATION - As part of the on-going development of MPRC set aside agile working space for place based team partners.

RECOMMENDATION - As part of the on-going development of MPRC space to be set aside to accommodate OAMHS clinics and the MAS.

To explore models of personal voluntary contribution through providing working opportunities such as the community café and the community growing spaces.

6.21. Volunteers will be critical in helping the community spaces come alive. We have commenced partnership work with Community Connectors; a volunteer befriending service based in Monmouth. We have secured £25,000 via the Intermediate Care Fund to recruit two part time volunteer co-ordinators to support MCC's two community coordinators; one in Caldicot and the other in Abergavenny. In the north, we see the coordinator primarily recruiting volunteers to act as support staff for the community café; to work on the various grounds projects and to lend support in one of the many groups and events held at Mardy Park. In the past six months, we have seen 3 volunteers come forward to support groups at MPRC. One facilitates the shared reading group on a Wednesday morning; a group that currently has between 6-10 weekly attendees. The other two support the stroke support group held every Tuesday. The co-ordinator will also support the existing volunteer team that provide such invaluable support to the centre.

6.22. More and more we are understanding the core importance contribution plays in keeping us well throughout our life. From the volunteers pouring coffee and slicing cake at the stroke group to the ones volunteering to have their photograph taken for the 'Better Life' wall. Contribution in older age is represented well all over MPRC, and this is why working with volunteers and members of the community is vital.

6.23. Following the appointment of a volunteer coordinator in summer 2015, Mardy Park will be a hub of voluntary activity. Working in partnership with local volunteers will be crucial for the success of the community café, but will also provide opportunities for older members of the public to contribute to their community. The café will be chiefly run by MPRC kitchen staff and they will be supported by volunteer's assistants.

- 6.24. There is strong evidence to support the claim that social contribution in older age keeps people feeling well. This notion is the very cornerstone of much of the work at Mardy Park, and the community café, through providing voluntary opportunities such as kitchen assistance, activity organising and befriending will significantly help in reducing the isolation felt by many members of the community.

'Since I started volunteering at my local coffee shop, I have felt happier and fitter than I have in years. I now have something to do with my time and I've made new friends' (Pensioner from Weymouth; Volunteer experiences, www.ageuk.org.uk)

7. DAY SERVICES

- 7.1. Day Services at Mardy Park are provided seven days per week with four days for older people with dementia and three days for older frail people.
- 7.2. The service has undergone a number of reviews and changes over the last few years but there is a need to give the service as a whole and the staff team clearer leadership and strategic guidance to inform the further development of the service and to ensure that changes are effective in the long term.
- 7.3. The development of the day services initially will need to focus on creating a foundation for effective service provision. This will centre on the individualisation of services, staffing, activities, processes and information.
- 7.4. On first working with the day services team 12 months ago I was concerned about the service provision on a number of fronts:
- 7.4.1. The team were demoralised and there was an absence or perceived absence of leadership and support.
- 7.4.2. The numbers attending the day service had dwindled and there were days with as few as 3 or 4 people attending.
- 7.4.3. The service was flat and there was a little activity, noise or atmosphere emanating from the centre.
- 7.4.4. Referrals were not often made and there was a clear sense of a service in decline.
- 7.4.5. Critical through the review and the development of the day service has been the establishment of a day services staff development group which meets at least monthly. Through discussion with the team and others we highlighted the key issues and developed the outcomes for the service.

OUTCOME: A relationship based approach to supporting people and their carers is adopted throughout the service. Services are provided on the basis of effective listening and having agreed personal outcomes for each person attending.

- 7.5. The practice and approach of the team is focussed in part on personalisation and throughout the past four years they have maintained high quality services. A number of the team have attended dementia care matter's courses and adopted some of the principles but these approaches have not been consistently adopted throughout the team.

RECOMMENDATION: All team members to attend dementia care training as part of the direct care development programme.

- 7.6. The team acknowledge that individual plans for those attending were / are not being kept up to date and the current paperwork does not support an individualised approach. There is a large degree of duplication and over complication of the service delivery framework.

RECOMMENDATION: In sync with the development of other service delivery frameworks, the day services process and paperwork should be reviewed and rewritten so that they are simple, proportionate and focussed on individual outcomes.

- 7.7. The current approach to receiving referrals does not promote the development of relationships from the point of referral and staff were not directly involved in the meeting people from the point of referral, although this has now been changed

RECOMMENDATION: A new workflow should be developed to support the involvement of staff in establishing relationships before people attend the centre.

OUTCOME: Centre based services look, sound and feel focussed on the individual; inviting, lively, active and stimulating. This will include the matching of days to specific need including the context of where someone is in their journey with dementia.

- 7.8. Over the last twelve months there have been significant improvements in the day service from a position of it being quiet, potentially unstimulating and a service focussed in on itself (insular). Whilst there is still more distance to travel, the team are starting to embrace opportunities via community co-ordination, other groups and the development of new activities.

- 7.9. All staff have attended outcomes training; however, the current organisation of the staff rota does not support the development of individual outcomes. There are three staff on duty most days three to support a maximum of 12 people. As a ratio this is not low, but given all other responsibilities around transport, refreshments, supporting the wings, personal care etc... there is insufficient time to spend with people to a) develop individual profiles and b) support them individually.

RECOMMENDATION A new post of Day Services Team Lead to be created which is focussed on hands on support to the people attending but has a clearly distinct role to support planning and promote the individualisation of services.

RECOMMENDATION - the current rota should be re-organised within current resources so that time as a resource is focused on the times that people attend the service and to ensure sufficient flexibility to support a broader range of activity both in the centre and more widely in the community.

- 7.10. **Matching** – ahead of the review and as a result of some of the team attending Dementia Care matters training a decision was taken to adopt a matching approach to a ‘Thursday’. Simply, this is support people on the same day who are at a similar point in their journey with dementia. Most people attending on a Thursday need a sensory approach based on touch and the other senses. The team are to be congratulated for taking this step.

- 7.11. **Spaces** – the layout of the centre twelve months ago saw most activity focussed on a large lounge area which was open to the corridor and use of the main dining room. These spaces were OK for group work but there was no space for individual activity. Considerable work has been undertaken to develop the layout with the lounge area closed off, spilt into a lounge and craft /activity area. The dining area has been divided into a small lounge area and dining area. Both areas have been refurbished. The team will also make use of the café area and are excited to work with the wider team on the development of a wider programme of centre based services which will see greater movement across the centre as a whole. In addition a confidential and quiet space needs to be identified for one to work of a personal nature.

RECOMMENDATION – As part of the accommodation review a room is set aside for this purpose. This would support the day service, 3rd sector, family support, therapies and alternate spaces for care management reviews.

- 7.12. Despite initial concerns the team have worked with other organisations to develop shared spaces and the above spaces now support:
- 7.12.1. Shaw's Day Support for people with dementia one day per week.
 - 7.12.2. The local reading group once a week.
 - 7.12.3. The Stroke Association support group

Activities at the centre will be stimulating, varied, and promote access to and interaction with the local community.

- 7.13. As outlined above the current organisation of staffing does not support an individualised approach and there is insufficient time for planning and as a result, there is a 'hand to mouth' approach to service delivery where activities are not based on a clear understanding of what matters but rather a default to group activities based on what the team know to work. As said, there is a drive to develop activities but there is also insufficient support and leadership present within the centre to drive this. The 2010 review removed the Team Leader post from the day service and transferred responsibility to the officer team. Whilst there was capacity, the responsibility is generic to the role of officer and there is no clear lead. In essence, the day service is an 'add-on' and the team feel this strongly in that they do not feel valued or a part of the centre as a whole.

RECOMMENDATION - A new post of Day Services Team Lead to be created which is focussed on hands on support to the people attending but has a clearly distinct role to support planning and promote the individualisation of services.

- 7.14. Work is already underway to try to develop links with the community with the removal of the assumption that day services referrals should lead to attendance at the centre. Currently, each member of staff is undertaking a home visit with the community co-ordinator to look at having a different conversation. Adopting similar approaches as those currently in place in the south of the county which have seen the establishment of smaller groups coming together through shared interests will require a different approach to the staffing model

The service will run at capacity being mindful of the need to have flexibility to deliver a variety of services which should also involve spontaneity. Staffing will be proportionate.

- 7.15. Current occupancy is at around 60% and numbers are steadily growing. In comparison with day services in South and Central Monmouthshire, this is very low. However, as relationships with Abergavenny Integrated Services Team and others has developed the number of referrals has increased significantly.
- 7.16. Not all people currently attending would meet eligibility criteria if re-set in terms of need and other opportunities. Anecdotally some people attend on particular days due to involvements elsewhere on each of the other days.
- 7.17. The current referral process that supports people to attend is slow and some referrals are not being processed in a timely manner.
- 7.18. As a small day service, there are clear limitations placed on the service by transport issues. There is only one bus and the areas are very rural, but the main issue is that there is an expectation that transport will be provided to all, irrespective of whether they can make their own way in. A review of the transport policy is currently underway in Monmouthshire.

RECOMMENDATION: Review eligibility criteria for attendance at the day service.

RECOMMENDATION – undertake a focussed review of all people attending with a view to cessation of service / alternative provision to support closure of one day.

RECOMMENDATION – Following the review of people attending consideration should be given to reducing the days to 6 or to 5 days per week. This would support a more flexible staffing model as detailed above.

8. REVIEW OF CEFN

- 8.1. Mardy Park' Cefn wing now supports 1 permanent resident and 6 respite beds. There is a need to ensure that 24 hour services are only provided from the centre on the basis (of a council run service) that these are best placed, support the redesign principles under the health & well-being pathway and are not available elsewhere across the sector. Moreover, services should be flexible, outcome focussed, relationship based and linked to other services and agencies run / based at the centre. As part of the review a focussed audit of current provision was undertaken by a member of the Abergavenny Integrated Services Team to inform the development of a model that that balances affordability with the outcomes required from the residential services model. This piece of work included meetings and direct consultation with people receiving our services, carers and the staff team currently supporting services on Cefn.
- 8.2. At the same time as the review of services on Cefn was underway, other uses of the wing were explored. These included the potential to provide residential respite services for people with dementia and also to support people with high needs currently placed outside of the county due to the unavailability of places in MCC. Having met with senior managers concerned these options were ruled out on the basis of cost and that the need for respite was primarily in nurse led services.
- 8.3. The services provided by Cefn were reviewed in 2010 and below is an extract of the original report:
- 'Respite beds play a key role in maintaining independence. Nonetheless, despite providing high quality care, they are not sufficiently aligned with the principles for Mardy Park in that they: are not part of an integrated approach with health; are not sufficiently outcome focused; are not sustainable and do not offer value for money.'*
- The remaining beds on Cefn should be converted to respite use as current residents pass away to maintain unit costs. Once, at a future undetermined date, the ratio moves from 5:2 to 7:0 a decision should be taken on the most appropriate use of that wing taking into account the vision and principles. In the medium term the shifting ration should be used to accommodate some of the increasing demand for respite caused by demographic trends'.*
- 8.4. Having reviewed the 2010 report, the principals of development are largely in line with the outcomes set out below but the information below and recommendations whilst mindful of the original review are based on current findings within the context of new service models and the development of other service areas.
- 8.5. From individual feedback from carers and service users, the main expectation of respite is:
- 8.5.1. To feel safe.
 - 8.5.2. To be looked after at
 - 8.5.3. To be somewhere familiar,
 - 8.5.4. To have a private clean room,

- 8.5.5.To be somewhere in the community where family can visit them and
- 8.5.6.To have some company from staff and other users of the service.
- 8.5.7.To overcome feelings of loneliness and isolation when family and carers are away from the home. The locality of MP is very important to support visits from families and friends and clearly highlighted as a corporate priority that services are as a local as possible.

OUTCOME: Services should be targeted at those people with high needs that can be uniquely met at MP and we should retain an 'umbrella' role; that they can still respond to ad-hoc emergencies. We should not create un-met need through changes made.

- 8.6. Respite is accessed via assessment for suitability. Eligibility is insufficiently defined. Criteria includes:
 - 8.6.1.People will typically be aged over 65.
 - 8.6.2.May be in receipt of a domiciliary support package
 - 8.6.3.Have needs that require night time support or monitoring.
- 8.7. All referrals for respite are supported by social work input. An application must be completed stipulating the reason for respite. A copy of supporting background information proportionate to the persons needs must also be submitted. Examination of files revealed a very mixed picture in terms of detail and a focus on outcomes for the individuals.
- 8.8. There is insufficient integration between direct care staff and members of the AIS.
- 8.9. The table below shows a breakdown of referrals for the 12 months from 1.4.14 – 31.3.15. Data was gathered from an individual analysis of each person and is available on request.

	Total	%
<i>Unplanned / Emergency</i>	25	33
<i>Planned</i>	50	66
<i>Regular</i>	30	40
<i>One-Off</i>	45	60
<i>Carer break/Carer hospitalisation</i>	51	68
<i>SU break</i>	24	32
<i>Night care required</i>	36	48
<i>Existing Care plans</i>	42	56
<i>POVA / Immediate welfare need</i>	13	17
<i>Respite aged 65-79</i>	19	25
<i>Respite aged 80 and over</i>	56	75

- 8.10. **Summary of findings of reasons for accessing services (AIS Caseload 14/15):**
 - 8.10.1. Main reasons for accessing respite:
 - 8.10.1.1. Carer/ cared for breakdown of support at home
 - 8.10.1.2. When the carer needs a holiday
 - 8.10.1.3. Assessment periods to help determine needs.
 - 8.10.1.4. To offer regular carer breaks to minimise carer/cared for breakdown
 - 8.10.1.5. Emergency support as required when welfare concerns are immediate
 - 8.10.2. 75 people have accessed residential respite services during this 12 month period.
 - 8.10.3. Only 48% of people had night time needs.
 - 8.10.4. Less than half the people supported had an existing domiciliary care package.
 - 8.10.5. 60% of those people were considered to be receiving support on the basis of a 'one-off' period of support.

8.10.6. Only 40% of people are in regular receipt of respite at Mardy Park.

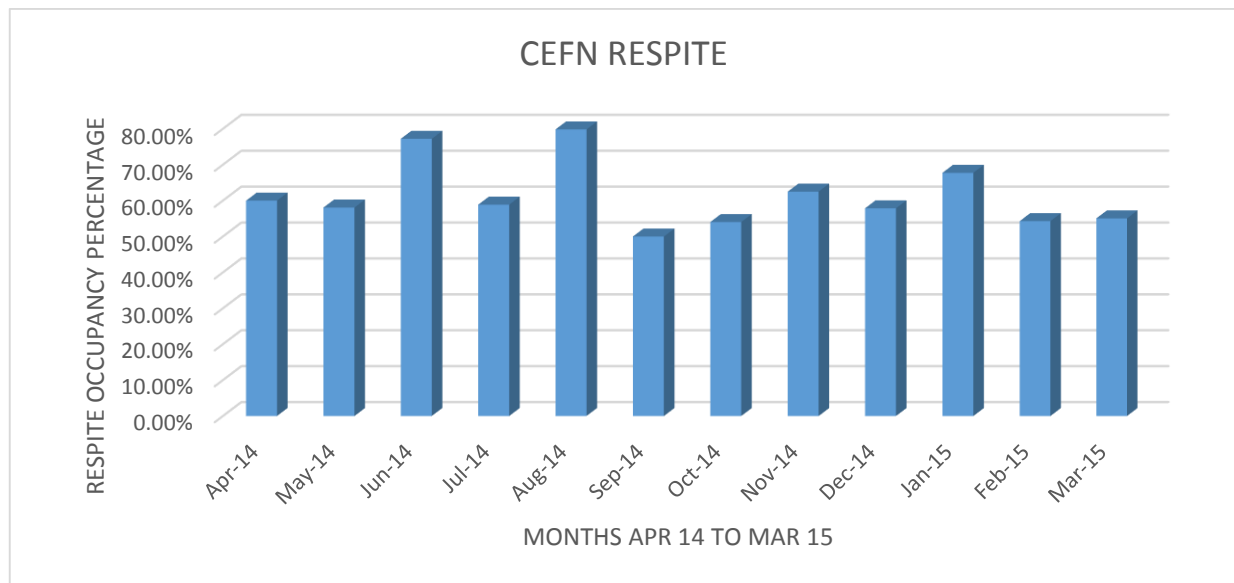
8.10.7. 17% of people required immediate support due to welfare issues or concerns raised via the Protection of Vulnerable Adults procedures.

8.10.8. The majority of referrals are received from the Abergavenny Integrated Services Team due probably to co-location of services and the fact that the centre is not registered with CSSIW to support people with dementia.

8.10.8.1. **RISK** - Any proposals must maintain an element of provision to support immediate access to 24 hour support.

8.11. Occupancy. As stated Cefn has the capacity to support 6 people on respite. On average there are 180 nights available per month.

8.11.1. A total of 1,443 nights support were provided in the 12 months from the 1.4.2014.



8.12. Whilst the recommendations from the 2010 review recommended 2 rooms be made available for respite there was a supplementary recommendation that as permanent beds became available due to the death of long term residents these should be made into short term beds on the basis that a future review would establish the long term use of these beds. It is clear that the demand for residential respite has grown in direct correlation to the capacity created. It is not possible to determine the exact basis for this but it is likely that there has been a drive to maintain reasonable occupancy levels.

8.13. Below is a table detailing occupancy for the first 6 months of both 2013/2014 and 2014/2015 to illustrate the issue of service creep. The percentage occupancy has been maintained at approximately 60%. Critical is that in each of the 6 months in 13/14 there was capacity to accommodate higher demand. The conclusion is that the demand did not exist and the increase in occupancy is directly related to the drive to maintain reasonable occupancy levels.

1 st 6 months 13/14	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Total
Nights Available (4 beds)	120	124	120	124	124	120	732
Occupancy	73	62	74	73	99	60	441
Percentage Occupancy							60%
1 st 6 months 14/15	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	
Nights Available (6 beds)	180	186	180	186	186	180	1,098
Occupancy	108	108	139	108	134	105	702
Percentage Occupancy							64%

RECOMMENDATION – reduce bed availability to 2 respite beds – in sync with levels 18 months ago

RECOMMENDATION: retain 1 bed in combination with Deri that is earmarked for emergencies

OUTCOME: Services should be integrated within the health and social care framework with a focus on promoting independence and active rather than passive approach to service support should be adopted.

- 8.14. From discussions with several users of the respite service the need to be cared for has been the highest priority. However some service users have found little engaging support on offer to stimulate and promote their level of wellbeing. On further discussions with some service users/carers, the need for involvement in worthwhile or productive activities has been superseded by the need to be looked after. This leaves some individuals using respite support at Mardy Park as simply a mechanism to manage this fundamental need. Service expectations have been found to be low and the level of involvement appears to be accordingly low. There is some clear interplay between both low expectation and low service engagement.
- 8.15. There is an understandable disconnect between those commissioning and those providing services. This leads to a passive approach to respite and opportunities to support, review and re-able are not taken.
- 8.16. As discussed later in the report the staffing levels are proportionate currently in terms of meeting basic support needs. There is currently little activity and occupation. This extends to involvement with other services and opportunities at MP and in the local community. The current emphasis is on safety and following set care & support plans. The alternate being to use care and support plans as a flexible framework within which to provide support with a refocus on social and emotional well-being
- 8.16.1. **RECOMMENDATION:** care & support framework redesigned and workflow developed to support a greater level of integration & focus on social and emotional well-being.

OUTCOME: Full consideration is given to alternate models of delivery such as respite through shared lives.

- 8.17. Mardy Park, as a council run service, operates within the context of a diverse market with a wide range of services available within the private and 3rd sectors. In undertaking the review at MP it was critical that we understood what else was available and who potential partners may be. Of importance is the need to consider respite as being something other than functional and service design should focus on experience, enjoyment and even adventure.
- 8.18. **The 'Shared Lives' scheme** offers placements for people within the homes of 'Shared Lives' carers. It may provide an alternative for long term, short term and emergency respite support. The settings available vary and can support individuals with complex needs. The focus of 'Shared Lives' is to provide a 'home from home' environment within a family setting. The individual's own outcomes shape the support and experience they want from the service. Individual needs are assessed by the care manager prior to using shared lives support and depending upon the level of needs they are banded as shown in table below. A setting is then 'matched' with the individual according to their outcomes.

SEWAPS /Shared Lives Weekly Fee Levels/Banding 2014-15

Band	Level of Care and Support Needs	Weekly Fee
A	Person has minimal care and support needs; able to go out independently.	£308
B	Person requires moderate levels care and support, needs to be accompanied at all times when outside of the house, and needs occasional support with personal care. There may be some behaviour that requires additional support.	£361
C	Person requires moderate levels of care and support, needs to be accompanied at all times when outside of the house, and has regular personal care needs. There may be some behaviour that requires additional support.	£412
D	Person requires a high level of care and support, needs to be accompanied at all times when outside of the house, and has as high level of personal care needs. May have some mobility problems, and some home adaptations may be necessary. May occasionally present behaviour that challenges the service.	£516

NB Sessional support can be offered at £6.40 per hour, plus agreed mileage allowance at 45p per mile- this support is currently used for regular day care breaks.

8.18.1. The uptake of the scheme with the Abergavenny Integrated service has been low -1% in the last financial year with only 1 service user on current AIS SW caseloads.

8.19. **Bed & Breakfast**

8.19.1. This type of accommodation can provide alternative respite support within varying settings. Rooms would typically need to be booked but some B&B's could offer emergency accommodation depending upon room availability.

8.19.2. For the purpose of the review a B&B in Abergavenny has been looked at to provide an overview of the support that can potentially be commissioned. The proprietors are very keen to work alongside the LA and offer a service to individuals specifically over the age of 65. It is a well-established business and already offers accommodation to both the general public and emergency support cases from other local authorities. They are keen to support a holiday style approach to support with a homely family orientated environment.

8.19.3. At the point of the review a charge of £45 per night was given as indicative.

8.19.4. This type of support would not be able offer accommodation to people with any behaviours that could be seen as challenging.

8.20. **Respite Opportunities Service –**

8.20.1. Sited in the Caldicot, South Monmouthshire, it is a small respite facility that is typically been used by individuals with learning disabilities aged 18-64. Service users from the whole of the county can access respite here but it's predominantly used by those in the South. Budden Crescent has 4 registered beds but is currently being operated as a 2 bed facility due to current staffing levels. Information gathered for the purpose of this review indicate the setting has potential to be used for further exploration into developing respite services. No figures have been provided for uptake of this service.

8.20.2. Even if no partnerships were explored the model of service is a great illustration of a flexible respite model that is delivering an experience, enjoyment and even adventure.

8.21. **Severn View**

8.21.1. Based in Chepstow the care home has 32 rooms and is registered for use by individuals with dementia/older adults. Most referrals come from SW teams in the South. The facility has

residential and respite availability, and on the most comparable wing (to Mardy Park) for Apr 2014-Mar 2015 a **76%** respite occupancy level was achieved; although this was unusually low in fact, compared to previous years.

8.21.2. Whilst this is an option worth exploring there are a number of competing developments at Severn View to address lower occupancy levels / reduction in demand and placement there could not be considered local.

8.22. **Planned Holiday breaks**

8.22.1. Used more widely by younger individuals with disabilities this support tailors a holiday package to an individual's needs and outcomes. There are specialist providers for all age ranges and PA's/carers even attend planned holidays with the person-these packages can vary in price and can cater for individuals to have a break in the UK or abroad. There are many providers including SAGA that can create a bespoke package for either the individual or the carer.

8.23. **Non-residential respite:** We need a better understanding of the reasons that people access residential respite services away from the home. A number of options are available and again these are found to be under-utilised.

8.23.1. Capacity within existing day services

8.23.2. Day Support on the wings at MP with additional community support.

8.23.3. Using sessional support via Shared Lives

8.23.4. Use of homecare services.

8.23.5. Discussion on night staffing

RECOMMENDATION: A further piece of work should be undertaken to explore in detail the potential of the options outlined in the report for sessional and residential respite.

9. DERI REVIEW

9.1. Deri Rehabilitation Unit has been open since December 2000, and is an 8 bedded therapy-led step-up/step-down facility within a residential care home setting. 7 of the rooms have an en-suite toilet facility, and 4 of the rooms have shared access to an adjoining kitchen. There is also a shared lounge/ dining room, an assisted bathroom, a level access shower, and a laundry room. Currently there is one dedicated member of care support staff with support from an additional member of staff working across Deri and Cefn. In addition there is dedicated input from occupational therapy and physiotherapy. Deri is a joint funded unit with 53 / 47% split between Monmouthshire County Council and the Aneurin Bevan Health Board.

9.2. Referral to the unit is on the basis of being over 18, in need of rehab / assessment, able to engage in the process, registered with either of the three Abergavenny practices.

9.3. A focussed review was undertaken by the Lead Occupational Therapist to inform this report and the development of a model that balances affordability with the outcomes required from the residential services model. This piece of work included meetings and direct consultation with people receiving our services, members of the AIS, carers and the staff team currently supporting services on Deri. As with all sections of this report the findings are set against a number of outcomes for the review with a focus on whether best placed and whether needed.

Bill Thomas (83) has been at Mardy Park for three weeks, after having a lower leg removed due to poor circulation. He said: "They look after you really well – 10/10. If you need anything, they come to help you. I have been doing exercises and building up my strength. It helps to get confidence and independence back. It's been wonderful, you couldn't ask for more. It's handy here too. People can visit, as I live in Abergavenny."

OUTCOME: The need for services are evidence based and we preserve those residential services that are uniquely and best placed at Mardy Park. We do not create areas of unmet need through changes made.

- 9.4. The primary role of the unit over and above community reablement is as follows:
- 9.4.1. 24 hour assessment that cannot realistically be provided in either a ward or person's home environment.
 - 9.4.2. Provide an opportunity for people to do more functionally rather than stay in a patient's role for longer.
 - 9.4.3. To practice and gain confidence with night time independence.
 - 9.4.4. To increase confidence after a prolonged hospital stay
- 9.5. The profile of individuals using the service has changed over the years in line with the development of the Gwent Frailty project and the community Reablement team /START. The number of people supported via community reablement has grown from 173 in 2009 to 266 in 2014. Moreover, whilst the majority of admissions to Deri have come from hospital settings the number of community referrals falling.
- 9.6. Individuals with a more straightforward presentation who would previously have been admitted to the rehab unit are now usually able to receive their support and rehabilitation within their own home, unless there is an environmental or social reason to prevent this. Evidence of this is those people supported via Deri following orthopaedic surgery:
- 03/09/09 = 5 out of 7 people
 - 14/10/13 = 2 out of 8 people
 - 12/05/15 = 2 out of 6 people
- 9.7. The average occupancy for 12 months from April 2014 to March 2015 was 87%
- 9.8. Those admitted now with increasingly complex needs usually require a period of assessment as well as a rehabilitation programme. This does not necessarily increase length of stay as the community Reablement team can continue the rehabilitation at home if needed. Also, the assessment process would help to identify whether long term support or a residential placement might be the most appropriate option, and these arrangements can be started in a timely manner.
- 9.9. As part of the review of Mardy Park a number of censuses have been undertaken to get a picture in time of who we are supporting and why. The original census was carried out on 14/10/13 and as part of the current review; this was repeated on 12/05/15.
- 9.9.1. The following table provides a comparison of some of the results:

Descriptor	Census 14/10/13	Census 12/05/15
Rooms occupied	8	6
Sex	7 female / 1 male	4 female / 2 male
Admitted from Neville Hall Hospital	4	5
Transferred from a peripheral hospital	1	0
Admission from home	3	1
Needing a 24 hour approach to assessment and support	5	5

- 9.10. In addition we have an undertaken a 3 month study of all individuals receiving assessment and rehabilitation on Deri 1.0.15 to 31.03.15

Occupancy:

Month	January 2015	February 2015	March 2015
Bed nights available	248	224	248
Bed nights occupied	199	224	195
% occupancy	80.24% [6.42 beds]	100% [8 beds]	78.6% [6.3 beds]

NB: No delayed admissions due to lack of available beds during this time.

Analysis of the 23 people admitted to Deri – January 2015 to March 2015 – Average Stay 26 nights					
Admission from		Night time needs		Discharge destination	
Neville Hall Hospital	18	Assistance with toileting	11	Home independent	3
RGH – 2	2	Reassurance	5	Home with reablement	9
Other hospital	1	Low mood	2	Home with LTC	5
Home	2	No support needs	5	Residential Care	1
				Neville Hall Hospital	4
				Not yet discharged*	1

*delay due to flooding at persons home

Range of personal outcomes identified during admission and progress made:

Personal Outcomes categories (based on Talking Points)	Number of times identified	Achieved at time of discharge	Not achieved at time of discharge
Living where and how I want to	20	16	4
Having meaningful things to do	2	-	2
Feeling safe	1	1	-
Improved skills	9	8	1
Stable or improved health and well-being	1	1	-
Community connections	8	1	7
Staying as well as I can	2	1	1

- 9.10.1. At each data point collection approximately 20% of people staying have no night needs.

Therefore is it safe to say that with an average of 80% occupancy [6.4 beds] a reduction of 20% could be achieved without reducing our capacity to support people with night time needs. This would leave a figure of 5.12 beds.

- 9.10.2. It is worth noting that there has been a recent addition of 1 or 2 additional step down beds in South Monmouthshire at Severn View.

- 9.11. Support and services are well thought of by all that use it and there is a seemingly high levels of satisfaction from people using the services. Similar to Cefn there may be a low sense of expectation and we need to develop a much better evaluation framework.

RECOMMENDATION – Build on the current development of outcome based service planning to incorporate a clear evaluation framework based on outcomes.

- 9.12. The most recent revisions to the eligibility criteria for admission to Deri Unit were made in July 2014, and highlight the provision of assessment as well as rehabilitation, and also clarification around admission of individuals experiencing cognitive impairment.

RISK - The current registration does not support admission to Deri Unit for individuals with a confirmed diagnosis of dementia. The SCIE Guide 49, May 2013, advocates that individuals with a dementia “should be assessed on the basis of their needs and strengths their potential to be ‘re-abled’ “.

9.13. Only residents with an Abergavenny GP are eligible for admission and this has been challenged in the past to no avail by senior managers within ABHB, but proved not to be cost-effective due to medical governance and prescribing issues.

RISK - Urgent cases may fall outside these parameters or the team are forced to work outside of this criteria.

April 2015)

Beryl Curran (aged 90) has been at Mardy Park for three weeks receiving therapy support, having fractured her hip following a fall. She has been encouraged to increase her mobility and she praised the support: “I have been doing exercises and practicing walking up the steps. It’s nice here and there is plenty going on. They are doing a really good job.”

Jill Davis (aged 86) has now returned home following a hip replacement operation and a short period of rehabilitation at Mardy Park. Jill explained: “I was transferred to Mardy Park following the operation, as I couldn’t come home straight away. I was given exercises to help me and the support was excellent. There was a great, lively group of people there and we all had good camaraderie. In one word, it was excellent.”

9.14. It is clear from the detailed analysis of the 23 people staying on Deri our support is focussed on returning people home and improving ability and the team have delivered consistently well against these outcomes. In contrast the need to feel connected with the local community was highlighted on 9 occasions but only met once. It is only in the last 6 months that personal outcomes have begun to be captured properly so no data exists prior to January 2015 but it is probably safe to assume that the outcomes based on returning home and physical ability have been the focus of the team.

RECOMMENDATIONS:

- Changes should be made to handover so that they are focused on outcomes within an integrated care planning framework.
- Reduce the number of beds from eight to five.

RISKS:

- The reduction of beds may impact our ability to respond to seasonal variations.
- The unit may experience increased demand if referrals for people with living with dementia increase.

9.15. **Comparison with Gwent Authorities.** All 5 boroughs have some form of intermediate care beds, but there is a need to clarify how they are differentiating between the terms “step up”, “step down”, “assessment” and “rehab” before comparison of provision can be accurately made. The following gives a summary:

Borough	Location	Purpose	No. of beds	Occupancy rates
Torfaen	Meadow View	Step down	3	Not available
	Panteg	Step up/step down	2	Not available
	Leadon Court	Step up/step down	2	Not available
	Plas-y-Garn	Rehab	3	90%
Monmouthshire	Mardy Park	Assessment & Rehab	8	80%

	Severn View	Step up step down	1	Not available
Newport	Hillside	Step down	6	Not available
Blaenau Gwent	Red Rose Care Home	Assess, step up/down	2	90%
	Llys Nant Y Mynydd	Assess, step up/down	1	62.50%
	Llys Glyncoed	Assess, step up/down	1	62.30%
Caerphilly	Ty Clyd	Assessment	7	100%
	Ty Iscoed	Assessment	3	100%
	Rhymney Integrated Health & social care	Assess, step up/down	6 (flex = 11)	100%

OUTCOME: We ensure models of residential rehabilitation services are targeted and broaden to make the best use of available resources and support a flexible approach to supporting the person's personal outcomes.

9.16. As detailed above there is a clear need for night time services. An initial estimation is that services would be largely unaffected if 6 beds remained although full occupancy of 8 beds was required only as recently as February 2015.

9.17. To achieve a safer reduction of beds, we must consider both our ability to reduce average length of stay and a broader range of services.

9.18. **Broader Range of Services**

9.18.1. **Day Assessment & Rehabilitation.** Anecdotally discussed for some time, has been the benefit of retaining all the benefits of the rehabilitation service without the need for residing. Mardy park is uniquely placed to support this crossover between residential and community services and evidence from the Falls clinics and Day therapy sessions that have been periodically run from the centre support this approach. As part of the review therapists were asked to consider cases as to their suitability with two case examples given below for illustration.

Mrs X lives with her husband in a very small house. She has a diagnosis of progressive supranuclear palsy, but with just the support of her husband has been leading as independent a life as possible. Mrs X had a fall and fractured her wrist which was then put in plaster. She requested temporary help with personal care due to loss of independence from the injury. A morning call by reablement was put in place.

Mrs X was reviewed by an occupational therapist (OT), who was concerned about the deterioration in her balance, and the risk of further falls. It was noted that the home environment was extremely small and there was not sufficient space to fully assess Mrs X. The OT highlighted the suitability of day assessment on Deri Unit as an alternative Mrs X was agreeable to this approach.

Mrs Y lives alone in a 2 storey house with a stair lift in situ. She has a history of depression and is regularly reviewed by the mental health team. Physically she is limited by arthritis and the related pain. She has a long term support package provided through a care agency. The mental health consultant contacted Mrs Y's care manager, an Occupational Therapist (OT) in the integrated services team, to request that she attend day centre at Mardy Park.

The OT went to assess Mrs Y at home, and found that she was spending all of her days upstairs, mainly lying on her bed. She was not eating or drinking very well, and her mobility was quite poor. Mrs Y said that she would like to attend day centre as she missed socialising

with people. It was agreed that in preparation the therapy technician would visit for a few days so she could assist her to go downstairs, where Mrs Y would stay for 2 hours until her next carer came.

However, Mrs Y did not always feel like going downstairs, so this was achieved only 2 out of 5 attempts, and she was still spending a lot of time on her bed. She was still saying she wished to attend day centre, but we remained concerned that it would be too much for her to attend straight away. It was then suggested that she come for day assessment on Deri Unit, as this would give her a purpose to come downstairs and she could be collected mid-morning and just stay for a short while which could then be increased on a few subsequent occasions.

9.18.2. In addition, day assessment and therapy has the potential to enable earlier discharge from Deri Unit, particularly in conjunction with an enhanced model of community enablement support to include nights (as outlined below) and the use of Careline/Telecare.

9.19. **On-call community waking night support**

9.19.1. From the information gathered from Deri Unit from 01.01.15 to 31.03.15, the following supports further exploration of the potential for on-call night provision within the community:

9.19.1.1. 5 people required no assessment or support at night at all during their stay

9.19.1.2. 13 people were either assessed as independent or night support stopped during stay

9.19.1.3. 5 people required night support during the whole of their stay

9.19.2. Currently the only night cover that can be commissioned for the community is a whole night in a person's home (either waking or sleeping) carried out by an agency carer. It is possible to fund up to 3 waking nights from the Frailty budget, which tends to be used for community emergencies, transition home from hospital and occasionally from Deri Unit. March to May 2015, we have commissioned 21 night sits (8 service-users). Based on Allied's rate for a waking night, this is £140.30 per night, so a total of £2,946.30. Applying this to 12 months we would spend £11,785.20. It is not always easy to get timely feedback from the agency, and many people find it intrusive, and sometimes even stressful, to have a carer in their house overnight.

9.19.3. Previously there was a trial of on-call at night using the in-house home care team, which was linked to individuals who had a Careline /Telecare installed but had no family or friends to respond in an emergency. The uptake of this was very low initially but numbers grow to over 70 in the 18 months that the project ran. Due to shortages in funding the trial was ended. Individuals without a responder can now only be linked directly to calling out the emergency services. At the time, this trial was viewed largely as supporting the use of Careline/Telecare and the wider possibilities for use in individual care & support plans were not considered.

9.19.4. One proposal is that on-call night support could be one of the key elements available to care managers who are putting together short term Reablement packages to enable individuals to regain their independence whilst remaining at home, preventing some admissions to either hospital or Deri Unit, and also facilitating earlier discharge home from either location.

9.19.5. Currently there is on-call night provision for residents of Lavender Gardens who do not have a responder, and it is suggested that the funding for this be incorporated into this proposal to cover both Lavender Gardens and the wider community.

9.19.6. Of the recent 5 [12.5.15] that needed overnight support during their stay:

9.19.6.1. 2 could have potentially gone home sooner had there been on-call night support

9.19.6.2. 1 could have potentially gone home had there been a combination of on-call night support and day assessment

- 9.19.6.3. 1 could have potentially gone sooner with on-call night support but had a flood in her house so couldn't have gone even if it was available
- 9.19.6.4. 1 could have potentially gone sooner with on-call night support but was waiting for tenancy to be sorted with Lavender Gardens as she was moving there.
- 9.19.6.5. The person who didn't need a 24 hour approach did have very severe confidence issues which could not be met with Reablement calls initially, but with day assessment available we might have been able to support her straight home.

9.20. **Key factors to support pace in discharge.** Set out in summary below are the key steps to increasing pace for discharge and allowing a safer reduction of the number of beds:

9.20.1. Staff Development & Integration:

- 9.20.1.1. Develop a new role profile and competency framework for direct care staff to ensure clearer focus on rehabilitative work.
- 9.20.1.2. Develop a generic role profile to support staff working across Mardy and community
- 9.20.1.3. Ensure all staff receive 6 day dementia care training programme.
- 9.20.1.4. All senior staff to have completed Occupational Therapy level 3 training
- 9.20.1.5. Ensure that the Deri Unit has a Band 7 therapy lead.
- 9.20.1.6. Increased levels of integration across all involved agencies.
- 9.20.1.7. In-reach of community enablement staff on to Deri and day assessment unit.

9.20.2. Re-focus of Deri – function.

- 9.20.2.1. Update Deri eligibility criteria
- 9.20.2.2. Create statement of purpose to clarify role and function of Deri. Share with all stakeholders including primary and secondary care.
- 9.20.2.3. Implement mechanisms to support greater integration and closer working between Mardy and community staff. To include urgent review process to prevent blocking of beds
- 9.20.2.4. Implement new data capture framework based on outcomes.

9.20.3. Care and Support Planning

- 9.20.3.1. Develop and implement integrated care and support framework.
- 9.20.3.2. In partnership improve the flow from NHH and back to home through:
- 9.20.3.3. More creative planning and use of resources.
- 9.20.3.4. Stepped return home.
- 9.20.3.5. Supported access to community resources whilst on Deri etc.
- 9.20.3.6. Ensure all processes support outcome based working as part of an individual's plan.

9.20.4. Implementation of day assessment provision

- 9.20.4.1. To prevent admission to Deri when night assessment or support not required
- 9.20.4.2. To support earlier discharge home from Deri.
- 9.20.4.3. To provide assessment where home environment prevents this.
- 9.20.4.4. To provide a stepping stone to day services.
- 9.20.4.5. To provide an intensity of physical rehab not possible in home environment
- 9.20.4.6. To provide short periods of rehab for individuals in community to maintain health & well-being.

9.20.5. Consideration of on-call waking night provision

- 9.20.5.1. To prevent some admissions to Deri.
- 9.20.5.2. To allow people to go home earlier from Deri.
- 9.20.5.3. To be used as a trial run for discharge.

9.20.5.4. To replace some of the frailty night sits (which could help to fund).

9.20.5.5. To replace Lavender gardens on call (could help to fund)

RECOMMENDATIONS:

- Management arrangements should be changed so that Deri becomes a therapy led unit.
- Implementation of new day assessment unit to provide more targeted support.

OUTCOME: We will support a truly integrated approach based on a joint approach with shared understanding of personal outcomes and the role of each member of the team. Staff structures develop the fluidity to support the person across service areas to promote consistency and relational approaches to support.

- 9.21. The current staffing structure has members of the AIS working on Deri alongside direct care staff who are managed by the officer team at Mardy Park. Feedback outlines some critical issues:
- 9.21.1.1. Officers feel in part excluded from the work of the AIS, referral process and care planning process.
 - 9.21.1.2. A disjointed feel to care planning and support is evident.
 - 9.21.1.3. Therapists feel that there is inconsistency in following therapy plans and goals could be achieved sooner.
 - 9.21.1.4. Staff are not clear as to the respective roles of each person
 - 9.21.1.5. Minimum staffing levels leave direct care staff focussing on physical care to the detriment of social welfare.
 - 9.21.1.6. Staff recognise the need to be involved in home visits and hospital visits to engage in the assessment process. Time limits and a feeling of having 'too much to do' prevent this
 - 9.21.1.7. The need to network and broaden their understanding of the respective roles of healthcare professionals
 - 9.21.1.8. There is some feedback from staff that at times they are unsure as to the purpose of people staying there and a sense that people shouldn't be there.
- 9.21.2. Recommendations to address these issues are cited elsewhere within the report; principally in staffing. With the integration of services and planning, clarity of leadership, new role profiles and the implementation of new models of service delivery we should go some way to overcoming these issues. Adoption of enhanced models of reablement

OUTCOME: Staff support, training and development supports their role within the integrated services team and they feel empowered to inform the on-going assessment process

- 9.22. Critical is that leadership should be practice led and based on working alongside the team. In addition creating clarity of purpose and a secure future staff will work within an environment that supports mutual support and creativity.
- 9.22.1. Night staff are involved in planning and training, and it is hoped that a review of the documentation will further support their contribution to promoting a 24 hour enabling approach.
 - 9.22.2. Monmouthshire's Dementia Care training, which focusses on relationship based care & support, will be delivered to all staff
 - 9.22.3. Most staff have attended training in personal outcomes
 - 9.22.4. Working parties have been set up to look at the environment and the provision of activities

- 9.22.5. A twice weekly multi-disciplinary meeting has been set up so that the whole team can focus on the individual's personal outcomes and progress towards these through their rehabilitation programme. This both supports and empowers the care & support workers to fulfil their role in delivering rehabilitation programmes
- 9.22.6. Domestic staff have been encouraged to attend the multi-disciplinary meeting, and also have been supported to record their contribution with breakfast preparation
- 9.22.7. Staff are being encouraged to work more flexibly across the whole service at Mardy Park to enhance person centred and relationship based approaches to care & support
- 9.23. Staff feedback has been mixed, as whilst they are generally in support of the new developments and approach, they are concerned about how the current staffing levels and rotas will support them to spend enough time with individuals whilst still carrying out essential duties such as the medication round; booking medication in and out on admission and discharge, etc. Key themes include:
- 9.23.1. ***Is there a way we could have supported individuals to return home sooner?*** Ideas discussed around graded return home – supporting people to spend time at home during the day initially; bed at Mardy being held open for them for 1 or 2 nights after discharge; provision of night support at home; carrying out more work in the community with people whilst on the unit.
- 9.23.2. ***Did everyone in the study really need to come into the unit?*** Discussed one lady in particular who had been transferred from an out of county hospital so we had not assessed her first, and agreed that it is likely we would have recommended she go straight home with reablement.
- 9.23.3. ***Could we do more to support people to start working on community connections whilst on rehab unit?*** Discussed being able to work in the community with individuals on the unit, and staffing levels was raised – general feeling that this put constraints on what was possible outside the building.
- 9.23.4. ***Could we do more to encourage people to engage in activities whilst on the unit?*** Discussed need to identify and prioritise time for activities; need to build up some resources and ideas; could get some ideas from people who have recently stayed on the unit; could attend activities on day centre.
- 9.23.5. ***What makes some people need 24 hour assessment or rehabilitation?*** Ideas were poor mobility and transfers; difficulty toileting at night; home environment unsuitable; high falls risk; anxiety and loss of confidence; poor safety awareness; will not accept support into own home; incomplete assessment whilst in hospital; recent cognitive decline; fluctuating physical health.

10. STAFFING

10.1. OVERVIEW

10.1.1. Mardy Park currently supports approximately 108 staff across integrated services.

Abergavenny Integrated Services Team	26
Abergavenny Community Nursing Team	22
Centre based direct care teams	47
Community based direct care teams	6
St David's Nursing Team	2
Protection of Vulnerable Adults Team	5
Total	108

The focus of the staffing review is on centre based direct care teams, although the accommodation requirements of all staff form part of the recommendations of the report.

TEAM	Posts	Hours
Day Services Team	6	150
Care Support Teams	15	353
Night Care Support Team	4	126
Domestic & Laundry Team	6	129
Kitchen Team	4	93
Officer Team	3	111
Handyman	1	30
Bank Staff	2	
Therapist [Band 7]	1	37
Therapist [Band 5]	1	37
Reablement Technician	2	50
Admin	2	
Total		

Taken from staff establishment list – not up to date but indicative of budget

10.1.2. There are current members of AIS sitting within the MP staff establishment list.

10.1.3. It is important to stress that only the care team can be considered as direct care base and the kitchen, admin and domestic teams are there to support all services within the building not just the function of direct care.

10.1.4. Following section is some additional general observations and findings in relation to the staffing at Mardy Park

OUTCOME: To be listened to, valued, contribution recognised, supported with strong and empowering leadership.

10.2. The last review which reported in 2010 has had a significant impact on the staff team and the feelings are still raw and apparent 5 years on. The current review and the time taken has helped on the one hand in that something is actually happening but on the other has re-surfaced feelings of anxiety regarding job security, the impact of changes on people receiving services.

- 10.3. The review team have met with the staff team on a regular basis including 1 to 1s with most of the centre based team. There is a contrast between those willing to be involved and those choosing to sit on the side lines. Individually all staff are engaged but as a group this dichotomy exists. Over time the numbers of people actively involved has increased. The commitment to Mardy Park and the people at the centre has maintained throughout but there has been a disconnect for some between supporting the future of Mardy Park and being involved. In essence there is view that the developments are going around them and are not connected to their day to day work; that MP and its current service model, for some, can continue in isolation. Whether the review team has failed to engage, or the person is fearful or in some cases that there is apathy I am unsure. This observation does not dilute the commitment of the team to the people using our services and as said an increasing number are actively working to move the service forward
- 10.4. In the 1:1s with staff, they are supportive of change and had many ideas to take the service forward. Critical issues raised by staff revolved around poor communication, being unsure as to what is going on. Unfortunately a strong theme emerged of a less than engaged relationship with some members of the senior team at centre. Issues of control, lack of trust and feelings of not being valued were strongly felt by some; but not all. Simple things like access to stores and a sense of having to ask permission to re-stock has a disproportionate effect on the team in that there is an implicit distrust.
- 10.5. Support mechanisms are not consistently in place and there is no regularity of staff meetings and other forums for communication. Supervision is sporadic and inconsistent. Conversely, daily handovers were disproportionately long with one hour set aside each day for all care staff. This has now changed to twice weekly and includes the domestic team who have an invaluable role to play in the support of people staying.
- 10.6. The staff team as a whole recognise the need for integration and are asking for closer relationships to exist. Some staff even suggesting socials with GPs, nurses and others as a way of developing broader relationships outside of the AIS.

RECOMMENDATION - A leadership model is developed which focuses on support for the staff, rather than management and control.

RECOMMENDATION A staff forum is created which allows staff to contribute to and seek explanation of...

RECOMMENDATION – The supervision and appraisal framework is reviewed in line with changes elsewhere in direct care to ensure that it is focussed on support and development.

A staffing structure is developed which is proportionate to service provision and is sustainable in the long-term.

Staffing structures incorporate sufficient fluidity to support the person across service areas to promote consistency and relational approaches to support.

- 10.7. Some of the **recommendations** are cited elsewhere in the report but for ease, those affecting staffing are all given below.
- 10.8. **DAY SERVICES**
- 10.8.1. Changes to the staffing below are dependent on the reduction of the service from 7 to 6 days per week. As outlined the current staffing structure does not support the staff to:
- 10.8.1.1. Provide a flexible activity programme which combines groups with activities for individuals and time to spend develop a relationship based approach to support.

- 10.8.1.2. Plan and develop the service in advance of people attending so that the content of days is not supporting people according to their personal outcomes and specifically what a good day looks like.
- 10.8.1.3. To develop and maintain community based support and activities.
- 10.8.1.4. To work flexibly across the week so that staff presence is focussed on need on a particular day.
- 10.8.1.5. Receive the support and input from a dedicated senior member of the team.
- 10.8.1.6. Maintain a range of transport options for people attending. Transportation is via the centre bus only but if staff were available then the lease vehicle could be used and also a member of staff would be present for people attending via their own transport.

RECOMMENDATION: In consultation with the staff team re-organise staff rota (within existing resources) to maximise staff presence during the times that people are present in the centre. Typically this will be staff working either an early or late shift of 9am – 3pm or 10.30am to 2.30pm.

RECOMMENDATION: Create a new post of day services lead who is predominantly hands on but has specific duties to support the team and co-ordinate the planning of services and ensure a prompt and relationship centred approach to new referrals.

RECOMMENDATION: review current role profile and develop to support a relationship based approach to support.

10.9. RESIDENTIAL CARE SUPPORT

- 10.9.1. Given the recommendation to reduce the number of rehabilitation beds to five places and the number of respite beds to two, a staffing structure needs to be developed that does balance the needs of the service but is comparable with other services and sustainable.
- 10.9.2. The current structure of 1.5 care staff per wing, does, in part, lead to a focus on physical well-being with insufficient time to focus on the social and emotional needs of the people staying at MP.
- 10.9.3. The evidence from the review illustrates the increasing complexity and higher level of support needs people may have.
- 10.9.4. An integrated model and a more proactive approach to therapy and assessment requires more time set aside to input into therapy programmes.
- 10.9.5. The introduction of a day assessment unit will require additional staff resources.
- 10.9.6. If services are to support the person from hospital, residential and community a staffing model is required that supports this fluidity. This will reduce service 'hand-offs' and improve relationships and consistency.
- 10.9.7. Currently there are two waking night staff to support a maximum of 15 people. If the number of beds are reduced to 8 then two waking nights represents a disproportionate cost and staffing ratio. During the 3 month intensive review there was one person who sometimes needed assistance from two people for transfers but this varied. At night however, he was largely independently.

RECOMMENDATION: Combine the role of staff working on Deri and Cefn and reduce dedicated staff compliment from three people to two members of care staff.

RECOMMENDATION: Develop new combined role profile for all care staff so that cross boundary working is implicit.

RECOMMENDATION: create new rota which incorporates floating support hours (x5) for each day to:

- Support the new day assessment unit.

- Create flexibility in the fixed rota to support staff to work across Deri, day assessment, day service, hospital based and community settings.
- Ensure sufficient capacity to support care staff's active involvement in rehabilitation programmes.
- Ensure sufficient flexibility to meet all of the person's needs.
- Ensure the involvement of front line staff in the initial assessment processes.

RECOMMENDATION: Reduce night staffing to one, with a second person sleeping in to support in the event of emergencies.

RISK: reducing the night staffing will mean a change to eligibility criteria so that people who require the support of two during the night will not be able to access the service.

RISK: CSSIW may have a view that the presence of one member of waking nights is not sufficient.

MITIGATION: spot purchase waking nights from the independent sector as and when needed.

10.10. DOMESTIC & LAUNDRY TEAM

- 10.10.1. There are currently 105 hours of domestic and 24 hours of laundry support; roughly equivalent to 2.85 and 0.65 FTE respectively. The team comprises 4 x 18.75 hour posts, 1 x 30 hour post and 1 x 24 hour laundry post.
- 10.10.2. The team have dedicated areas of responsibility and the current cleaning regime appears manageable within existing resources although the team state 'the building is not as clean as it once was'.
- 10.10.3. The following feedback was received from the team in group meetings and in 1:1s:
- 10.10.3.1. That there is too much separation between respective job roles and that some members of the wider MP staff team will not attend to immediate matters if they do not consider it part of their job.
- 10.10.3.2. The team can at time feel under-valued and not trusted at times
- 10.10.3.3. The team are keen to play a more active role in the development of services at MP. This included a real enthusiasm for the role of centre to support small local enterprises and wish for all the team to have more direct contact with people needing our support.
- 10.10.4. The team have responsibility for supporting people with the preparation of breakfast on the wings. They also recognise the value of promoting involvement and independence with domestic tasks. However, they have received no training in enabling approaches and are not sufficiently involved in the care and support planning process.
- 10.10.5. During the last review the team was significantly cut. It is not recommended that any further changes be made to the domestic team. This is in consideration of the size of the building, the diverse range of duties, the need for greater involvement in enablement and the potential additional responsibilities that the development will create.
- 10.10.6. The domestic team are currently paid at Band B which is not in line with other similar posts within the county.
- 10.10.7. The post of laundress at the centre is valued but similar reviews elsewhere have seen this role removed and duties transferred to members of the night team. The recommendation of this report is that this post be retained for the following reasons:
- 10.10.7.1. The above proposed changes to night staffing mean that a transfer of duties would not be possible.
- 10.10.7.2. The laundry fulfils an important function not only for the building but also in undertaking community laundry. The development of the community laundry needs to be

moved forward. In addition there is a real potential for the development of a small local enterprise that would include laundry and seamstress services.

10.10.7.3. To support the above laundry needs to be available 365 days of the year which would not be possible with current arrangements/.

10.10.7.4. We need to retain flexibility to support additional pressures on the kitchen team and the domestic team.

RECOMMENDATION: re-write role profiles for all domestic and laundry staff to support a flexible approach and to ensure that participation in rehabilitation programmes is implicit. This will include making the role of domestic and laundry assistants combined.

RECOMMENDATION: submit role profiles for evaluation to ensure consistency of grading across the county. Budgets prepared on the basis that all staff will be paid at Band C.

RECOMMENDATION: Make enablement and dementia care training available to all domestic staff.

RECOMMENDATION: explore the development of a small local enterprise for laundry and seamstress services based from the centre.

RECOMMENDATION: introduce the role of senior domestic assistant to support the team and undertake all ordering, planning etc...

RECOMMENDATION: Change staff contracts so that all staff work equally across all areas within the building and to take account of increased pressures due to café areas and increased traffic. Initially, this is proposed as 6 x 24 hour contracted posts.

10.11. **HANDYPERSON.** Currently employed for 30 hours per week, the role is somewhat confused and from discussion this person is pulled in a number of different directions. The role requires this person to support the day service, support collections as well as undertake a number of jobs around the building. Some areas of the centre are in disrepair and there is a need for this role to focus here.

RECOMMENDATION: Create an annual maintenance schedule

RECOMMENDATION: Review Handy person's role to ensure clear focus on priority areas.

10.12. **KITCHEN TEAM**

10.12.1. The team is currently staffed with 1 x 30 hour & 1 21 hour cook posts and 2 x 21 hour kitchen domestic posts

10.12.2. The hours that the cooks work are different and I am not clear as to why this is.

10.12.3. The standard of food is viewed as very high and the choices / menus are balanced and well planned.

10.12.4. There is huge potential within the kitchen team but the team dynamic makes progress difficult.

10.12.5. During development meetings some very honest conversations have taken place about the need to embrace change in the context that their role must broaden if the team is to be sustainable in its current form.

10.12.6. The manager of Monmouthshire Meals is currently working with the team to develop systems so that additional responsibilities as a result of the community café can be incorporated within existing resources.

10.12.7. Consideration needs to be given in terms of a professional lead for the kitchen team to ensure a focus on team and skills development

RECOMMENDATION: Assess staffing following systems review and consideration of a new kitchen lead post.

10.13. **ADMIN TEAM** - With the forthcoming admin review across the directorate, the admin arrangements have not formed a full part of the review. However, in the context of the review the following issues are highlighted for consideration:

10.13.1. Currently there are 2.40 FTE admin posts within direct care services (at Mardy Park) that provide support to homecare, residential and day services. There is a crossover of roles between services but an approximate 1 X FTE is dedicated to the residential and day services with additional responsibilities to cover reception 5 days per week.

10.13.2. A proportion of work is to receive visitors, enquiries and phone calls on behalf of the AIS and Abergavenny Community Nursing teams.

10.13.3. Currently the reception is covered until 4pm Wed – Friday.

RECOMMENDATION: consideration during the forthcoming countywide admin review of creating a centre based admin team to support all functions of the centre.

RECOMMENDATION: Support for reception cover is provided in part from the AIS and Community Nursing Team. In addition reception cover may also be available via the OAMHS team as part of the co-location of services at the centre.

RECOMMENDATION: changes to reception cover rota to ensure cover until 5pm, five days per week.

10.14. **THERAPEUTIC INPUT**

10.14.1. Therapeutic input is provided to Deri by 0.5 FTE physiotherapist (approx.) and 1 x FTE Band 5 Occupational therapist. In addition a Band 7 Lead OT (funded via ICF) is supporting the enhanced enablement model of community support and overseeing the development of Deri Unit in partnership with others.

10.14.2. As highlighted there is a separation between members of AIS and the direct care team in terms of integration and a shared approach to rehabilitation. There are a number of opinions in terms of why this is but going forward it is clear that a role is needed to bridge this divide which will:

10.14.2.1. Take responsibility for the professional supervision of staff; their training, development and day to day work planning and guidance.

10.14.2.2. To take overall responsibility for Deri; including capacity management, medication, risk management, referrals etc...

10.14.2.3. To take overall responsibility for the day assessment unit.

10.14.2.4. To roll-out the learning from the enhanced enablement model of support to all services.

10.14.2.5. To develop, promote and support an active approach to respite services.

10.14.2.6. To provide direct therapeutic input and to cover in the absence of other therapists.

10.14.2.7. To work alongside the Band 7 Community OT to ensure cover in each other's absence and to provide a seamless approach to therapeutic input.

10.14.3. To support and actively promote cross boundary working.

RECOMMENDATION: Current therapeutic input is ring-fenced to Deri and the Day Assessment Unit

RECOMMENDATION: Create new Band 7 Lead OT role dedicated to active respite, the Deri unit and Day Assessment

10.15. **MANAGEMENT:**

10.15.1. Primarily the management team and philosophy must support the staffing structure outlined above. The approach should be one of leadership with the emphasis on support and not control.

10.15.2. The posts of Head of Care and Assistant Head of Care are in the above context disproportionate to the needs of the service. In effect a 3 x FTE super-numery team to support a wing with 8 people is not sustainable or merited.

10.15.3. The leadership team must focus on support and working alongside the care team and others to promote the highest quality of services.

10.15.4. If the recommendations to reduce residential provision are approved then we will need to be mindful of requirements to CSSIW and partners in commissioning.

RECOMMENDATION: The current management model should be replaced by the following:

- One of the two staff dedicated to Deri should be in a senior role and should sleep over. This role will need to be defined but will be at least 75% hands on with additional responsibilities around medication, etc...
- Operational responsibility for the line management of the four senior care staff and senior day care will fall to the Lead Manager for Residential and Day Services who works across Severn View and Mardy Park.
- Professional supervision will be provided by the Lead OT for residential and day [assessment] services.

Staff configuration:

- The current policy for placing staff at risk outlines the following criteria. Clearly the significant changes above will mean that there will be a smaller staffing contingent required to support services at MPRC.
- It is critical that we balance three things when re-sizing services:
 - That early retirement or redundancy may be a favourable option for some staff.
 - That staff can demonstrate their reliability (and attendance) to support the consistency that is required if the service is to develop and we can meet people's personal outcomes
 - Above all, that they are able to demonstrate that their identity and beliefs are in keeping with a proactive, relationship based approach to supporting people.

11. ACCOMODATION & INFRASTRUCTURE

- 11.1. The centre is laid out broadly on four wings; Abergavenny wing forming the entrance and main public areas, day services, kitchen, laundry and the base for community direct care services. The Skirrid wing is the base for Abergavenny Integrated Services Team and Community Nursing Team. Cefn wing supports long term and short term residential services and lastly Deri is the rehabilitation wing providing residential support on discharge from Neville Hall Hospital and to prevent admission



Infrastructure, services and systems will support and be proportionate to the demands of a multi-agency community resource centre.

- 11.2. The reality is that the current accommodation and infrastructure is suitable for a residential home. Designed and built to support 20+ residents and a day services; all supported by a staff team of 50. The centre is still home to residential and day services but the number of staff who call Mardy their base has risen to 108. The lack of car parking has become a focal point in terms of evidencing inadequacy but the poor infrastructure extends to include for example; an overburdened electricity supply, lack of space, poor IT and systems infrastructure and inadequate facilities. Simply, the movement of various teams to be based at Mardy has not been sufficiently supported with the corresponding changes and improvements so a centre has emerged that is struggling to cope. There is clearly a negative impact in terms of health and safety but there is also an impact in terms of effectiveness and the well-being of all those that visit and are based at the centre.
- 11.3. Whilst some of these issues have started to be addressed over the last twelve months there is still a considerable distance to travel to ensure that the above outcome is met. Moreover, the demands placed by the development agenda set out will place an even greater burden on the centre and the need to improve infrastructure is essential to support the services moving forward. Simply, the centre will not be able to develop. For example, due to delays in construction of the car park I have prevented the opening of café and any health based clinics until such time that this is in place due to the clear health and safety implications.

- 11.4. Funding from the Intermediate Care fund secured in April 2014 has enabled us to progress some improvements. These have clearly been made in advance of the review concluding but have been in part directed by feedback and consultation received as part of the consultation days and from discussions with staff and others.

Day Service Spaces	As outlined in the day services section significant changes have been made to the day service areas to improve furniture, layout, privacy etc...
Communal Spaces	We have undertaken some structural changes and the entrance is now an open plan communal space including agile working and the community café. From chairs to computer desks; the café furniture has been carefully selected to address the varying needs of the community. Occupational therapists and reablement officers were consulted over the design of each piece of furniture
Clinical Spaces & Equipment	We have created one clinical area in response to requests made by the Community Nursing Team and the development of these areas is discussed below
IT and telephony	Telephone systems and the IT infrastructure to support co-location of partner agencies and colleagues in health services has been upgraded. This has included significant improvements to the line speed so that internet access will support multi-media, increased use and extend to external areas in the Abergavenny wing. We were also very keen to respond to the increasing pressures on our aging community to be digitally inclusive and therefore felt it was important to incorporate web and digital accessibility into the design of the café. We will introduce a PC and iMac into the café on opening and will encourage users of all age to use them to learn, create and communicate with others
Car Parking	Plans were developed last year but due to unfortunate delays, these plans were not considered until March this year. The planning approval was deferred to consider alternate proposals. Alternate designs in consultation with local residents have been submitted and will be considered at the July planning committee.
External access and spaces	We have given limited access to the outside areas for some groups and this will increase once safe access can be provided. In addition we have created an additional patio area and provided direct access from the café area.
Main Kitchen	To support the developments across the centre we have been able to upgrade some of the kitchen equipment. We have also created and fitted out a servery for café in the main reception area.
Furniture	In addition to the above, we have been able to purchase some additional furniture that will support developments going forward.

OUTCOME: Mardy Park is a great place to work that supports well-being and the different needs of individual staff members

- 11.5. The co-location of teams and services has overall been a huge success but it has to be implicit that well-being and outcomes of the people we support is directly linked to the well-being of the staff responsible for supporting them. At MPRC teams are not just co-located; there is clear evidence of integration but the teams migrate to specific areas which prevents the further levels of integration. This is best evidenced by the development of place based working. If this is to positively impact the

outcomes for people it cannot simply be co-location. We must create an environment that promotes inter-agency relationships and the informal benefits that derive. This must see team members working alongside a diverse range of stakeholders, not just their colleagues.

- 11.6. The welfare of staff will be further supported if we provide environments that support their individual style of working and also accommodates the nature of the work that they are undertaking. By undertaking simple personality tests we know that broadly people will fall loosely into two categories; introverts and extroverts. As with all things, these are not two distinct groups and people will fall somewhere on a scale between the two. However, we know that introverts will thrive in certain environments and extroverts in a different environment. Current accommodation is largely shared spaces with up to 15 people working from one office. Additionally, this working environment does not take account of the different environments required to support a diverse range of duties. Specifically, report writing, confidential conversations, meetings etc...

RECOMMENDATION: To achieve the required balance to support different styles and different duties a comprehensive accommodation review should be undertaken, in consultation with all teams, using specialist advice to support the design.

- 11.7. Based on work to date an estimate of current accommodation requirements is given in the next section.

The centre and its facilities will support new services, partnerships, co-location and place based approaches to service delivery and signposting.

- 11.8. To support the development of the health and well-being pathway it is critical that key services are based and available at Mardy Park. However, managing a diverse range of services within a hub alongside wider community access has its challenges and there is a need to balance community access with security and confidentiality. The demands on space within the centre are high and set out below are the key commitments that need to be accommodated as part of the overall developments. All room allocation must be on the basis that they are multi-functional and shared spaces.

11.8.1. The potential to co-locate with elements of Older Adults Mental Health services has been discussed for a number of years. The model to wrap support around the person is a central tenant of the development of the community hub and to remove wherever possible hand-offs between different components that form part of the same support pathway. Locating key memory assessment services and consultant led clinics will place this key element alongside rehabilitation, assessment, specialist provider and third sector support. Moreover, it will support people at difficult times to remain part of their community. A number of rooms for clinics, pre-assessment testing and family support need to be made available.

11.8.2. In partnership with others we need to facilitate and support family training, guidance and support for families and carers of people with dementia at the time of diagnosis and longer-term.

11.8.3. To support a more diverse range of rehabilitation services as outlined earlier in the report space needs to be set aside for a day therapy unit within the centre.

11.8.4. To support the development of placed based working, additional shared office accommodation needs to be made available within the site to promote agile working from the centre from a broad range of representatives from 3rd sector organisations.

- 11.9. To mitigate the current lack of space on Skirrid wing and to support flexible solutions to the current working environments additional space be made available elsewhere within the building. This needs to include a permanent base for the five members of the Protection of Vulnerable Adults team.
- 11.10. To support a variety of activities and personalisation within day services, additional space needs to be created.
- 11.11. Mardy Park must support a diverse range of information and access to support to services. It is critical that there is sufficient space to multi-media displays as well as a broad range of written literature.

RECOMMENDATIONS:

- The Abergavenny wing is set aside primarily for 'front facing services' and homecare offices are re-located within the centre as part of the accommodation review.
- The rooms marked 1 – 4 on the attached layout schedule are ear-marked for memory assessment services, family support, interview rooms and areas for private conversations. These rooms are in addition to the health clinic already designated – marked '5' on the layout.
- All residential services, whether long term, short-term or rehabilitative should be based on Deri wing. **NB** Please note that this is the ideal proposal but the long-term resident will be given the choice to move wings or remain in her current room.
- The residential and day services offices are combined and relocated to room '6' on the layout.
- The room marked '7' on the layout is proposed as the new location for the sleeping-in room.
- The room marked '8' on the attached layout should be set aside for the day assessment unit.
- All remaining office spaces on Skirrid and vacant rooms on Cefn should be set aside as part of the detailed accommodation review.
- Additional off-site meeting and agile spaces at Maindiff Court should be negotiated with the Aneurin Bevan University Health Board as part of the discussions to site health based services at MPRC.
- A budget is set aside to support the accommodation review and the necessary alterations needed to change use.

12. FINANCES

The financial framework within which the resource centre operates is proportionate and comparable with other funded services in terms of spend and outcomes.

- 12.1. The current combined staffing budget for services at Mardy Park stands at £975,259. This supports all services and ancillary support at the centre. In analysing the current budgets there are a number of anomalies in the staff establishment list. Specifically, posts not listed, posts wrongly coded to the budget and hours.
- 12.2. ABUHB contribute approximately £147K funding. The S33 agreement would need to be re-written to detail change and broadening of rehabilitative services as well as the introduction of numerous health led services to the centre.
- 12.3. The current and future breakdown of staffing costs is given in detail in Appendix 1 but in summary below:

Current Staffing Arrangements				Proposed Staffing Arrangements		
Current roles	Budget hours	Actual hours	Costs	Revised roles	Hours	New costs
Management Team	111	111	123,321	Therapy Lead	37	50,192
Night staff team	126	126	123,479	Night staffing	63	61,739
RSO Cefn	165	165	123,510	RSO Senior Care**	101.5	95,278
RSO Deri	150	150	116,238	RSO Care**	128	98,506
Day Services	150	150	110,835	DSO Senior	30	27,711
				DSO Care	120	86,244
Tech & Therapy***	87	74	87,661	Tech & Therapy***	74	79,117
Admin	37	15	24,711	Admin	15	9,930
Bank Hours	38.5	0	26,224			
Sleep Over	n/a	n/a	15,607	n/a	n/a	15,607
Domestic & Laundry Team	105	129	60,673	Senior Domestic	24	17,217
				Domestic Team	120	75,393
Kitchen Team	93	93	65,129	Kitchen Team	93	65,129
Handyman	30	30	21,894	Handyman	30	21,894
Sub total		1,043	899,283	Sub Total	835.5	704,008
Cover / balancing*			75,976	Cover / Balance		59,841
Total			975,259	Total		763,849
				Savings		211,410

* Balancing figure – cover at 12% but not applicable to all posts so a balancing figure of 8.449% is used.

** Includes support to day assessment unit.

*** Band 7 therapist post in wrong budget – Band 5 in post so hours correct but grading incorrect. Tech time is community based. Therefore total therapist cost is c£28K

- 12.4. As outlined, staff would be offered the opportunity to express an interest in voluntary redundancy. Costs schedules are given in the attached for all staff. The number of redundancies would be limited and would fall only in officers and RSO roles. Exact calculations will be supplied following consultation with the teams.

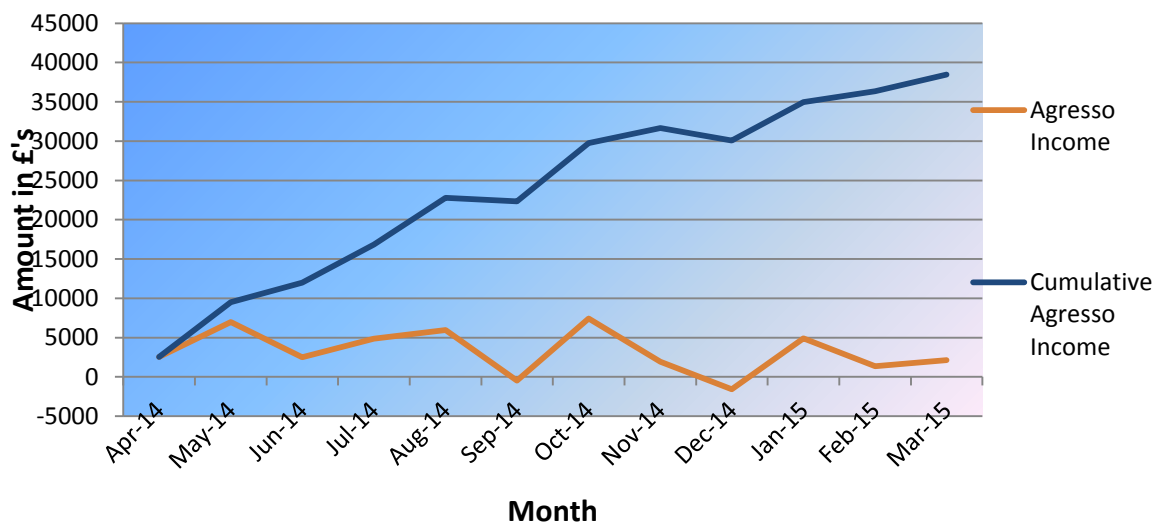
12.5. Adjustments to current budgets in terms of supplies, services etc...need to be considered. Current budgets are reasonably balanced but once the centre is fully functioning, there may be a need to revisit supplies, services and infrastructure costs.

12.6. There is a need to do further remedial work on the upkeep of the centre. Maintenance and all budgets currently sits with Property Services. As with all SCH establishments we have no way of knowing whether any maintenance work is scheduled.

RECOMMENDATION: Review of current arrangements with Property Services and a whether a distinct budget is set aside to support a maintenance schedule.

12.7. Current income levels stand at £118K budget with a shortfall of £73K forecast for this year. Income budgets were historically set and based on a number of long term residents. With a reduction in respite there will be a cumulative impact on the income budgets for MPRC and accordingly the budget as a whole. The table below illustrates current income levels current for respite. Based on 60% occupancy this will potentially drop by approximately 60%.

Mardy Park Respite Income 14-15



12.8. There is a shortfall in funding for the car park. Despite the compromise design being smaller the costs have risen by £50K. There was a shortfall in funding anyway of £10K so total shortfall is £60k. This is due to site costs previously being a part of the wider capital works programme. Therefore we are paying site infrastructure twice. Additionally industry rates have risen dramatically in the last 6 months. We will not know the exact costs until tendered.

12.9. The remodelling of the centre will require investment – estimates given in Appendix 2 and as set out earlier in the report.

12.9.1. £6,260 to fund external projects, with an annual budget of £2,500.

12.9.2. Change of room use is estimated at £3,000 per room. Details of financing will not be available until the accommodation review has completed but would estimate between 8 and 12 rooms requiring alteration.

12.10. There may be replacement costs for some service re-design. Again, details will be provided during the implementation phase but an estimate of £24,000 is given for shared lives as a replacement for respite services.

12.11. Total investment costs as estimated at £100k.

12.12. Savings as part of Mandate 34 are not due until the financial year 17/18 so savings on 16/17 could be utilised to fund the shortfall.

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Background:

Mardy Park was opened in 1997 providing residential services, respite and day services. A number of reviews have seen incremental changes to the services and purpose of the centre:

- Opening of rehabilitation unit to support early discharge and prevent admission to Neville Hall Hospital in 2000.
- Closure of one residential wing to support the integration agenda and location of the Abergavenny Integrated Services team.
- Review of services and reduction of respite places and decision to not offer new long term residential placements at the centre. The review report [2010] headlined:

“Mardy Park will be a community hub for health and social care services, primarily focused on older people, in north Monmouthshire for the next 10 – 15 years. There will be a range of services in place that provide outcome focused, help to people when they need to keep them living independently and which are capable of acting rapidly to prevent hospital admissions.”

The current review of Mardy Park was set up to critically evaluate the current service model and more importantly to assess the role that Mardy Park Resource Centre should play moving forward. Overall, the emphasis of this review is on the future.

Early on in the review we established a framework for development; building on the conclusions that Mardy Park should remain an integrated services hub for the next 10 years. The framework is built on a simple health and well-being pathway set out below:

DEVELOPMENT FRAMEWORK – HEALTH AND WELL-BEING PATHWAY
The role that Mardy Park has to play to support the community to support itself to stay well through facilitation of groups, hosting events, improved access and information
The development of enhanced intermediate care services that support people in the short term.
The enhancement and development of longer term support services aiming at best practice in the provision of health and social care services.
The development of an enhanced and consistent end of life care pathway.

The development of Mardy Park cannot sit in isolation. The context of the review is critical; both in terms of the sustainability of its recommendations and also ensuring the development supports other key priorities. Key drivers include the national and local policy agenda, to stay in sync with the Older Adults development programme and to ensure long term sustainability to promote an environment where staff can feel confident and supported to innovate.

Key outcomes / re-design principles:

- A sustainable model is developed that creates an environment where all stakeholders are clear about the future of MPRC and its role in supporting and facilitating the community to stay well.
- That the human and financial resources are proportionate and comparable with other service models in terms of the outcomes achieved and the services provided.
- That at its core the centre is a part of the local community.
- The centre will support a placed based approach which underpins the next stage of integration whereby all key stakeholders are enabled to deliver from Mardy Park. We understand that Integration is not just about health and social care services working together; it is working with whoever the person at the centre needs us to. In the context of supporting people, integration is about partnerships and working together with families, the local community, the 3rd sector and all other stakeholders.
- That all changes are evidenced based and service re-design is supported by a diversification of services to ensure targeted support that improves choice and control.

Key themes of the review:

- Infrastructure that supports the way forward; car parking, café, accommodation review and IT systems.
- Co-location of key services including critical Older Adult Mental Health Services, Aneurin Bevan University Health Board clinics and 3rd Sector organisations.
- Review of current service demand and future requirements in the context of the above agendas. This includes residential, respite, day and rehab services.
- Management and leadership arrangements.

The main phase of the review has now completed and we have entered the reporting and consultation phase. A very brief overview of timelines is given below:

Date	Stage
17.06.15	Initial approval DMT
8.07.15	Final approval
14.7.15	Group consultation with staff and reps
20.7.15	Staff 1:1s
Mid-August	Staff consultation period ends
21.8.15	Reports released to Select & cabinet
1 & 2.9.15	Select and Cabinet committees
3.9.15	Implementation process commences

The “Equality Initial Challenge”

Name: Mardy Park Resource Centre review and redesign Service area: Direct Care Date completed:14.08.15		Please give a brief description of what you are aiming to do. The review of North Monmouthshire’s Integrated Services hub to ensure clarity of strategic direction, consistency with other hub areas and review of current service delivery from the site.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Increased access for older people to the hub. Greater range of services for older people to improve choice and control.
Disability			As above
Marriage + Civil Partnership		Not affected	
Pregnancy and maternity		Not affected	
Race		Not affected	
Religion or Belief		Not affected	
Sex (was Gender)		Not affected	
Sexual Orientation		Not affected	
Transgender		Not affected	

Welsh Language			Improved information made available at the site will be in welsh language format wherever possible.
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Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

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Signed Colin Richings
Dated: 14.08.15

Designation: Implementation Lead

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The proposals set out in the report on the review of Mardy Park Resource Centre	Social Care and Health / Direct Care
Policy author / service lead	Name of assessor and date
Colin Richings	Colin Richings 14.08.15

What are you proposing to do?

Implement the recommendations falling out of the review of Mardy Park Resource Centre. Specifically:

- Restructure to the staffing team to create greater flexibility, a hands-on approach to leadership and ensure that resources are proportionate to the services at the centre and the outcomes achieved.
- Introduce new models of support to create more flexibility, improve service focus and create more choice and control for the people receiving our services.
- Establish a community café and other resources for the local community to support them to stay well, receive support and the opportunity to contribute themselves.
- Consolidate residential services (in response to current demand and in the context of new models of support) to one wing at the centre.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

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Please give details of the negative impact

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

The review at Mardy Park has involved extensive consultation with the local community which included two consultation days with in excess of 600 people attending over the two days.

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

Questionnaires, ideas trees and suggestions taken at the above consultation days.

Extensive consultation via 1:1 meetings and group meetings with staff working at the centre.

Extensive consultation with partner agencies and with the 3rd sector and the voluntary sector

Signed.....Colin Richings **Designation**.....**Implementation Lead**.....**Dated**.....14.08.15.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Colin Richings – Implementation Lead		Please give a brief description of the aims proposed policy or service reconfiguration <ul style="list-style-type: none"> - Restructure to the staffing team to create greater flexibility, a hands-on approach to leadership and ensure that resources are proportionate to the services at the centre and the outcomes achieved. - Introduce new models of support to create more flexibility, improve service focus and create more choice and control for the people receiving our services. - Establish a community café and other resources for the local community to support them to stay well, receive support and the opportunity to contribute themselves. - Consolidate residential services (in response to current demand and in the context of new models of support) to one wing at the centre. 	
Name of the Division or service area Mardy Park Resource Centre, Direct Care, Social Care & Health		Date “Challenge” form completed 14.08.15	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			Better access to support, information and council resources

Ensure that more people have access to healthy food			Introduction of community café using locally sources and grown produce wherever possible
Improve housing quality and provision		Not affected	
Reduce ill health and improve healthcare provision			<p>Significant improvement to care pathways, access to support and a more targeted approach will improve access, quality and speed of response.</p> <p>Co-location of health based services and future development of other health services at the centre</p>
Promote independence			Improved range of intermediate care services for all people in need of short term support.
Encourage community participation/action and voluntary work			<p>At the core of the developments is improved access to council resources. The proposals include a community café and a venue already for numerous local support groups.</p> <p>Recently appointed volunteer co-ordinator will improve opportunities for people to contribute.</p>
Targets socially excluded			As above. Focus of volunteering is to target people who are isolated. Services will also develop to have

			an increased focus on community outreach.
Help reduce crime and fear of crime		Not affected	
Improve access to education and training			As part of the development of support for people with dementia, training specifically for families is currently being written and will be delivered from Mardy Park.
Have a positive impact on people and places in other countries		Not affected	
PLANET			
Reduce, reuse and recycle waste and water			External developments and new community growing schemes have already progressed and these through various projects will support each of these elements
Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			

Protect local shops and services			Potential for local business to advertise and have 'pop-up' shops at the centre
Link local production with local consumption			Via the community cafe
Improve environmental awareness of local businesses			Potential for local business to advertise and have 'pop-up' shops at the centre
Increase employment for local people	As a result of the changes there will be a small number of redundancies		
Preserve and enhance local identity and culture			Through exhibitions in the centre and in the café.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		To be considered as part of future developments	
Increase and improve access to leisure, recreation or cultural facilities			Via the café, improved information and by adopting a joint approach with other centres in the Abergavenny area to share information

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
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➤ <i>Redundancies as a result of the changes</i>	➤ By holding all vacancies within the direct care in the north.
➤	➤
➤	➤
➤	➤

The next steps

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

Proposals are detailed in the full review report. If given approval a steering group will be established with a number of work streams will be established with representation from all stakeholders.

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

As stated above, we will hold any vacancies to give the greatest opportunity for re-deployment. However, staff have been invited to express an interest in voluntary redundancy. This can be a positive choice for some in terms of nearness to retirement.

Signed

Colin Richings

Dated 14.08.15



SUBJECT:	Capital Programme - Disabled Adaptations Update Report
DIRECTORATE:	Enterprise
MEETING:	Adults Select Committee
DATE:	1st September 2015
DIVISION/WARDS AFFECTED:	All Wards

1 PURPOSE

- 1.1 To consider the capital budget provided to support disabled facilities grants (DFGs) and Safety at Home (SAHs) grants and the impact in relation to both service performance and on Social Care & Health Services.

2. RECOMMENDATION

- 2.1 That the Committee note the contents of the report and the implications for the processing times for both DFG and SAH grants.

3. Key Issues

- 3.1 Under the provisions of the Housing Grants, Construction and Regeneration Act 1996 and the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002, the Council has a statutory duty to provide DFGs within six months of receiving a valid application. Failure to do so creates the risk of legal challenge. It also has discretion to provide SAHs. Since 2006 a capital budget of £600,000 has been provided annually to fund grants. Broadly, the budget is split into £500,000 to support DFGs and £100,000 to support SAHs. The budget has been affected by the ongoing rate of inflation.
- 3.2 DFGs are available to residents whose need for home adaptations has been assessed by the Council's Occupational Therapy Service. The adaptations may be for something as simple as an external ramp to facilitate wheelchair access through to a complex adaptation involving the building of extensions to contain specialist sleeping and bathing facilities. Some DFGs are means tested and all are capped at £36,000. The Council has an option, which it has exercised, to offer fast track DFGs where the applicant is on a statutory benefit and the cost of works is below £5,000. This has been beneficial to clients to help reduce DFG turnaround, thereby, positively, impacting upon the statutory PI.
- 3.3 Extremely positive feedback is received about adaptations financed by DFG's with high customer satisfaction scores of 95% regularly being achieved.
- 3.4 SAHs are intended for smaller works such as handrails, half steps and minor alterations often costing less than £500, but which make a dwelling much safer disabled residents. They are typically commissioned to facilitate hospital discharge, or to reduce the risks of falls and injuries which might necessitate hospitalisation. SAHs are mostly administered by Care & Repair (CRM) on behalf of the Council and run in parallel with the Welsh Government funded Rapid Response Adaptation Programme (RRAP), which addresses similar issues. As with DFGs, similar customer satisfaction scores are achieved.

- 3.5 Both DFGs and SAHs play a key role in facilitating hospital discharge and in preventing the need for admission as homes are safer.
- 3.6 In 2014/15 the DFG budget was supplemented by one off additional funding of £100,000 from the Welsh Government's Intermediate Care Fund but that has not been repeated in the current financial year. This was utilised for particularly complex cases and helped mitigate against last years demand
- 3.7 In addition to the impact upon clients who have to wait longer for adaptations to be carried out, the annual shortage of funds and ever earlier full commitment of them has adverse effects on the Council's performance in respect of DFGs which is a statutory PI. The Older Persons Commissioner for Wales particularly monitors this. For a performance overview see **Appendix 1**. For examples of Social Care & client feedback in terms of the impact of DFG's, see **Appendix 2**.

4 REASONS:

- 4.1 As at 14th July 2015 the disabled adaptation capital budget was fully committed.
- 4.2 Each year since 2006, the date at which the full budget has been committed has been earlier than the previous year and in the current year "full commitment" has occurred before the end of July. The reason for this is that each year there are a number (and, therefore, value) of grant enquiries which have to be placed on hold until the following financial year. This varies but is always large enough to result in four impacts which are:
- Disabled clients have to wait for six months or more for funds to become available to enable the necessary work to be carried out.
 - A minimum of 185 days are automatically added to the processing time for the grant and this adversely affects the PI that is measured by WG.
 - An ever increasing amount of funding leaves the capital budget on the 1st of April in each year to award DFGs which have been waiting since the previous moratorium on spending.
 - Increased demand for spending on mandatory DFGs puts pressure on the discretionary SAH grants budget often resulting in funds having to be transferred from SAH allocations to DFG allocations to ensure that we do not fail to meet our statutory obligations to process DFGs applications within six months of receiving a valid application. In the current year this has resulted in the SAH allocation being reduced to £40,000 and the majority of that has already been committed by CRM.
- 4.3 At the end of Q1 18 DFGs had been completed against an annual total of around 80 - 120 in previous years. Thirty four were approved and a further 31 DFGs were awaiting processing but were on hold due to a lack of funds (Details and estimates are set out in **Appendix 3**) and we still have the greater part of the last three quarters of 15/16 to go during which time we can

expect a significant number of additional OT referrals for DFGs. Examples of how delays in processing DFGs can affect clients are included in **Appendix 4**.

- 4.4 The situation with SAHs is in many ways similar as for DFGs, but it is exacerbated by the budget pressure for DFG's which results in an unavoidable transfer of funds from the SAH budget to ensure some on-going provision of DFG's hopefully to at least near the end of Q2. While this has been achieved in previous years, the cumulative effect has finally caught up and no further funding is available for SAH's. Care & Repair have been informed accordingly.

5. RESOURCE IMPLICATIONS:

- 5.1 **Appendix 5** details the capital expenditure and the purpose for which it has been allocated. In some cases the money has actually been paid out to clients/contractors, and the DFG is deemed completed. The remainder comprises DFGs which have been approved but not claimed and a third category are potential DFGs which are partway through processing.
- 5.2 The additional capital funds needed to enable the Council to meet its estimated demand for DFGs and SAHs in the current financial year and avoid any significant unmet demand at the start of the next financial year is estimated at £591,000 comprised of the anticipated applications outlined in **Appendix 3**.
- 5.3 The resulting revenue benefit to Social Care and Health services is not capable of direct calculation but Social Care & Health are clear that, as well as the benefits to clients who have adaptations, in many cases the need for ongoing care and support is reduced or even eliminated.
- 5.4 A small degree of financial mitigation could be achieved if the Council resolved to stop the fast track processing of DFGs of less than £5,000 and re-impose the statutory test of resources. It is difficult to estimate the amount of capital which would be freed up but it is unlikely to exceed £10,000 and would adversely affect the processing times for DFGs by as much as twenty five additional days.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

- 6.1 DFG's and SAH grants are predominantly awarded to older people, who are a protected group under the Equalities legislation.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 7.1 While the majority of grant recipients are adults, a small number are children, often with profound and complex disabilities. The adaptations that are carried out not only improve the lives and wellbeing of the disabled child, they often make significant improvements to the wellbeing and safety of the whole family including siblings. It follows therefore that any delay in carrying out adaptations affects the overall safeguarding of all the children in the family.

8. **CONSULTEES:** Cabinet Members for Environment, Public Services & Housing and Social Care & Health; Chief Officer Enterprise; Head of Adult Services; Head of Community Led Delivery; Assistant Head of Finance

9. **BACKGROUND PAPERS:** None

10. AUTHOR: John Parfitt, Housing Renewal Manager and Eve Parkinson, Integrated Services Manager (North Monmouthshire)

11. CONTACT DETAILS:

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APPENDIX 1

Disabled Facilities Grants Performance Overview

- 1.1 Disabled Facilities Grants are implemented by the Housing Renewals Team of 2.0 full time equivalents, following referrals from Social Services Occupational Therapists. The team is made up of:
- Housing Renewal Manager 0.4 (other 0.4 covers the Careline responsibility)
 - Grant Surveyor
 - Housing Support Officer 0.6
- 1.2 The team also manage the minor Safety at Home Adaptation programme and have a SLA with Monmouthshire Housing to deliver adaptations to their tenants
- In 14/15 the Housing Renewals Team facilitated and input into 572 adaptations
- 1.3 The level of DFG referrals is showing an increasing demand for adaptations
- 12/13 - 141
 - 13/14 - 153
 - 14/15 – 161
 - Q1 15/16 – 53 Projection 200
- 1.4 Recent DFG approval levels are:
- 12/13 - 91
 - 13/14 – 104
 - 14/15 – 85
 - Q1 15/16 – 52
- (This is an unprecedented number of approvals in Q1. Last year it was 21 and 13/14 it was 31. This year's Q1 spike relates to the number of grants that needed to be carried forward from 14/15 due to lack of budget)
- 1.5 To facilitate the statutory PI, the time taken to process DFGs is recorded from the first point of contact a client has with the Occupational Therapy service to the certified date of completion of the works. Housing & Community Service's has direct control of the process for only a part of the overall time with the remainder being with the OT, the client and the contractor(s). In addition some of the more complex DFGs, such as building extensions, require time with Planning and Welsh Water, all of which add to the overall processing time.
- 1.6 In recent years the Council has performed well. In 2013/14, the Council was second fastest in Wales with an average completion time of 186 days. However, several factors can impact on average processing times, which include:-

- Time with the OT for assessment
- Time with the client while legal and financial information is produced
- Client choice for timing of works (any time within 12 months)
- The need for planning permission
- The need for Welsh Water to give building over sewers permission
- Availability of bespoke equipment
- Availability of specialist contractors
- Lack of capital funding

Performance for 14/15 was 213 days in relation to 81 completed DFG's.

- 1.7 There is no discernible year on year pattern to the number or nature of OT referrals for DFGs, but the majority of the work involves the provision of ramping for wheelchair access, stair lifts, and wet floor shower rooms. Each year there are likely to be some cases involving clients with complex disabilities where there is a need for large scale adaptations and the building of extensions to homes to accommodate specialist sleeping and bathing facilities.
- 1.8 For 2015/16, at the end of Quarter 1, the average DFG turnover was 251 days in relation to 18 completed grants. 4 grants were turned around within the target time of 180 days. The 14 grants that were not turned around with the target time of 180 days was due to the following principal reasons, albeit the delay on some grants was due to a combination of factors:
- 2 grants – time with OT
- Feedback from Social Services is that it's not uncommon with some cases, that it is not possible to determine whether a DFG is needed immediately at the point of referral. Occupational Therapists have advised it is often appropriate to explore other options, such as equipment. Also, applicants needs can change during the assessment procedure
- 4 grants – time with applicants or Care & Repair
- Applicants dictate how quickly an adaptation is undertaken, which can be further compounded by levels of vulnerability.
- It has been necessary to challenge Care & Repair about the time taken to complete DFG's.
- 6 grants – related to lack of funding in 2014/15 and had to be carried over into 2015/16.
 - 2 grants – were for other miscellaneous reasons
- 1.9 At the end of 14/15 there were 23 referrals in total ready for approval, but which had to wait until the start of the new financial year for funds to become available. This added an average of 61 days to the overall DFG performance for DFG's

completed in Q1. In summary, for grants completed in Q1, the following highlights the time taken to complete the average stage length:

- Average time with OT – 48 days
- Average time with Renewals Team – 106 days
- Average time with builder/contractors – 78 days
- Average time with applicants and/or Care & Repair – 97 days

- 1.10 At mid-July 2015 it was estimated that by the end of the financial year there may be as many as 106 DFGs awaiting approval on the 1st April 2016. Should this projection become a reality it potentially could fully commit the 2016/17 budget in April 2016 in the knowledge that over recent years, the budget has been fully committed through approximately 80 completed grants.
- 1.11 With regards to beneficial outcomes for clients and possible reduction in demand for SCH services, an arrangement has been established with Social Services who have started to review the impact of DFG's for individual applicants. The feedback is extremely positive. Examples of Social Care feedback is included in ***Appendix Two to the report.***
- 1.12 With an aging population and more children with complex disabilities, it is inevitable that the demand for DFGs is increasing. As the budget for DFGs is committed earlier in each financial year, the delay for those referred later in the year will inevitably increase. In the current year total commitment of the budget occurred by mid-July and unless further funding is obtained some DFGs that will be approved early in the next financial year will have as much as 270 days added to the time taken to process them.

APPENDIX 2

Examples of DFG Outcomes as reported back by OTs

NAME: Mrs R,

DATE: 19/03/15

ADAPTATION	Wet Room
CARE COSTS	£37.98 pw / £151.90 4 weekly
DFG VALUE	£4003.33 + Fees
ISSUES IDENTIFIED PRIOR TO ADAPTATION	OUTCOME OF ADAPTATION TO SERVICE USER
<ul style="list-style-type: none"> • Unable to access bath safely and risk of falls and injury to Mrs R when carrying out personal care. • Mrs R was unable to access her bath and had to have personal care carried out by care staff twice daily. • Mrs R had to have a strip wash at the sink which impacted on her dignity and choice. 	<ul style="list-style-type: none"> • Since having a wet room adapted to the property Mrs R is now able to have a shower safely and independently. This has reduced the risk of falls and injury to Mrs R. • Mrs R no longer requires care staff to attend and assist with personal care • Mrs R's dignity and choice has been restored since having the adaptations to the property.
<ul style="list-style-type: none"> • High risk of falls and Injury • Anxiety • Fear of falls 	<ul style="list-style-type: none"> • Decreased risk of falls and injury • Reduced anxiety • Improved on quality of life • Increased independence • Reduced fear of falls
<ul style="list-style-type: none"> • Reduced independence due to ill-health which impacted on Mrs R wellbeing. Mrs R had a history of falls and 	<ul style="list-style-type: none"> • Mrs R stated that since having the adaptations to the property it has made a great difference to her quality of life. Mrs R was unable to access her bathroom to have a

fractured her hips which affected her mobility.	bath and had to depend on care staff to assist with personal care. Mrs R stated that she did not enjoy having a strip wash at the sink. Since having the wet room installed she stated that she can have a shower whenever she wants and no longer requires care staff to assist with her personal needs. Mrs R explained that she loves having her independence back and being able to take care of herself. Having the adaptations has enabled Mrs R to maintain as much of her independence as possible and restored her dignity.
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NAME: Mr G

DATE: 24/02/2015

ISSUES IDENTIFIED PRIOR TO ADAPTATION	OUTCOME OF ADAPTATION TO SERVICE USER
<p>Page 103</p> <ul style="list-style-type: none"> • Unable to access bath safely and risk of injury to Mr G and carer`s when carrying out personal care. 	<ul style="list-style-type: none"> • Since having a wet room adapted to the property Mr G is now able to have a shower safely. This has reduced the risk of injury to Mr G and the carers who assist in carrying out personal care.
<ul style="list-style-type: none"> • Unable to access the garden at the property due to the depth of the step to get out. High risk of falls and injury. 	<ul style="list-style-type: none"> • Since having a ramp put in at the back of the property Mr G can now access his garden safely and is looking forward to being able to sit out in the garden when the weather improves. Decreased risk of falls and injury to Mr G and carer`s.
<ul style="list-style-type: none"> • Care staff having great difficulty mobilising Mr G safely due to the width of the doors being too narrow. This would impose a risk of injury to Mr G and care staff trying to access the bathroom and living room. Mrs G further explained that her property would be frequently damaged 	<ul style="list-style-type: none"> • Now the doors have been widened to the bathroom and living room this has prevented further damage to the property and reduced the risk of injury to Mr G and care staff when mobilising from one room to another.

<p>due to care staff trying to mobilise Mr G through the narrow doorways.</p>	
<ul style="list-style-type: none">• Reduced independence due to ill-health which impacted on Mr G's wellbeing.	<ul style="list-style-type: none">• Mrs G stated that since having the adaptations to the property it has impacted on Mr G's wellbeing as she has noticed that he is more happy and alert. Mrs G stated that it has enabled Mr G to continue living at home which is important to both of them and it has restored his dignity.

Appendix 3

Position Statement as at 20/7/15 – Actual and Potential Unmet Demand

A. 27 grants enquiries on hold comprising:

- i. 8 Stair lifts
- ii. 8 Wet floor showers
- iii. 1 Stair lift and wet floor shower
- iv. 3 home adaptations for children with disabilities

B. External ramping systems for wheel chair access

- i. 2 Miscellaneous works

C. 4 part processed pre-approval comprising:

- i. 1 small extension for a child
- ii. 1 major adaptation for a child
- iii. 1 Conversion of part GF to provide toilet accommodation
- iv. 1 External ramping

D. <75 possible OT referrals for DFGs (based on previous years)

Total estimated cost based on an average of £5k per grant	£530,000
SAH demand (based on previous years)	£61,000
<u>TOTAL ESTIMATE</u>	<u>£591,000</u>

APPENDIX 4

Implications of a shortage of DFG and SAH funding for Social Care & Health Clients

- 1.1 The rate of older people supported in the Community per 1000 population aged 65 or over the last 2 years has remained around the 60, which is very low when compared with our neighbouring authorities, part of the reason for this is due to providing a timely approach to funding and installing both major and minor works of adaptation. However, this has become increasingly difficult as the DFG budget has remained unchanged for the last ten years. Each year the committed date is falling earlier in the year which puts subsequent pressures on other Monmouthshire County Council budgets, and Frailty Resources.
- 1.2 The lack of appropriate accommodation to meet the needs of the individual gives rise to an increasing need for crisis intervention and the assistance of longer term Care and Support Packages. If there is a delay in meeting completion of the adaptation, and people become dependent on Care and Support Packages it is then more difficult to withdraw any support even though the adaptation itself would have initially prevented the need for long term support.
- 1.3 The adaptation component of a Care and Support Plan is an essential component to sustain Monmouthshire's trend of providing minimal care packages, thereby limiting the week on week commitment of care packages via Community Care. This in turn enables people to maintain their community connections which maintains both their physical and mental wellbeing as well as assisting to maintain the local economy.
- 1.4 A case example of providing a level access shower to the cost of approximately £3000 has enabled the individual to maintain their ability to maintain their own personal hygiene which has the effect of negating the need for long term care to assist with bathing 3 times a week with ongoing weekly cost of £23.40 [£1216.80 per year] to Social Services.
- 1.5 Another example would be providing ramped access to/from the property, which would enable the individual to go out to connect with their community, rather than necessitate the commissioning of on-going services to provide social interaction within the home and potential lead to the associated isolation, which research shows would over time would lead to increasing dependency.
- 1.6 Whilst it may be easy to think SCH could pick up the adaptation bill, it is the duty of the Housing Authority to provide what is reasonable and practicable based on the Social Services needs assessment as to what is necessary and appropriate, using the DFG funding under the Housing Grants, Reconstruction and Regeneration Act. An increase the DFG and other adaptation budgets would undoubtedly offset the potential ongoing commitment from other budgets within the authority.

- 1.7 In the future the Chronically Sick and Disabled Persons Act 1970 will be replaced by the Social Services and Well-being (Wales) Act 2014, focusing the attention on the need for preventative works such as adaptations, however it will remain the housing grants duty to provide the adaptations as outlined in the Housing Regeneration Act, therefore it is in the Council's interest to support the provision of adaptations as an essential service
- 1.8 Outlined below are some examples below of the type of situation which Social care and Health Services are trying to deal with as a result of not be able to have DFG supported work carried out:-.
- 1.9 Example 1
Sixty – two year old lady in Monmouth area with a diagnosis of Motor Neurone Disease and is very unsafe on the stairs. Downstairs accommodation is not suitable and influenced by the fact that she regularly has her grandson to stay over since the death of her daughter. Requires a stair-lift, family are having to rent a stair-lift in the interim although she is eligible for a DFG.
- 2.0 Example 2
A gentleman in Monmouth area who is housebound awaiting installation of ramps. We are currently dealing with the complaint submitted with regards to this.
- 2.1 Example 3
A lady who had been living in an MHA property until she had a stroke and moved in with her family so they could help care for her. She is currently living in the family front room with access to a small downstairs toilet. Following assessment, recommendation is to adapt the garage to allow her to have accommodation that would be independent from the family but they could still provide her with support. As funding is committed for 2015/16 this won't be looked at until April 2016.
- 2.2 Example 4
Mrs B – she's 68. She lives with her Husband in their own house in Abergavenny. She has a Neurological disorder affecting her communication and she is unable to mobilise or transfer independently. Her Husband assists with all care. To manage personal care her husband is carrying her to the car then carrying into Avenue Road where carers are attending to her personal care needs. Her Husband then repeats the process to return her home. Mrs B has recently had a ceiling track hoist fitted, following assessment I recommended wet room installation this would allow her to have her personal care needs met within her own home. Also, Her Husband is more than happy to manage all of her personal care needs thus avoiding the need to have Carers to support.

NOTE:

It should be noted that the lack of adequate capital impacts only on private owned or rented property, residents in MHA property are still able to access adaptations as it is a different process funded directly by MHA and brings about significant inequity.

APPENDIX 3

Housing Capital Expenditure 15/16 – Actual and Estimated:

CAPITAL	£ 600,000.00	
SLIP	£ 54,069.00	<u>Spend</u>
TOTAL	£ 654,069.00	
TOP		
SLICE	£ _____ -	
BUDGET	£ 654,069.00	

<u>Ref No</u>	<u>Apps Cont</u>	<u>Works</u>	<u>Grant</u>	<u>Additional Info</u>
<u>Accruals 2014-15</u>				
14/0067	0	WFS	3,637.00	
14/0140	0	WFS	-	Cancelled
14/0047	0	WFS	5,026.00	
13/0295	0	WFS	4,723.25	
14/0120	0	WFS	4,545.00	
14/0116	0	WFS	4,511.00	
13/0190	8394.35	Ext. Lift	14,231.65	
14/0028	0	S/L Straight	2,865.00	
14/0131	0	S/L x 1 Bend	5,409.00	
13/0286	0	WFS	5,139.00	
14/0091	0	WFS	3,910.00	
13/0291	0	WFS	<u>5,169.00</u>	
		Total	<u>59,165.90</u>	

<u>15-16</u>				
15/003	0	Fees	12,720.00	
15/001	0	SAH	90.00	
15/004	0	SAH Cap	20,000.00	
14/0201	0	SAH	797.50	
14/0202	0	SAH	797.50	
14/0052	0	WFS	4,478.00	
14/0089	0	WFS	5,667.00	
14/0098	0	Mod Ramp	2,203.00	
14/0100	0	Mod Ramp	3,692.00	
14/0121	0	WFS	3,475.13	

14/0124	0	WFS	4,993.00	
14/0128	0	WFS	4,502.00	
14/0130	0	WFS	4,960.00	
14/0154	0	WFS	4,026.00	
14/0155	0	WFS	5,159.50	
14/0156	0	WFS	3,314.92	
14/0157	0	WFS	5,580.00	
14/0160	0	WFS	4,358.00	
14/0165	0	WFS	2,985.00	
14/0168	0	WFS	-	Cancelled
14/0171	0	Access	4,810.00	
14/0178	0	WFS	5,180.00	
14/0179	0	WFS	3,780.00	
14/0194	0	WFS	3,630.00	
14/0221	0	WFS	4,031.00	
14/0225	0	WFS	3,885.00	
15/006	0	SAH	300.00	
14/0192	0	WFS	4,478.00	
14/0126	0	WFS	5,046.00	
14/0138	0	WFS	4,670.58	
14/0227	0	SAH	300.00	
15/005	0	SAH	300.00	
15/007	0	SAH	500.00	
14/0159	0	WFS	4,006.00	
14/0169	0	WFS	3,480.00	
14/0166	0	WFS	4,960.00	
14/0191	0	Conversion	2,276.40	
14/0115	0	S/L x 2 Bend	5,830.00	
14/0099	0	Conversion	5,252.00	
14/0152	0	WFS	5,070.00	
14/0219	0	WFS	4,600.00	
15/012	0	SAH	520.00	
15/0040	0	Fees	2,472.00	
15/0041	0	Fees	3,672.00	
14/0151	0	WFS & S/L	6,399.00	
15/0026	0	SAH	300.00	
15/0029	0	WFS & Clos o Mat	8,410.00	
14/0235	0	WFS	4,572.00	
14/0218	0	WFS	5,068.00	
14/0200	0	WFS	4,154.00	
14/0207	0	S/L x 1 Bend	4,845.00	
14/0182	0	WFS	4,983.00	

15/0054	0	SAH	300.00	
14/0203	0	Mod Ramp	2,837.00	
150021	0	Mod Ramp	2,431.00	
13/0290	0	Conversion	26,867.35	
15/0013	0	Mod Ramp	-	Cancelled
14/0250	0	S/L x 2 Bend	5,880.00	
14/0251	0	S/L x 2 Bend	5,955.00	
15/0014	0	WFS	3,144.00	
15/0016	0	Mod Ramp	2,095.00	
14/0215	0	WFS	2,526.00	
15/002	0	Mod Ramp	2,221.00	
14/0232	0	S/L Straight	2,770.00	
15/008	0	WFS	4,779.00	
15/0064	0	SAH Cap	20,000.00	
15/0057	0	S/L x 1 Bend	4,382.00	
15/0071	0	Arch/Misc Fees	20,309.40	
15/0081	0	Arch Fees	2,368.56	
15/0083	0	Arch Fees	2,652.00	
15/0084	0	Arch Fees	3,751.20	
15/009	0	SAH	550.00	
15/0020	0	Mod Ramp	2,686.00	
14/0245	0	WFS	5,740.00	
15/0025	0	Access	5,630.00	
14/0240	0	WFS	3,933.00	
14/0256	0	S/L x 2 Bend	5,365.00	
14/0183	0	WFS	2,938.00	
14/0242	0	WFS	3,630.00	
13/0289	0	Conversion	36,000.00	
14/0053	0	Extension	36,000.00	
15/0090	0	Arch/Misc Fees	12,010.19	
15/0028	0	SAH	600.00	
15/0078	0	SAH	450.00	
15/0053	0	SAH	600.00	
14/0237	0	WFS	5,407.00	
14/0176	0	Conversion	13,096.00	
15/0024	0	WFS	4,142.00	
14/0257	0	WFS	4,511.00	
		WFS & S/L x 1		
14/0204	0	Bend	7,412.00	
14/0034	0	Extension	36,000.00	
			<u>£</u>	
		Total 15-16	517,547.23	
		C/F 14-15	£	

		<u>59,165.90</u>
		<u>£</u>
	Total Variations	-
		<u>£</u>
	Total Spend	<u>576,713.13</u>
		<u>£</u>
	Balance	<u>77,355.87</u>
Awaiting Approval		

	Extension	36,000
	WFS	5,370
	Widening of doors	3,400
	WFS	4,910
	WFS	4,622
	Sub total - pending	59,702
Balance for 2% variations		12,592.30

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REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2015/16 PERIOD 1 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Adults Select Committee
DATE	1st September 2015
DIVISIONS/WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 1 which represents month 2 financial information for the 2015/16 financial year. Revenue and Capital forecasting is being brought forward by a month against the usual timescale to provide members with relevant financial information before summer recess.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
- assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider the position concerning the first period of revenue monitoring in 2015/16 (£252,000 deficit) and seek assurance of the action Chief Officers are taking to address the over spends in their service areas.
- 2.2 A caveated use of reserves is sought in relation to redundancy costs incurred by services this year totalling £13,000, whilst services will continue to find compensatory savings additional to the mandates to mitigate the net cost pressure by end of financial year.
- 2.3 Members consider the position concerning period 1 capital monitoring with a revised budget of £58.406 million for the 2015/16 financial year.

3. MONITORING ANALYSIS

3.1 Revenue Position

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

3.1.2 Responsible Financial Officer's Summary of Overall Position Period 1

Table 1: Council Fund 2015/16 Outturn Forecast Summary Statement at Period 1 (Month 2)	Annual Forecast @ Month 2	Revised Annual Budget @ Month 2	Forecast Over/(Under) Spend @ Month 2
	£'000	£'000	£'000
Social Care & Health	38,315	37,796	519
Children & Young People	51,527	51,253	274
Enterprise	10,195	9,857	338
Operations	16,732	16,098	634
Chief Executives Unit	6,716	6,837	(121)
Corporate Costs & Levies	18,364	18,351	13
Net Cost of Services	141,849	140,192	1,657
Attributable Costs – Fixed Asset Disposal	233	233	0
Interest & Investment Income	(81)	(51)	(30)
Interest Payable & Similar Charges	3,454	3,656	(202)
Charges Required Under Regulation	5,610	5,610	0
Contributions to Reserves	90	90	0
Contributions from Reserves	(1,404)	(1,314)	(90)
Amounts to be met from Government Grants and Local Taxation	149,751	148,416	1,335
General Government Grants	(67,642)	(67,642)	0
Non-Domestic Rates	(26,737)	(26,737)	0
Council Tax	(60,594)	(60,094)	(500)
Council Tax Benefits Support	6,004	6,097	(93)
Net Council Fund (Surplus) / Deficit	782	40	742
Budgeted contribution from Council Fund	0	(40)	0
	0	0	0

3.1.3 The bottom line situation, a £742,000 potential overspend, has continued to be mitigated significantly by anticipated net Council Tax receipts and favourable treasury considerations. The net cost of services pressure is £1,657,000.

3.1.4 Redundancy costs this financial year that require reserve funding have been identified as £13,000 within the Social Services directorate. This call on reserves is expected to increase as the year progresses and further restructures are approved. This is a little different for schools where instead a resource of £300,000 is provided for by CYP, with schools only bearing any costs above that level.

- 3.1.5 As part of the outturn report presentation to Cabinet and Selects it was explained that it would be prudent to review adhoc savings made during the year in more detail to assess those that could be of a permanent or long term nature that could be considered by members as replacing the mandated savings not made in 2014-15 totalling £571,000.
- 3.1.6 However more recently, Cabinet on 17th June 2015 approved additional funding to Childrens Social Care of £400,000 over and above the £900,000 additional resources provided to the service for 2015-16. The consequence of which being that Directors have volunteered one off savings to fund the investment and this has delayed the review identified above, which will now take place before the next report.
- 3.1.7 The £400k has not been reflected in the month 2 financial reports as the report was only considered by Cabinet very recently on 17th June 2015, and Directorates would not yet have formally amended their forecasts.
- 3.1.8 But in terms of manually adjusting the situation for the purpose of this monitoring report, the outturn deficit can be reduced by £400,000 and £90,000 in respect of approved use of reserves. So the revised deficit at month 2 can be calculated as £252,000.
- 3.1.9 In respect of the Social Services & Health overspend (£519,000). As mentioned this overspend will be managed by temporary budget contributions of £400,000 and an approved use of Reserves (£90,177) from a maximum authorised draw of £153,347. This would alter the Social Care deficit to £29,000.
- 3.1.10 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year. Monitoring reports will seek to contain the information on what is being done to manage the over spends identified and the positive action that is required to ensure that the budget is not breached.
- 3.1.11 A summary of main pressures and under spends within the Net Cost of Services Directorates are presented here:

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Social Care & Health (SCH)					
ADULT SERVICES					
Aids for Daily Living	(99)	0	(99)	(99)	Underspend is a result of reduced partner contributions due to stock purchases from the Intermediate Care Fund
Severn View DC	(31)	0	(31)	(31)	Underspend due to low Superannuation take up and manager temporarily reduced to a 3 day week.
Mardy Park Rehabilitation Unit	(29)	0	(29)	(29)	Section 33 income is running ahead of budget
Mardy Park	95	0	95	95	Overspend as a result of Employee Savings not being met and income budget now grossly overstated as

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
					resident numbers continue to dwindle. A report on the future provision of services at Mardy is currently being compiled.
Severn View Residential	73	0	73	73	Combination of mandate savings not being achieved plus lower income charges from less full paying clients.
Transition Co-operative	(32)	0	(32)	(32)	Relates to income from staff seconded to an external agency. This underspend has been earmarked to fund overspends within Children's Services
Adult Services Man/Support	(59)	0	(59)	(59)	One off Intermediate Care Funding of £59K to pay for the Direct Care team manager
Monnow Vale	39	0	39	39	Due to the PFI and contribution charges being more than budget.
CHILDREN SERVICES					
Fostering Allowances and Payments For Skills	168	0	168	168	We are paying out an additional £91K this year in allowances for an extra 7 SGO's being £59K and £32K due to age related rate increases. The age mix of children has altered meaning children moving into higher age categories thus attracting higher allowance rates.
Younger People's Accommodation	(99)	0	(99)	(99)	A vast amount of work has been undertaken in this budget over the past two years to deliver, at present, an underspend. This budget is prone to volatility and we will continue to monitor over the year before deciding on viring budget to a different cost centre.
Ty'r Enfys	(44)	0	(44)	(44)	This facility is currently closed and we anticipate reopening in January 2016.
Counsel Costs	73	0	73	73	Present activity levels are the same as last year and as such exhibiting a similar overspend.
Therapeutic Service	(26)	0	(26)	(26)	Vacant Play Therapist post until August 2015
External Placements - LAC	411	0	411	411	Current activity is 47 placements and we are seeing a full year effect of placements that only entered the system in the latter part of last year.
External Placement - Non-LAC	(76)	0	(76)	(76)	This cost centre is generally used to fund the over spend within S026.
SCYP - Placement & Support Team	85	0	85	85	There is an over spend of £15K against staff travel and employee

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
					efficiency savings not being achieved. The remainder is connected to conveyance of children and assessment costs in excess of the budget.
SCYP - Supporting Children & Young People Team	68	0	68	68	£31K relates to staff travel and employee efficiency savings not being achieved. The remainder is attributable to conveyance of children over and above the budget.
Disabled Children	66	0	66	66	Large part of overspend relates to the continued use of agency staff to cover sickness absenteeism.
FRS – Family Support Team	(92)	0	(92)	(92)	A large element of the under spend is within section 20 and conveyance of children costs. We will consider moving some budget to other cost centres prior to the month 6 forecast.
Bus Cases / Temp Funding - Cabinet 06/05/15	212	0	212	212	4 Social Workers for 6 months (Oct-Mar) over and above establishment. It has been agreed these costs will be met with reserve funding.
COMMUNITY CARE					
Community Learning Disability Team (CLDT)	(118)	0	(118)	(118)	Due to continued success of achieving Continuing Care Funding for clients
Other see Appendix 6	(66)	n/a	(66)	(66)	
Total SCH at Month 2	519	0	519	519	Total SCH Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse Green = Favourable	Headline Comment
Children & Young People (CYP)					
Management	44	n/a	44	44	Efficiency savings for the directorate still to be identified
Support Services	11	n/a	11	11	ICT server and database upgrades necessary
Additional Learning needs	32	n/a	32	32	Reduced SLA Income and staffing changes have resulted in a projected overspend
Primary Breakfast Initiative Grant	61	n/a	61	61	Take up continues to increase and therefore resulting in additional

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse Green = Favourable	Headline Comment
					staffing requirements.
Community Education Youth General	0	114	114	114	Progression made towards mandate saving. Additional funding avenues being explored in order to reduce current forecasted overspend.
Other see Appendix 7	12	n/a	12	12	
Total CYP at Month 2	160	114	274	274	Total CYP Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Enterprise (ENT)					
Sustainability	29	33	62	62	Sections' inability to achieve the expected income targets.
Cemeteries	(40)	n/a	(40)	(40)	Increase in budgeted income along with lower than anticipated expenditure,
County Farms Unit	(30)	n/a	(30)	(30)	Lower than anticipated maintenance costs
Markets	40	70	110	110	Overspend on employee costs due to delayed implementation of restructure along with unbudgeted overtime. The section is also forecasting an inability to meet the increase income target (Mandate £50k Markets Income)
Community Hubs	(73)	125	52	52	Increase staffing costs are due to the delayed implementation of the Community Hubs restructure and the mandated savings of £250k relating to a full year of savings. The community Hubs are likely to achieve savings of six months from September 2015.
Whole Place	(26)	n/a	(26)	(26)	Staff vacancies - Delayed appointment
ICT General Overheads	(20)	120	100	100	The 100k savings that were to be achieved through in-house software development and the sale of products will not occur. Other options to look for alternative savings are being actively sought.
Museums ,Shirehall, Caldicot Castle & Country Parks	60	20	80	80	Budget does not reflect the cost to run the service. Historic budget assumptions along with 24k savings from 13-14 carried forward will not be made. Income on target for 15-16 but spend to achieve this income will be over budget.

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Other see Appendix 8	30	0	30	30	
Total ENT at Month 2	(30)	368	338	338	Total ENT Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Operations (OPS)					
Home To School Transport	185	115	300	300	The over spend against budget is due to similar issues to that in 2014-15, in particular the assumed ALN transport savings have proven unachievable, budgeted increased income levels were not made whilst at the same time corporate budget decisions regarding reductions in overtime costs were imposed. A mandate has been put forward to highlight the fact that the service cannot operate within its existing budget and has requested further funding via the MTFP in 2016-17.
Building Cleaning	(40)	90	50	50	Overspend due to delayed implementation of the mandate saving - transferring public conveniences to town councils.
Schools Catering	55	n/a	55	55	increased costs due to the councils need to comply with Healthy Eating In Schools agenda, along with additional training courses and a reduction in budgeted meals
Procurement	(72)	n/a	(72)	(72)	Underspend due to reduced third party expenditure.
Resources	300	n/a	300	300	Review of the eligibility of property services professional fees being charged to Capital projects
Accommodation	(125)	n/a	(125)	(125)	Underspend due to a reduction in premises and supplies and services costs on all accommodation
Highways	(25)	25	0	0	Advertising income will not be fully achieved as Cabinet approval was only granted in May. Early estimates are that 50% of original £50k income will be generated. It is anticipated that this will be found by other mitigating underspends.
Refuse & Cleansing	42	86	128	128	There are two mandates that will not be fully achieved in 15-16.

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Operations					£86k on mandate 36 "Route Optimisation", where there was £50k of transport leasing costs built into the saving but we own the vehicle that we reduced from the fleet and therefore no leasing savings can be achieved. Also, the mandate originally cut 6 FTE posts, but only 5 FTE posts could be cut leaving a pressure of £26k. Also £40k shortfall on additional external income budget, (£50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60k of this increase. There is also one other mandate in 15-16, mandate 37b "Modernising Trade Waste Services", where there is £40k of additional income to be received from the introduction of Trade waste recycling, to start in September 15.
Other see Appendix 9	(2)	0	(2)	(2)	
Total OPS at Month 2	318	316	634	634	Total OPS Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Chief Executive's Office (CEO)					
Reduced benefits activity and bad debt provision	(120)	n/a	(120)	(120)	Total CEO Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Corporate (COL)					
Audit Commission Fees (Certification Grant)	(35)	n/a	(35)	(35)	Forecasted saving in relation to the auditing of grant claims

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Claims)					
Early Retirement Pension Costs	130	n/a	130	130	Additional cost of redundancies notified in latter part of 2014/15
Crematoria Dividend	(50)		(50)	(50)	Additional dividend over and above that presumed in para 3.1.7 above. The forecast is based on 2014-15 activity.
Insurance Premium Payment(Direct)	(34)	n/a	(34)	(34)	Based on potential 5% increase in premium. Dependent on Insurance tender for new period starting 1st October
Other see Appendix 11	2	0	2	2	
Total COL at Month 2	13	0	13	13	Total COL Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Appropriations (APP)					
Attributable Costs - Fixed Asset Disposal	(30)	n/a	(30)	(30)	Investment income forecast to be higher than budget as advantageous short term loan deals were entered into earlier in the year, but the main spend on the 21C schools program is now expected to be at least mid-year
Interest Payable and Similar Charges	(202)	n/a	(202)	(202)	Reduction in rate on temporary borrowing offset by higher level of debt at 01/04/15 due to loans being taken out early when at attractive rates
Priority Investment Reserve	(90)	n/a	(90)	(90)	9/5/15 Cab report Children's Services development - funded from reserves - part apportioned to 2015-16.
Other see Appendix 12	0	0	0	0	
Total APP at Month 2	(322)	0	(322)	(322)	Total App Outturn at Month 2

Financing (FIN)					
Council Tax	(500)	n/a	(500)	(500)	Surplus due to projected better CT Collection rates
Benefit Support	(93)	n/a	(93)	(93)	Forecast extrapolated from CT Benefits system based upon benefits awarded to date
Total Financing	(593)	0	(593)	(593)	See also Appendix 13

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Grand Total @ Month 2	165	798	863	863	

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

3.2 SCHOOLS

3.2.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the outturn forecast Schools' balances position based on month 2 projections.

Draft Council Fund Outturn 2015/16– Schools Summary outturn position at Month 2 (Period1)	(A) Opening Reserves (Surplus) / Deficit Position 2015/16 £'000	(B) Budgeted Draw on School Balances 2015-16 £'000	(C) Variance on Budgeted Reserve Draw £'000	(D) Draw Forecasted on School Balances @ Month2 £'000	Forecasted Reserve Balances at 2015-16 Outturn (A+D) £'000
Clusters					
Abergavenny	(412)	124	(24)	100	(312)
Caldicot	(426)	275	(23)	252	(174)
Chepstow	98	36	9	45	143
Monmouth	(424)	166	27	193	(231)
Special	24	(18)	(10)	(28)	(4)
	(1,140)	583	(21)	562	(578)

3.2.2 School balances at the beginning of the financial year amount to £1,140,000. The Schools budgeted draw upon balances is forecasted to be £562,000 for 2015/16, therefore leaving £578,000 as forecasted closing reserve balances.

3.2.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster, although Chepstow Comprehensive School are budgeted to reduce their own school balance through the school recovery plan, the other primary schools within the cluster all plan to draw upon their balances. The draw on school balances to balance school budgets is forecasted for 24 out of the total 37 Monmouthshire Schools.

3.2.4 5 schools exhibited a deficit position at the start of 2015/16; Chepstow Comprehensive (£388,688) and Llandogo (£12,346) were the only schools that showed an increased deficit reserve balance during 2014/15 and these two schools are forecasted to remain in deficit, albeit with an improving position, at the end of 2015/16 by (£314,793) and (£3,581) respectively. Llanvihangel Crocorney (£15,040) is forecasted to increase its deficit in 2015/16 to (£20,382) and Castle Park (£39,730) to (£37,418) a slight improvement on 2014/15. Mounton House Special School (£25,593) moved into a deficit position at the end of 2014/15, but is now forecasted to move to a positive £3,988 balance by the end of 2015/16. The only school currently forecasted to move into deficit balance from a credit balance position is Rogiet Junior and Infants (£1,564).

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

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16 (Forecast)	(578)

3.2.6 There has been a significant reliance on reserve balances to supplement school spending plans in the last 4 years across individual schools with a certain amount of replenishment. As a rough guide, prior to 2010, Welsh Government advocated that school balance levels equated to 5% of budget share. Using 2015/16 delegated budget levels, this would equate to £2.18 million. Members may wish to seek a comfort that balances aren't being used to subsidise and sustain core costs such as staffing.

3.27 Further information on Schools is provided in Children & Young People Select appendix 5.

3.3 **2015/16 Savings Progress**

3.3.1 This section monitors the specific savings initiatives and the progress made in delivering them in full by the end of 2015/16 financial year as part of the MTFP budgeting process.

In summary they are as follows,

2015/16 Mandated Budgeted Savings Progress at Month 2

DIRECTORATE	Specific Savings Initiatives 2015/16 £'s	Savings Identified @ Month 2 £'s	% Progress In Savings Achieved	Delayed Savings to 2016/17 £'s	Savings Unachievable in 2015/16 £'s
Children & Young People	1,514,000	1,400,000	93%	0	114,000
Social Care & Health	274,000	274,000	100%	0	0
Enterprise	1,392,983	1,024,983	73.5%	145,000	223,000
Operations	1,517,000	1,191,000	83%	115,000	211,000
Chief Executives Office	85,000	85,000	100%	0	0
Total Budgeted Savings	4,782,983	3,974,983	83%	260,000	548,000

3.3.2 Forecasted mandated savings are currently running at 83%, with £548,000 being deemed unachievable at the end of month 2, and a further £260,000 unlikely to crystallise in 2015-16.

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

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

Operations (OPS)

- The Home to School Policy Changes of £115,000 have been delayed due to other budget pressures within the Transport Section
- The £50,000 saving for the Transfer of Public Conveniences to Town Councils has not been achieved and £40,000 of additional external income has not been achieved within the Waste section.
- Delay in income generation of £10,000 in regard to Trade Waste re-cycling, This will hopefully be recovered in the second half of the financial year
- Highways advertising income forecasting a £25,000 shortfall due to later than expected implementation during the financial year following Cabinet Approval
- Route Optimisation has £86,000 of unachievable costs due to unattainable savings in regard to leasing costs and delay in restructuring

Enterprise (ENT)

- Museums, Shirehall & Castles and Tourism – the Tourism aspects exhibit a £20,000 shortfall due to unattainable green screen savings and staffing contracts
- The delayed implementation of the Community Hubs project has led to a £125,000 savings shortfall.
- Sustainable Energy Initiatives is reporting £33,000 of unachievable income targets
- In House development of ICT systems and associated income generation estimated at £100,000 will not occur which additional savings of £20,000 still be found from software contracts.
- MCC Markets are indicating that the extra income of £70,000 from the Markets and associated activities is unachievable

Children and Young People (CYP)

- The Youth Service are forecasting to achieve £86,000 of the mandated savings (£200,000) and are trying to identify the shortfall which has been reported as an over spend at month2.

Social Care & Health (SCH)

- The Mandates for Adult Social Care Service re-design and the transfer of SCH Transition project staff to Bright New Futures are forecast to be fully achieved.

Chief Executive's Office

- All current financial year savings have been identified within the Chief Executive's section of responsibility.

3.4 Capital Position

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

MCC CAPITAL BUDGET MONITORING 2015-16 AT MONTH 2 by SELECT COMMITTEE						
CAPITAL BUDGET SELECT PORTFOLIO	Annual Forecast £'000	Slippage Brought / Forward £'000	Total Approved Budget 15/16 £'000	Provisional Capital Slippage to 2016/17 £'000	Revised Capital Budget 2015/16 £'000	Forecasted Capital Expenditure Variance £'000
Children & Young People	33,058	7,267	43,101	(17,310)	33,058	0
Adult	81	35	46	0	81	0
Economic & Development	531	531	0	0	531	0
Strong Communities	7,426	2,940	4,486	0	7,426	0
Capital Schemes Total	41,096	10,773	47,633	(17,310)	41,096	0

MCC CAPITAL BUDGET MONITORING 2015-16 AT MONTH 2 By SCHEME CATEGORY

CAPITAL BUDGET SCHEME	Annual Forecast £'000	Slippage Brought / Forward £'000	Total Approved Budget 15/16 £'000	Provisional Capital Slippage to 2016/17 £'000	Revised Capital Budget 2015/16 £'000	Forecasted Capital Expenditure Variance £'000
Asset Management Schemes	3,047	889	2,158	0	3,047	0
Future Schools	31,586	6,699	42,197	(17,310)	31,586	0
Other School development Schemes	269	219	50	0	269	0
Infrastructure & Transport	2,782	670	2,112	0	2,782	0
Regeneration Schemes	947	947	0	0	947	0
Sustainability Schemes	81	81	0	0	81	0
County Farm Schemes	352	151	201	0	352	0
Inclusion Schemes	1,198	248	850	0	1,198	0
ICT Schemes	188	188	0	0	188	0
Other Schemes	646	581	65	0	646	0
Capital Schemes Total	41,096	10,773	47,633	(17,310)	41,096	0

3.4.2 There have been no revisions to the Capital programme in the first two months of the financial year.

3.5 Proposed Slippage to 2016-17

3.5.1 The only proposed slippage apparent at month 2 relates to 21c schools initiative, and reflects the latest cashflow profile provided by CYP colleagues.

3.6 Capital Outturn

3.6.1 After allowing for the slippage volunteered by services, the capital programme for 2015-16 is forecasting to spend to budget at Month 2.

3.6.2 This prediction is unlikely to be the reality because the levels of actual expenditure incurred by the end of month 2 doesn't provide a sufficiently robust measure on which to base a greater accuracy of forecast.

3.6.3 A significant factor in this is that the overall spending at month 2 hasn't even been sufficient to clear the provisions for work completed during 2014-15 but not invoiced by the end of the year, which you may expect to be cleared rather promptly in 2015-16.

Net provision made in respect of 2014-15 works (£1,754,734)
Expenditure to end of month 2 £1,147,502

3.7 Capital Financing and Receipts

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

MCC CAPITAL FINANCING BUDGET MONITORING 2015-16 AT MONTH 2 By FINANCING CATEGORY						
CAPITAL FINANCING SCHEME	Annual Forecast Financing	Slippage Brought / Forward	Total Approved Financing Budget 15/16	Provisional Budget Slippage to 2016/17	Revised Financing Budget 2015/16	Forecasted 2015/16 Capital Financing
	£'000	£'000	£'000	£'000	£'000	£'000
Supported Borrowing	2,420	0	2,420	0	2,420	0
General Capital Grant	1,462	0	1,462	0	1,462	0
Grants and Contributions	20,769	3,953	16,816	(8,655)	12,114	0
S106 Contributions	690	690	0	0	690	0
Unsupported borrowing	16,585	1,274	15,311	(8,655)	7,930	0
Earmarked reserve & Revenue Funding	898	409	489	0	898	0
Capital Receipts	15,549	4,414	11,135	0	15,549	0
Low cost home ownership receipts	33	33	0	0	33	0
Unfinanced	0	0	0	0	0	0
Capital Financing Total	58,406	10,773	47,633	(17,310)	41,096	0

3.8 Useable Capital Receipts Available

3.8.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2015/19 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Balance b/f 1 st April	17,440	7,084	21,408	11,697
Receipts forecast to be received in year as 2015/19 MTFP	10,235	25,220	2,150	0
Increase / (decrease) in forecast receipts forecast at month 2	(4,576)	4,880	(150)	2,000
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	0	(10,452)	0	0
Less: Receipts to be applied	(2,937)	(76)	(509)	(509)
Less :21C Schools programme	(12,612)	(5,252)	(11,207)	(650)
TOTAL Actual / Estimated balance c/f 31st March	7,084	21,408	11,697	12,542
TOTAL Estimated balance reported in 2015/19 MTFP Capital Budget proposals	11,660	21,104	11,542	10,388
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	(4,576)	304	(154)	(2,154)

Points to note: The decrease in the Capital receipts balance of £4.5m compared to the MTFP at 31/3/2016 is mainly due to the delay in the receipt of one LDP receipt.

3.8.2 The Council has agreed to the inclusion of 21c schools initiative within the Capital Program and this relies on utilising £29.721 million of capital receipts during this next 4 year MTFP period. Consequently the balance of capital receipts available for other schemes during this MTFP window has considerably reduced.

3.8.3 Despite changes in the timing of individual receipts, which remains a risk to the Council to ensure it has sufficient receipts to fund its expenditure aspirations in the years necessary and avoid temporary borrowing costs, the balance of capital receipts available to fund capital expenditure, at the end of this next MTFP window has been revised to circa £10.3 million, as a consequence of additional receipts predominantly LDP related.

3.9 Reserve Usage

3.9.1 Revenue and capital monitoring reflects an approved use of reserves. Building upon the inclusion of a reserve summary provided as part of 2014-15 the following table indicates the anticipated position both at the end of 2015-16 but also the predicted position for 2016-17 based on decisions already made.

SUMMARY EARMARKED RESERVES POSITION 2015-16									
Earmarked Reserves:	2014-15	Revenue Approved Usage		Capital usage	2015-16	Revenue Budget Usage		Capital usage	2016-17
	b/fwd	Replenishment of Reserves	Draw on Reserves		c/fwd	Replenishment of Reserves	Draw on Reserves		c/fwd
Invest to Redesign	(1,483,521)	(60,228)	583,362	402,095	(558,292)	(96,827)	60,737		(594,382)
IT Transformation	(639,840)	0	0	103,091	(536,749)				(536,749)
Insurance and Risk Management	(2,250,388)	0	0		(2,250,388)				(2,250,388)
Capital Receipt Generation Reserve	(460,342)	0	233,357	79,512	(147,473)			135,191	(12,282)
Treasury Equalisation Reserve	(990,024)	0	0		(990,024)				(990,024)
Redundancy and Pensions Reserve	(599,936)	0	325,434		(274,502)		192,196		(82,306)
Capital Investment Reserve	(1,620,945)			528,611	(1,092,334)			518,541	(573,793)
Priority Investment Reserve	(1,973,294)	0	446,223	648,877	(878,194)				(878,194)
Museums Acquisitions Reserve	(59,798)				(59,798)				(59,798)
Elections Reserve	(83,183)	(25,000)	0		(108,183)	(25,000)	100,000		(33,183)
Grass Routes Buses Reserve	(160,615)	(5,000)	25,913		(139,702)	(5,000)			(144,702)
Sub Total	(10,321,887)	(90,228)	1,614,289	1,762,186	(7,035,640)	(126,827)	352,933	653,732	(6,155,802)
Restricted Use Reserves									
Chairman's Reserve	(36,754)				(36,754)				(36,754)
Youth Offending Team	(382,226)				(382,226)				(382,226)
Building Control trading reserve	(490)				(490)				(490)
Outdoor Education Centres Trading Reserve	(190,280)				(190,280)				(190,280)
I Learn Wales	(48,674)				(48,674)				(48,674)
Total Earmarked Reserves	(10,980,311)	(90,228)	1,614,289	1,762,186	(7,694,064)	(126,827)	352,933	653,732	(6,814,226)

3.9.2 This indicates that by the end of 2016-17 the Council is likely to utilise over 40% of the useable earmarked reserves brought forward from 2014-15.

4 REASONS

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

5 RESOURCE IMPLICATIONS

5.1 As contained in the report.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

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

7 CONSULTEES

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

8 BACKGROUND PAPERS

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

9 AUTHOR

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10 CONTACT DETAILS

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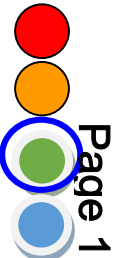
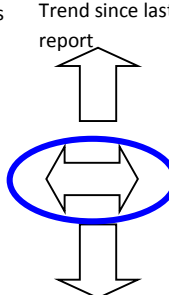
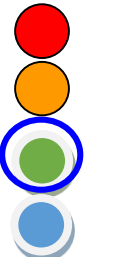
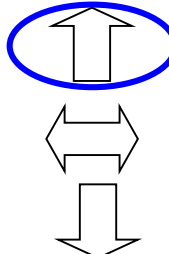
Appendices


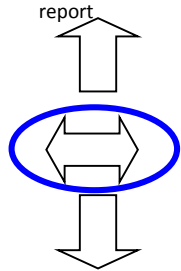

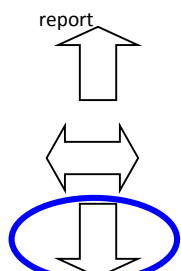
- Appendix 1 Mandated Savings Progress Report
- Appendix 2 Strong Communities Select Committee portfolio position statement
- Appendix 3 Economy and Development Select Committee portfolio position statement
- Appendix 4 Adult Select Committee portfolio position statement
- Appendix 5 Children and Young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













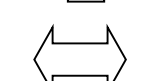

Mandate Summary	RAG Month 10	RAG Month 2
1 Leisure		
2 Housing		
5 Sustainable Energy Initiatives		
6 Museums & Castles		
14 Home to School Transport		
15 Facilities		
16 Schools Delegated budgets		
18 School Library Service		
20 Gwent Music		
24 Transition – Bright New Futures		
25 Fleet Rationalisation		
26 Property Rationalisation		
28 Community Hubs		
31 ICT savings		
33 Adult Social Care (&34)		
35 Transformation of ALN		
36 Route Optimisation		
37a Waste Services		
37b Trade Waste		
37c Grey Bag & Nappy Collection		
40a Democracy		
41 Highways		
41a Abergavenny Markets		
42 Youth Service		

Budget Mandates

Progress and Next Steps at Month 2

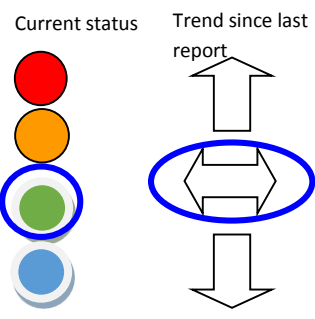
Mandate RAG	Progress for month one and two	Next Steps	Type	Year-end target	Forecasted to be achieved	Variance	Owner
<p>Mandate 1 Leisure.</p> <p>Current status</p>  <p>Trend since last report</p>  <p>Page 138</p>	<p>Restructure process complete. All departments have individual service plans. All plans tracked and monitored by the individual service area. Full ownership of delivery by individual teams. All Leisure income targets are on track to meet budgets and will continue to be monitored.</p>	<p>Continue to review the 3 G pitch project and review its income generation targets. Continue to review all business plans. Work with finance on e-payments.</p> <p>3G income - red (being supported by other income areas)</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>155,000</p> <p>265,983</p> <p>420,983</p>	<p>155,000</p> <p>265,983</p> <p>420,983</p>	<p>0</p> <p>0</p> <p>0</p>	Ian Sanders
<p>Mandate 2 Housing</p> <p>Current status</p>  <p>Trend since last report</p> 	<p>Commercialisation of the care line service. One housing solutions service with TCBC, expansion of shared housing scheme, B&B reduction and a restructure.</p> <p>Detailed plans in place for all projects to ensure they remain on track. The long term average trend has been reversed in the first two months of 15/16 with an average of 24 installs per month and a removal rate of 16 so the trend is definitely positive and if maintained would result in us hitting our target of 800 clients. Projections indicate the service will generate the income necessary to meet the budget. All non-financial benefits - Green</p>	<p>Continue to drive marketing plan and further develop the website and on line payment options. Continue to work with Social Care teams to raise awareness of care line's benefits and functionality. Continue to develop the cultures of both teams to develop a one team ethos.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>25,000</p> <p>30,000</p> <p>55,000</p>	<p>25,000</p> <p>30,000</p> <p>55,000</p>	<p>0</p> <p>0</p> <p>0</p>	Ian Bakewell

<p>Mandate 5 *</p> <p>Sustainable Energy Initiatives</p> <p>Current status  Trend since last report </p>	<p>2014/15 & 2015/16 – savings*</p> <p>Investing in biomass boilers, solar farms and reduction in Carbon Commitment.</p> <p>Expected income targets not achieved.</p>	<p>Review target for 15/16.</p> <p>Review delivery plan and mandate.</p> <p>Cabinet report out for consultation currently to create a solar farm.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>33,000</p> <p>33,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>33,000</p> <p>33,000</p>	<p>Ben Winstanley</p>
<p>Mandate 6</p> <p>Museums & Castles</p> <p>Current status  Trend since last report </p>	<p>Fully integrate cultural services, tourism services and attractions within tourism, leisure and culture section. Maximise synergies & achieve a sustainable long term business footing.</p> <p>Income generation target for 15/16 10K shortfall.</p> <p>Weddings – Amber</p> <p>Countryside savings – Green</p> <p>Savings from Volunteers – Red</p> <p>Income made by fundraiser – Green.</p> <p>Fundraiser in place.</p> <p>Income from learning – Green.</p> <p>Savings from shared service model at Chepstow TIC – Green.</p> <p>Income from green screen – Red</p> <p>Income from rental of Abergavenny Red Square window - Green</p>	<p>Castle reporting an 80K overspend</p> <p>Review the budgets to reflect the cost to run the service.</p> <p>Review budget savings from 13/14 that have been carried forward as these will not be made.</p> <p>Review the spend in order to achieve the income and re-model the targets.</p> <p>15/16 salary budget only supports the service until October 2015/16, potential overspend but will not know the full effect until a decisions is made regarding the future of the TIC.</p> <p>Review marketing plan for Green screen.</p> <p>Continue to review the use of volunteers.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>81,000</p> <p>109,000</p> <p>190,000</p>	<p>71,000</p> <p>99,000</p> <p>170,000</p>	<p>10,00</p> <p>10,000</p> <p>20,000</p>	<p>Ian Saunders</p>

<p>Mandate 14</p> <p>Home to School Transport</p> <p>Current status  Trend since last report </p> <p>  </p> <p> </p>	<p>Post 16 travel grant removed. - Green Removal of the non-statutory element of travel grants to post 16 students by July – Green</p> <p>Increase in post 16 charging – achieved increase in costs in 14/15 and will sustain however the 29k target for 15/16 will not be delivered as already realised.</p> <p>Transport Policy on hold.</p> <p>There is currently no progress on change of policy on statutory distances and pick up points due to members exploring other options.</p>	<p>Waiting for further steer on policy direction for home to school transport.</p> <p>Pressure mandate being submitted to address current underfunded budget for 16/17</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>115,000</p> <p>115,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>115,000</p> <p>115,000</p>	<p>Roger Hoggins/ Richard Cope</p>
<p>Mandate 15 *</p> <p>Facilities - transfer functions to other providers</p> <p>Current status  Trend since last report </p> <p>  </p> <p> </p>	<p>2014/15 mandate*</p> <p>Building Cleaning / Community Services Engaging with town and community councils, 'friends of' and clubs to take on service related costs. Considerable work has already been undertaken e.g. Linda Vista, Bailey Park, public conveniences.</p> <p>Activities during 2015/16 will be more challenging and this will need to be approached in a more flexible way. It is highly unlikely that we will achieve full year savings on this for 2015/16.</p>	<p>Review the delivery plan and consider opportunities for 2016/17. Contain in mandate proposal to re-align.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>100,000</p> <p>0</p> <p>100,000</p>	<p>10,000</p> <p>0</p> <p>10,000</p>	<p>90,000</p> <p>0</p> <p>90,000</p>	<p>Roger Hoggins</p>

Mandate 16

schools delegated budgets



Schools being supported to seek opportunities for savings. Cluster led meetings. All schools being supported with performance management. Training needs have been identified for Head Teachers to address any skill gaps when managing their budgets. All schools continue to engage.

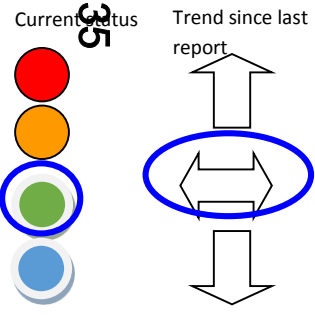
Ensure the identified 'quick wins' are developed and continue to be published, shared and evaluated throughout all schools. Highlight schools who need more significant support and agree action to mitigate any financial challenges. Continue to review resource impact for foundation phase. Monitor schools closely to ensure they follow their budget plans and more schools do not fall into a deficit.

Income			
Savings	1,124,000	1,124,000	0
Total	1,124,000	1,124,000	0

Nikki Wellington

Mandate 18 *

School library service - combine with general library services


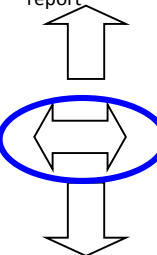

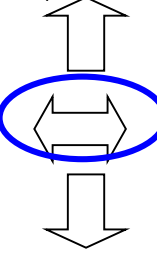


2014/15 mandate with 2015/16 savings*
Savings achieved – mandate delivered

No next steps necessary

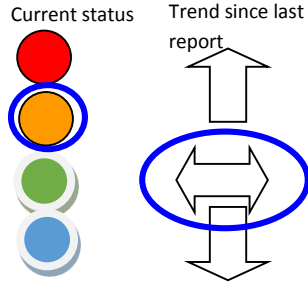
Income	0	0	0
Savings	20,000	20,000	0
Total	20,000	20,000	0

Sharon Randall – Smith

<p>Mandate 20 Gwent Music</p> <p>Current status  Trend since last report </p>	<p>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient and increase the value by :-</p> <p>Increase charging to parents per term to bring it in line with other LA's delivering the same service i.e. Newport. Introduce an instrument charge. Not fill the vacant post. Music access fund agreed as of 19th June by cabinet.</p>	<p>To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the reductions. To launch the access fund to all schools from September</p> <p>Gwent music have worked very successfully on income generation and very closely with Monmouthshire to achieve this.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nicky Wellington</p>
<p>Mandate 24 * Transition - Bright New Futures (SC&H)</p> <p>Current status  Trend since last report </p>	<p>2014/15 mandate*</p> <p>In 2014 we combined our Transitions Project Team within Bright New Futures Project. (based in Bridges)</p> <p>This has established a shared service model.</p> <p>No action necessary in relation to the mandate savings.</p> <p>We continue to deliver savings with this partnership working.</p>	<p>Plan to review near the end of the five year project. Review to include :- Budgets Service Resource / secondments. Etc...</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>14,000</p> <p>14,000</p>	<p>0</p> <p>14,000</p> <p>14,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Julie Boothroyd</p>

Mandate 25

Fleet Rationalisation



The savings for this mandate were being achieved from the reduction of fleet vehicles across the authority.

This fleet reduction has been achieved therefore the budget mandate is on target to be achieved by year end.
The restructure element due to protection of employment policy did not achieve 100% however shortfalls will be made from other savings within the service.

There are other operational opportunities currently being considered :-
ICT 22 – the connected worker has made progress, this is at the trailing stage,
ICT 13– the pool car booking system – this has not progressed.

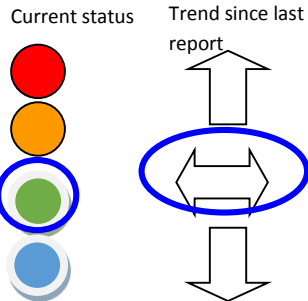
No next steps for fleet reduction as complete.
Continue to review the 2 ICT projects and report progress.
Ensure shortfall in restructure savings are met within service area.

Income	0	0	0
Savings	62,000	62,000	0
Total	62,000	62,000	0

Debbie Jackson

Mandate 26

Property rationalisation



These savings are predicted on the need to reduce our operational portfolio and maximise revenue streams from our investment holdings. Revenue savings are largely accrued through the reduction in utilities costs, rates, repairs and maintenance.

Rental of buildings – Green
Release of Boverton house – 9 K short due to exam commitment.
Rates Savings on vacant buildings - Green
Rental Grant reductions – Dedicated member of staff now responsible for this.

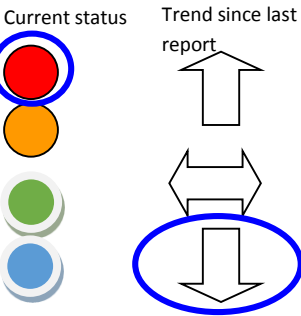
Review the property rationalisation delivery plan and amend to account for Boverton House shortfall.
Permissions for any disposal will continue through the usual council process.
Work alongside agile working policy owner to explore further opportunities for greater agile working.

Income	20,000	20,000	0
Savings	80,000	80,000	0
Total	100,000	100,000	0

Ben Winstanley

Mandate 28

Community Hubs



It's about delivering services in a different way and aligning them with the Whole Place philosophy. This will introduce major changes to how the library and one stop shop services are delivered. We will create a hub in each town where face to face services will be delivered. The contact centre will sustain a reliable and informed first point of contact for people contacting us other than face to face.

Employee consultation / selection and resource management is underway.

Budget saving shortfall mainly due to the delay of the implementation of the restructure. The mandate describes the full year's savings and now only 50% will be achieved due to the Sept implementation date.

Project plan requires continuous monitoring, updating and adjusting to reflect the project developments.

Review training plan for both operations (ensure training fits the needs of the new services) Continue to review the reporting lines of both new services to ensure consistency and synergy between the two.

Continue to support the staff to ensure open 2 way communication. Ensure HR are available to offer consistent advice and guidance and support to staff where and when appropriate in order to support the project timelines.

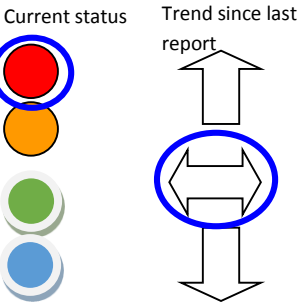
There is a 73K mitigating underspend included that offsets the mandate saving.

Income	0	0	0
Savings	250,000	125,000	125,000
Total	250,000	125,000	125,000

Deborah Hill-Howells

Mandate 31

ICT Savings (SRS & custom built software solutions)



The mandate's aim was to :- Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS). This will subsequently result in MCC benefiting from reduced budget without any significant impact to service. And generate ongoing savings and user benefit from custom built software solutions being generated, then productised and sold commercially.

SRS have found 130K of their proposed 150K. They hope to make 20k by year end on employee savings. The software solutions savings will not occur and other options are being considered for alternative savings.

Continue to work with SRS to identify and deliver savings where possible.

Continue to develop options for alternative savings.

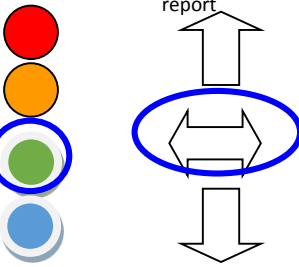
Income	0	0	0
Savings	250,000	130,000	120,000
Total	250,000	130,000	120,000

Peter Davies

Mandate 33&34

Adult Social Care

Current status Trend since last report



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

The size of the saving is challenging however the service is working together as a whole team in order to continue to review its performance in order to meet the targets. Change in practice will need to continue at pace and be significant, this will continue to take time. It is still uncertain if following re-assessment savings will be realised due to dependency and acceptance of different solutions available. All targets currently on track to deliver. Dementia care matters training has commenced with vigour and early signs are that it will support the changes in practice required.

Continue to review the structures and workforce to establish the resource, knowledge and skills moving forward.

Service transformation will continue to evolve and approval sought as the programme develops.

Continue to deliver and ongoing evaluation of the training.

Continue to capture and work with savings ideas from the teams.

Continue to review IT build.

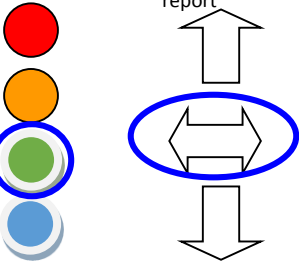
Income	0	0	0
Savings	260,000	260,000	0
Total	260,000	260,000	0

Julie Boothroyd

Mandate 35

Transformation of ALN

Current status Trend since last report



We are undertaking a review of Additional Learning Needs. Its forms a 3 stage process.

Savings fully met for this year. Stages 1 and 2 are complete and the team have commenced consultation with families as part of the stage 3. Community consultation is considered robust and well evidenced. Difficulty in predicting the outcome of consultation until full consultation is complete. All options present opportunities for delivering the target savings.

All timescales of delivery of the mandate to stay in line with the 'complete review' timetable. Continue to review and adapt the consultation both internally and in the community and families.

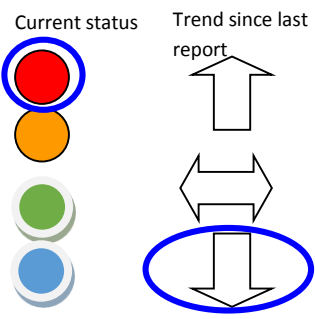
Finance milestone to be built into the delivery plan.

Ensure stage 3 is monitored and kept on track.

Income	0	0	0
Savings	120,000	120,000	120,000
Total	120,000	120,000	120,000

Sharon Randall-Smith

Mandate 36 *
Route Optimisation



Mandate from 2014/15

Due to the changing to routes the mandate related to the reduction in fleet.

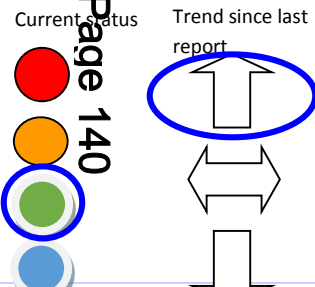
There were 50K of transport costs built into the saving but as MCC owned the vehicle that we reduced from the fleet therefore there were no leasing savings achieved. The mandate reduced 6 FTE posts but operationally only 5 FTE could be lost leaving a further pressure.

Review the on-going operation and budgets and re-align in line with service needs.

Income	0	0	0
Savings	270,000	184,000	86,000
Total	270,000	184,000	86,000

Rachel Jowitt

Mandate 37
Waste – Project Gwyrdd



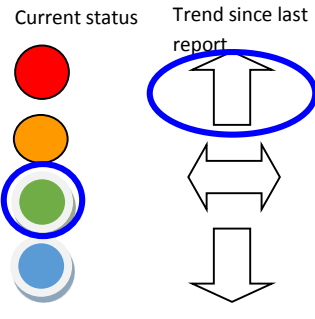
5 authority partnership whose purpose is to provide the best environmental, cost effective and practical solution for waste after recycling and composting has been maximised in each area

Regular review

Income	0	0	0
Savings	250,000	250,000	0
Total	250,000	250,000	0

Rachel Jowitt

Mandate 37a
Waste Services



The mandate is about re-aligning the service in order to be as customer focused and efficient as possible. To reduce duplication of services which provide clarity on responsibility and service delivery. To remove duplication and harmonise working practices.

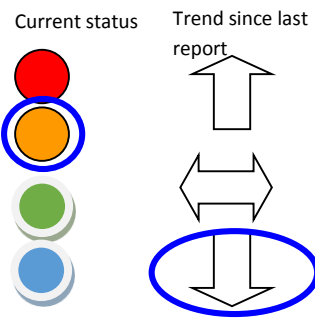
Vacancies have been deleted therefore savings have been achieved.

No relevant Next Steps

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

Rachel Jowitt

**Mandate 37b
Trade Waste**



This mandate has 2 elements. The introduction of trade waste recycling. And Realignment of 2 schedule changes.

Continue to review operational impact. Establish any potential mitigating actions.

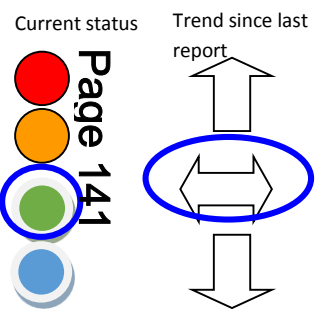
It has been identified that this may possibly be a pressure and this will continue to be reviewed. More detail will be available in month 6.

Continue to review operational impact. Establish any potential mitigating actions.

Income	30,000	20,000	10,000
Savings	10,000	10,000	0
Total	40,000	30,000	10,000

Rachel Jowitt

**Mandate 37c
Grey bag & nappy collection.**



This mandate relates to the removal of the free supply of grey refuse bags and the removal of the hygiene/ nappy collection.

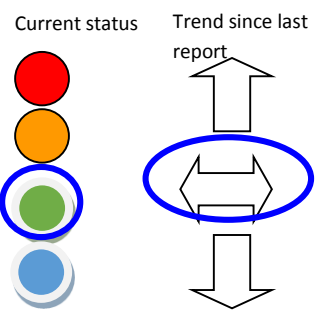
The mandate has been delivered the savings have been achieved.

Continue to review as still early stages. No other next steps relevant.

Income	0	0	0
Savings	180,000	180,000	0
Total	180,000	180,000	0

Rachel Jowitt

**Mandate 40a
Democracy**



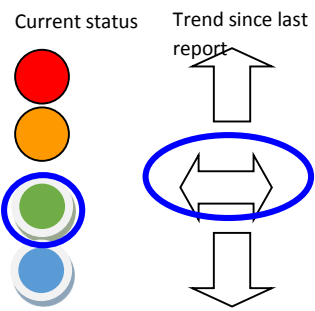
This mandate purpose was to reduce the budget requirement in a number of areas through a range of actions including :-
 Management restructure – Green.
 Increased income generation – Green
 Removal of a vacant post – Green
 Reduction in mileage budget – Green
 All action plans delivered in order to achieve the savings.

In relation to budget delivery no next steps
 Non budget Service improvements.

Income	24,000	24,000	0
Savings	85,000	85,000	0
Total	109,000	109,000	0

Tracy Harry

**Mandate 41
Highways**



This mandate was made up of :-

Employee restructure – Green
Material savings – Green
Plant saving – Green.
Re-negotiating with sub-contractors – Green
Additional income from skips & scaffolding – green.
Operational fuel, stores & procurement savings - Green.
Commercial advertising – Red.

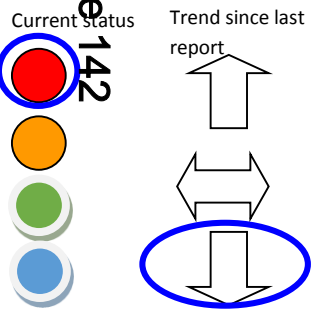
Advertising income will not be fully achieved as cabinet only recently approved it. Early estimates are that 50% of the income will be generated. This shortfall will be found by other mitigating underspends.

Income	55,000	55,000	0
Savings	395,000	370,00	25,000
Total	450,000	425,000	25,000

Tony Wallen

Mandate 41a

**Abergavenny
Markets**



The objective was to run additional market stalls on existing market days in Neville street and St Johns Square, Abergavenny. Expansion of flea markets and boot sales and to hold special markets/events in Cross Street Abergavenny.

The service has been unable to generate the additional income. This mainly due to operational, resource and PR challenges.

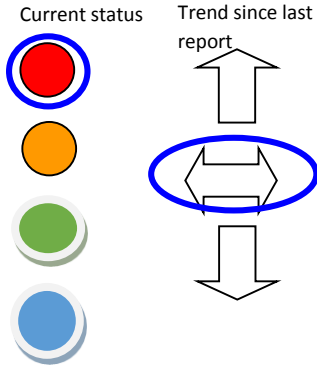
Welsh Classes (10K)
Finders fees (10K)

Critically review current structures and operation and business model.

Income	70,000	0	70,000
Savings	0	0	0
Total	70,000	0	70,000

Ben Winstanley

**Mandate 42
Youth Service**



The Youth Service is exploring new ways of working. They are embracing this opportunity in an innovative way. Small groups are exploring ideas to generate income streams and savings whilst ensuring quality service is maintained.

Sourced and secured ESF funding for pre and post 16 for a period of 3 years. 130k per year secured and runs an academic year so circa 70k will be in this financial year.

Secured 10k from Supporting People's Programme to assist with Post 16 support for 1 year

Community Kitchen in Abergavenny has been awarded 5 star rating by Environmental Health and is now operational. Taking bookings for buffets; children's parties and lunches for community members

Skate Park Shop in Abergavenny is near opening
Finalising details with Legal on contract with local business
Audit and accounts have been set up
Marketing ready to go out

Propel is steadily progressing
Courses ready to advertise
Staffing being trained currently to deliver

Wellbeing is steadily progressing
Courses being written
Staff who have expertise in this area are finding it difficult to fit in this as well as working with young people on their case load as these are the priority

Meetings with all schools to look at new roles for staff and outcomes required to meet funding criteria.
Planning and writing of resources and courses to be completed over summer period
Programme to start delivery on 2nd September 2015

Meet with SPP to finalise grant.
Case load young people to be supported. Commence project in July 2015.

Market and promote menus and packages available
Official opening in September 2015 in Kitchen.

Set income targets once steady business flow is established.
Shop to be operational by September 2015
Set income targets once steady business flow is established

Still awaiting for HUB section to promote courses.
On-line payment will be crucial and awaiting developments on this work.

Still awaiting for HUB section to promote courses
Meeting with staffing team to look at where time can be found in order to free staff up to deliver specialised courses and offer more packages to families and young people

Income	200,000	100,000	100,000
Savings	0	0	0
Total	200,000	100,000	100,000

Tracey Thomas

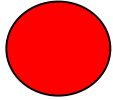
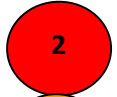
Summary Month 10

Summary – Month 2

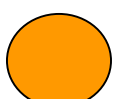
Key

Current status

Current status



Concerns identified with delivery of target. Continue to closely review & monitor.



Monitoring & required to keep on track



On target to achieve budget



On target and over acceding.

Strong Communities Select Committee Portfolio Position Statement Month 2 (2015/16)

1 Head of Operations Commentary

1.1 This is a month 2 report so is early in the financial year. Nevertheless the report highlights some significant budgetary issues that continue from the 2014/15 financial year, including the PTU budget assumptions and those for school meals. The pressures have been assessed and in some instances have been listed as pressures within the wider budget setting process. If they are not managed through the corporate process then it will fall back upon the Operations department to find alternative savings or greater income during the year to balance the department's budget overall. A pressure has arisen through a review of Property services charging, resulting in some Property Services costs no longer being able to be allocated to the capital budget. This is a change from established custom and practice and officers are investigating how this may best be managed. At present the income assumptions surrounding grounds maintenance and SWTRA are modest and performance in these areas will improve the projected out turn, officers will revise these assumptions further into the year when turnover becomes clearer.

2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

Service Area	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
Chief Executive's Office	6,837	6,716	(121)
Operations	16,098	16,732	634
Corporate	18,351	18,414	63
Appropriations	8,224	7,976	(248)
Financing	(145,376)	(145,969)	(593)
Total	(95,866)	(96,131)	(265)

2.2 The most significant over and underspends are

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
CEO			
Benefits		(120)	£57,000 under spend against the Benefits budget reflecting current activity levels. £49,000 underspend against the budget that was earmarked for topping up the bad debt provision (this is based on last year's activity) £13,000 additional Admin Grant from DWP

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
Operations – Passenger Transport Unit	300		Assumed ALN transport savings have proven unachievable, budgeted increased income levels were not made whilst at the same time corporate budget decisions regarding reductions in overtime costs were imposed. A mandate has been put forward to highlight the fact that the service cannot operate within its existing budget and has requested further funding via the MTFP in 2016-17.
Operations – Building Cleaning	50		Delayed implementation of mandate saving of transferring public conveniences to Town Councils.
Operations – School Catering	55		Increased costs to comply with Healthy Eating in Schools Agenda and a reduction in budgeted meals
Operations – Procurement		72	Vacancy savings and reduced third party expenditure
Operations – Property Services	300		A review of property service charging which means that overheads cannot be charged to capital schemes
Operations – Accommodation costs		125	Maintenance costs for Magor and Usk are underspent mainly due to reduced costs as buildings are relatively new.
Operations - Waste	126		Savings from mandates could not be achieved – leasing costs could not be saved as vehicles were already owned and therefore a budget did not exist. Only five out of six posts could be removed. Additional income of 40k from trade waste will be delayed as the implementation date is September 2015.

Corporate Services	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
CORPORATE			
Audit Commission Fees (Certification)		(35)	Forecasted saving in relation to the auditing

Grant Claims)			of grant claims
Early Retirement Pension Costs	130		Additional cost of redundancies notified in latter part of 2014/15
Insurance Premium Payment(Direct)		(34)	Based on potential 5% increase in premium. Dependent on Insurance tender for new period starting 1st October
APPROPRIATIONS			
Attributable Costs - Fixed Asset Disposal		(30)	Investment income forecast to be higher than budget as advantageous short term loan deals
Interest Payable and Similar Charges		(202)	£128k - Reduction in rate on temporary borrowing offset by higher level of debt at 01/04/15 due to loans being taken out early when at attractive rates; Plus £10k saving relating to a budget reduction in 2014/15 for the Abergavenny library. Also reduction in saving of £16k due to the delay of an LDP receipt into 2016/17
Charges Required Under Regulation	74		The shortfall mainly relates to MRP payable relating to vehicles purchased from borrowing (unbudgeted) in 1415.
Contribution from Reserves	90		9/5/15 Cab report Children's Services development - funded from reserves - part apportioned to 2015-16.
FINANCING			
Council Tax		(500)	Surplus due to projected better CT Collection rate
Benefit Support		(93)	Forecast extrapolated from CT Benefits system based upon benefits awarded to date

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

3 2015-16 Savings Progress

3.1 The savings required by the 2015-16 budget mandates have not yet been fully secured.

3.2 Operations Budgeted savings were £1,517,000 and at month 2, £1,201,000 have been identified. Of the remaining savings, £115,000 are delayed until 2016/17 and currently £201,000 are deemed to be unachievable.

3.3 Chief Executives budgeted savings were £85,000. These have all been achieved.

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s
	STRONG COMMUNITIES				
14	Home to School Policy Changes	115,000	0	115,000	0
15	Facilities - Transfer functions to other providers	100,000	10,000	0	90,000
25	Transport Review and Rationalisation	62,000	62,000	0	0
36	Cost Neutral Waste Service	270,000	184,000	0	86,000
37	Project Gwyrdd	250,000	250,000	0	0
37a	Waste Mgt - Efficiency & Realignment	50,000	50,000	0	0
37b	Waste Mgt - Modernising Trade Waste Services	40,000	40,000	0	0
37c	Waste Mgt - Collection changes, Grey bags and nappies	180,000	180,000	0	0
41	Highways	450,000	425,000	0	25,000
	Total Operations	1,517,000	1,201,000	115,000	201,000
	CHIEF EXECUTIVES'				
40a	Democracy & Regulation	85,000	85,000	0	0
	Total CEO	85,000	85,000	0	0

Please see Savings Mandate Progress Appendix 1 for further details on savings

4 Capital Outturn Forecast

4.1 The capital budget of £4,485,758 had been increased by slippage from 2014/15 of £2,939,759 to a new total of £7,425,517. The budget is separated under the following headings

Strong Communities	Annual Forecast £000's	Original Budget £000's	Slippage from 2014/15 £000's	Total Approved Budget £000's	Annual Overspend / (Underspend) Month 2 £000's
Development Schemes Over £250k	11	0	11	11	0
Development Schemes Under £250k - Essential Works	783	410	373	783	0
Development Schemes Under £250k - Other Recommend	836	270	566	836	0
Infrastructure	2783	2112	671	2783	0
IT Schemes - Infrastructure/Hardware	147	0	147	147	0
IT Schemes - Web Related	35	0	35	35	0
Low Cost Home Ownership	33	0	33	33	0
Maintenance Schemes - General	346	201	145	346	0
Renovation Grants	654	600	54	654	0
Section 106	705	0	705	705	0
Specific Grant Funded	0	0	0	0	0
Maintenance Schemes - Property	1093	893	200	1093	0
Grand Total	7,426	4,486	2,940	7,426	0

5 Supporting Financial Monitoring Workbooks (ctrl click to access)

Important: Please do not Check Out Files

[Revenue Monitoring Month 2 Chief Executives Office](#)

[Revenue Monitoring Month 2 Operations](#)

[Revenue Monitoring Month 2 Corporate](#)

[Revenue Monitoring Month 2 Appropriations](#)

[Capital Monitoring Month 2 Strong Communities Select](#)

Economy & Development Select Committee Portfolio Position Statement Month 2 (2015-16)

1 DIRECTOR'S COMMENTARY

2015-16 is a year in which Enterprise is charged with delivering on some of its most challenging efficiency and income generation targets. As such, it's difficult to provide accurate commentary on a forecast position taken at month 2. The early position however does reflect the lead-in time taken to develop new Community Hubs and whilst ground can be re-gained on implementation now that the HR processes have been all but worked through, a shortfall in the target is likely. It is envisaged that this will be offset with additional income through Estates and Housing and delaying appointment/holding open vacant posts wherever possible. In relation to a further pressure point, Community Education, the franchise agreement has been recently reduced significantly and as such, a staff restructure report is currently making its way through the Select process in readiness for July cabinet. Caldicot Castle continues to exhibit pressures in relation to inability to hit income targets in light of the overall investment needs attached to running a scheduled ancient monument and whilst SRS efficiencies have been identified in the main, £100k of new income remains unidentified around software development. Given that the replacement social care system will soon be up and running, a commercialisation opportunity exists which will be explored and further work continues on the integration of legacy software systems across partners. In short, whilst an over-spend is evident at this early stage, I remain confident in the efforts taken to redress this.

2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

Service Area	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
Community led Delivery	1,928	2,066	138
Commercial and People Development	4,101	4,201	100
Enterprise Management	397	397	0
Development Planning	931	931	0
Tourism, leisure and Culture	2,500	2,600	100
Total	9,857	10,195	338

2.2 The most significant over and underspends are

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
Markets	110		Delayed implementation of restructure, increased overtime demands and inability to meet budget mandate savings of increasing income by 50k
Sustainability	62		Inability to meet income targets from PV schemes etc.

Cemeteries		40	Increase in income
County Farms		40	Lower than anticipated maintenance costs
Industrial Units	20		Higher than anticipated maintenance costs
Community Hubs	52		Delays in implementation of Community Hubs Restructure – likely to be in place September
Whole Place		26	Staff Vacancies
ICT Technology	100		Savings from budget mandate about income generation of 100k from software sales will not occur
Museums	10		Green screen savings will not occur
Caldicot Castle	80		Historic budget underfunding and savings from previous year not achieved
Tourism	10		Overspend due to staff costs. Efforts are being made to reduce this further by use of volunteers
TOTAL	444	106	Net Total 338

2.3 Further analysis of Economic and Development Select Expenditure can be found in the workbook link provided below

3 2015-16 Savings Progress

3.1 The savings required by the 2015-16 have not yet been secured.

3.2 Enterprise budgeted savings were £1,392,983 and at month 2, £1,024,983 have been identified. Of the remaining savings £145,000 are delayed and currently £223,000 are deemed to be unachievable.

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s
	ECONOMY & DEVELOPEMNT				
1	Dev of Leisure & Outdoor services	420,983	420,983	0	0
2	Collaboration of Housing services	55,000	55,000	0	0
5	Sustainable Energy Initiatives	33,000	0	0	33,000

6	Museums, Shirehall, Castles & Tourism	190,000	170,000	20,000	0
26	Property Review	100,000	100,000	0	0
28	Community Hubs & Contact Centre	250,000	125,000	125,000	0
31	ICT Savings	250,000	130,000	0	120,000
40	Planning income	24,000	24,000	0	0
41a	Market Income	70,000	0	0	70,000
	TOTAL ENTERPRISE	1,392,983	1,024,983	145,000	223,000

3.3 Further detailed analysis of Savings mandates are contained in Appendix 1.

4 Capital Outturn Forecast

4.1 There was no original budget for capital schemes within this portfolio however capital slippage from 2014/15 of £530,735 has been allowed into 2015/16. The budget is separated under the following headings

Economy & Development	Annual Forecast £000's	Original Budget £000's	Slippage from 2014/15 £000's	Total Approved Budget £000's	Annual Overspend / (Underspend) Month 2 £000's
Development Schemes Over £250k	4	0	4	4	0
Section 106	527	0	527	527	0
Grand Total	531	0	531	531	0

Further details of all the schemes are contained in capital workbook link below.

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

Important: Please do not Check Out Files

[Revenue Monitoring Month 2 Enterprise](#)

[Capital Monitoring Month 2 Economy and Development Select](#)

Adult Select Committee Portfolio Position Statement Month 2 (2015-16)

1 DIRECTOR'S COMMENTARY

- 1.1 Even though very early in the year, we are set to deliver an outturn overspend of £157,503, with £90,277 reserve funded. This is different to the reported position due to the additional Children's Services funding agreed by Cabinet on 6th May which has yet to be adjusted for.
- 1.2 Looking at Children's Services, after the additional budget allocation we are set for a £254,579 overspend, with £90,277 subject to reserve funding. We are still experiencing budgetary pressures from external placements and the full year cost burden of placements that started part way through 2014/15. Continued work on current placements may allow us to reduce the outturn downwards as we progress through the year.
- 1.3 On a positive note Adult Services is exhibiting an under spend of £97,076 after allocating £60,000 to Children's Services. The Community Care division is still reporting good results with another year set to deliver an under spend, being £106,846. This division is continuing its journey on practice change and restructuring itself to meet future mandate savings with community links and innovative approaches to domiciliary care, coupled with less reliance on admissions to residential care.

2 Revenue Outturn Forecast

- 2.1 The combined budget and outturn forecast for this portfolio is

Service Area	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
Adult Services	7,067	7,049	(18)
Community Care	19,668	19,561	(107)
Commissioning	1,971	1,967	(4)
Resources & Performance	946	918	(28)
Total before £60k budget reallocation to Children's services	29,652	29,495	(157)

2.2 The most significant over and underspends are

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
Disability Equipment (GWICES)		(99)	Advanced stock purchases in 2014/15 by the Intermediate Care Fund
Monnow Vale	39		Historic budget did not fully account for pooled costs.
Transition secondment		(32)	Staffing cost budgeted but secondment continues to be met by 3 rd party
Management team		(59)	Intermediate Care Funding has paid for Direct Care team manager post
Direct Residential Care	139		Employee efficiency and previous mandate savings not deliverable along with falling client numbers resulting in lower income
Domiciliary Care and Community meals	8		Net effect of past savings not made in full
Day Centres		(14)	Net employee cost savings at Severn View
Community Care		(107)	Net effect of savings within Community Learning Disability Team from continuing Health Care applications transferring client funding to Health Board
Commissioning		(4)	Small net saving associated with Drybridge Gardens
Resources		(28)	Net underspend in IT and Finance provision
TOTAL	186	(343)	Net Total (157)

2.3 Further analysis of the Costs centres contained within the Adult Select Service areas can be obtained from the detailed budget monitoring in the links included below.

3 2015-16 Savings Progress

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

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s
	SOCIAL CARE & HEALTH				
24	Bright new futures	14,000	14,000	0	0
33	Sustaining Independent Lives in the Community	260,000	260,000	0	0
	TOTAL SCH	274,000	274,000	0	0

3.2 Further details on the savings mandates can be found in Appendix 1.

4 Capital Outturn Forecast

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

Social Care & Health	Annual Forecast	Original Budget	Slippage from 2014/15	Total Approved Budget	Annual Overspend / (Underspend) Month 2
	£000's	£000's	£000's	£000's	£000's
IT Schemes – Infrastructure/Hardware	35	0	35	35	0
Maintenance Schemes - Property	47	47	0	47	0
Grand Total	82	47	35	82	0

4.2 Further details of all the schemes are contained in the workbook link below.

There is a potential additional scheme involving the Mardy Park carpark reconfiguration that secured capped and finite Intermediate Care Funding from Welsh Government in 2014-15. This scheme did not feature in capital programme during 2014-15 as it did not obtain necessary planning consensus to proceed in the fashion advocated. The resources granted must be spent by end of March 2016, the project is due to receive further planning consideration shortly and may necessitate an urgent recommendation to Cabinet for inclusion in 2015-16 capital programme.

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

Important: Please do not Check Out Files

[Revenue monitoring Month 2 Social Care and Health](#)

[Capital monitoring Month 2 Adult Select](#)

Children & Young People Select Committee Portfolio Position Statement Month 2 (2015-16)

1.1 CYP DIRECTOR'S COMMENTARY

The Directorate's Month 2 position is a forecasted over spend of £274,000, which we are anticipating will fall as we progress through the year. The Youth Service remains a volatile area having been subject to a £200,000 saving mandate. Whilst a significant amount of this saving has been identified, the service is working hard to recoup the remaining amount.

1.2 SCH DIRECTOR'S COMMENTARY

Looking at Children's Services, after the additional budget allocation to be received, we are set for a £254,579 overspend, with £90,277 subject to reserve funding. We are still experiencing budgetary pressures from external placements and the full year cost burden of placements that started part way through 2014/15. Continued work on current placements may allow us to reduce the outturn downwards as we progress through the year

2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

Service Area	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
21st Century Schools	0	0	0
Individual School Budget	43,783	43,783	0
Resources	1,424	1,485	61
Standards	5,449	5,548	99
Youth	597	711	114
CYP Directorate	51,253	51,527	274
Children's Services	7,796	8,471	675
Total C&YP Select	59,049	59,998	949

2.2 The most significant over and underspends are

Service Heading	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
STANDARDS			
Management	44		Efficiency savings for the directorate still to be identified
Support Services	11		ICT server and database upgrades necessary
Additional Learning needs	32		Reduced SLA Income and staffing changes have resulted in a projected overspend
RESOURCES			

Primary Breakfast Initiative Grant	61		Take up continues to increase and therefore resulting in additional staffing requirements.
YOUTH			
Community Education Youth General	114		Progression made towards mandate saving. Additional funding avenues being explored in order to reduce current forecasted overspend.
CHILDRENS SERVICES			
Fostering Allowances and Payments For Skills	168		We are paying out an additional £91K this year in allowances for an extra 7 SGO's being £59K and £32K due to age related rate increases. The age mix of children has altered meaning children moving into higher age categories thus attracting higher allowance rates.
Younger People's Accommodation		(99)	A vast amount of work has been undertaken in this budget over the past two years to deliver, at present, an under spend. This budget is prone to volatility and we will continue to monitor over the year before deciding on viring a budget to a different cost centre.
Ty'r Enfys		(44)	This facility is currently closed and we anticipate reopening in January 2016.
Counsel Costs	73		Present activity levels are the same as last year and as such exhibiting a similar overspend.
Therapeutic Service		(26)	Vacant Play Therapist post until August 2015
External Placements – LAC	411		Current activity is 47 placements and we are seeing a full year effect of placements that only entered the system in the latter part of last year.
External Placement - Non-LAC		(76)	This cost centre is generally used to fund the over spend within S026.
SCYP - Placement & Support Team	85		There is an over spend of £15K against staff travel and employee efficiency savings not being achieved. The remainder is connected to conveyance of children and assessment costs in excess of the budget.
SCYP - Supporting Children & Young People Team	68		£31K relates to staff travel and employee efficiency savings not being achieved. The remainder is attributable to conveyance of children over and above the budget.
Disabled Children	66		Large part of overspend relates to the continued use of agency staff to cover sickness absenteeism.
FRS – Family Support Team		(92)	A large element of the under spend is within section 20 and conveyance of children costs. We will consider moving some budget to other cost

			centres prior to the month 6 forecast.
Bus Cases / Temp Funding - Cabinet 06/05/15	212		4 Social Workers for 6 months (Oct-Mar) over and above establishment. It has been agreed these costs will be met with reserve funding.

2.3 Further analysis of the Service Areas contained within CYP Select can be found in the workbook link provided below.

3 2015-16 Savings Progress

3.1 The savings required by the 2015-16 have not yet been secured.

3.2 Children & Young People's budgeted savings were £1,514,000 and at month 2 £1,400,000 have been identified. Of the remaining savings £114,000 are currently deemed to be delayed in year..

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed In year £'s	Unachievable £'s
	Children & Young People				
16	Delegated Schools Budget	1,124,000	1,124,000	0	0
18	School Library Service	20,000	20,000	0	0
20	School Music Service	50,000	50,000	0	0
35	CYP / Additional Needs / Mounton House	120,000	120,000	0	0
42	Youth Service	200,000	86,000	114,000	0
	TOTAL C&YP	1,514,000	1,400,000	114,000	0

3.3 Further analysis of the Savings mandates can be found in Appendix 1.

4. **SCHOOLS**

4.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the outturn forecast Schools' balances position based on month 2 projections.

Draft Council Fund Outturn 2015/16– Schools Summary outturn position at Month 2 (Period1)	(A) Opening Reserves (Surplus) / Deficit Position 2015/16 £'000	(B) Budgeted Draw on School Balances 2015-16 £'000	(C) Variance on Budgeted Reserve Draw £'000	(D) Draw Forecasted on School Balances @ Month2 £'000	Forecasted Reserve Balances at 2015-16 Outturn (A+D) £'000
Clusters					
Abergavenny	(412)	124	(24)	100	(312)
Caldicot	(426)	275	(23)	252	(174)
Chepstow	98	36	9	45	143
Monmouth	(424)	166	27	193	(231)
Special	24	(18)	(10)	(28)	(4)
	(1,140)	583	(21)	562	(578)

4.2 School balances at the beginning of the financial year amount to £1,140,000t. The Schools budgeted draw upon balances is forecasted to be £562,000 for 2015/16, therefore leaving £578,000 as forecasted closing reserve balances.

4.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster, although Chepstow Comprehensive School are budgeted to reduce their own school balance through the school recovery plan, the other primary schools within the cluster all plan to draw upon their balances. The draw on school balances to balance school budgets is forecasted for 24 out of the total 37 Monmouthshire Schools.

4.4 5 schools exhibited a deficit position at the start of 2015/16; Chepstow Comprehensive (£388,688) and Llandogo (£12,346) were the only schools that showed an increased deficit reserve balance during 2014/15 and these two schools are forecasted to remain in deficit, albeit with an improving position, at the end of 2015/16 by (£314,793) and (£3,581) respectively. Llanvihangel Crocorney (£15,040) is forecasted to increase its deficit in 2015/16 to (£20,382) and Castle Park (£39,730) to (£37,418) a slight improvement on 2014/15. Mounton House Special School (£25,593) moved into a deficit position at the end of 2014/15, but is now forecasted to move to a positive £3,988 balance by the end of 2015/16. The only school currently forecasted to move into deficit balance from a credit balance position is Rogiet Junior and Infants (£4,584).

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

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16 (Forecast)	(578)

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

4.7 Individual School Balances are available in the workbook link provided below.

5 Capital Outturn Forecast

5.1 The total budget for Capital Schemes within the Children & Young People portfolio is £50,368,595 comprising an original budget of £43,100,948 together with authorised capital slippage from 2014/15 of £7,267,647. The budget is separated under the following headings

CHILDREN & YOUNG PEOPLE	Annual Forecast £000's	Original Budget £000's	Slippage from 2014/15 £000's	Slippage to 2016/17 £000's	Total Approved Budget £000's	Annual Overspend / (Underspend) Month 2 £000's
Development Schemes Over £250k	19	0	19		19	0
Education Strategic Review	31,855	42,247	6,917	(17,310)	31,855	0
Maintenance Schemes Property	1,185	854	331		1,185	0
Grand Total	50,369	43,101	7,268	(17,310)	33,059	0

The only slippage identified as needing to be slipped to 2016-17 at month 2 relates to 21c schools expenditure, and accords with the latest cashflow projection.

5.2 Further details of all the schemes are contained in the workbook link below.

6 Supporting Financial Monitoring Workbooks (ctrl click to access)

Important: Please do not Check Out Files

[Revenue monitoring Month 2 Social Care and Health](#)

[Revenue monitoring Month 2 Children & young people](#)

[Schools reserves](#)

[Capital monitoring Month 2 Children & Young people Select](#)

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
1 st Sep 2015	Mardy Park Review	Pre-decision scrutiny of the Review of Mardy Park Resource centre, Abergavenny	Colin Richings	Pre-decision Scrutiny
	Disabled Adaptions Performance Report	<ul style="list-style-type: none"> × Adaptations make a significant difference to individuals in terms of safety, quality of life, independence, impact on family. × The Council funds adaptations, however, is normally fully committed in the Autumn/Winter due to increased demand × The speed of delivery is a statutory indicator- which gets heavily scrutinised × Adaptations help mitigate against social care and health budgets - e.g. help to reduce risk of falling and associated costs; may help reduce care packages e.g. assisted bathing; facilitate hospital discharge; reduce risk of hospital admission. 	Ian Bakewell John Parfitt	Performance monitoring
	Budget Monitoring Report	Scrutiny of the retrospective budgetary position at Period 2.	Tyrone Stokes	Budget Monitoring
13 th Oct 2015	Social Services Annual Complaints Report	Scrutiny of social service related complaints.	Annette Evans	Performance monitoring
	Collaboration on Social Services Training	Pre-decision scrutiny of a revised proposal to enter into collaboration on training for social services staff - previously scrutinised in June 2015.	Sian Sexton	Pre-decision Scrutiny
	"Turning the World Upside Down"	Early autumn review of the project and the next stages.	Julie Boothroyd	Policy Development

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Special Meeting 20 th October 2015 at 2pm	Budget Scrutiny	Early scrutiny of the budgetary proposals relating to Adults services and other associated services that fall under the remit of the Committee.	Joy Robson and various officers with Budget Mandates	Budget Scrutiny
Joint Special Meeting with CYP Select Committee November 2015 TBC	Anti-poverty Families First Programme Various Family Support Programmes Joint Assessment Family Framework (JAFF)	<u>Partnership Scrutiny:</u> Single Integrated Plan Theme 3 - Anti-poverty (Children's Services and partnership team)	Tracey Jelfs Nicola Bowen Will Mclean	Performance Monitoring
8 th Dec 2015	Raglan Training Programme	Report on the development and progress of the training programme.	Julie Boothroyd	Policy Development
	End of Life Care and Dying Matters *TBC*	TBC - Discussion with the health board on a potential pilot project.	AUBHB	Performance Monitoring
	Choose Wisely *TBC*	Evaluation of the 'Choose Wisely' programme.	AUBHB	Performance Monitoring
19 th Jan 2016	Social Care and Well-being Act	Report on the likely implications of the act for the Council in terms of: <ul style="list-style-type: none"> - Adult safeguarding - Prisons 	Julie Boothroyd	Policy Development
	Coordination of services	Discussion on how various services are coordinated	Nicola Bowen	Policy Development

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
	to Adults	and how we engage people: <ul style="list-style-type: none"> - Befriending Project - Community meals - Raglan Project 	Gavo Representative	
8 th March 2016	TBC			
26 th April 2016	TBC			

Meeting Dates to be confirmed for:

- × Stroke Redesign - ongoing scrutiny of implementation - ABHB to be invited
- × 'End of Life Care' - meeting on public health aspects of the AUBHB's report - held jointly with CYP.
- × Gwices - to return approx. April 2016
- × Supporting People Grant - to return approx. December 2015
- × Continuing Health Care - Topic Suggested by Member of Public - meeting to be held with Chair and Public

Work with ABUHB:

- × **Choose Wisely** ~ work commenced in Monmouth, Chepstow next
- × **Social Services and Wellbeing Act** ~ work being progressed to address the priority areas, potentially a topic for future single focus joint scrutiny meetings (Adults and CYP) to discuss opportunities that arise through implementation of the Act
- × **End of Life Care** ~ possibility of conducting some community engagement
- × **Future meetings with the ABUHB** ~ the role of the Health Board's Public Health and Partnerships Committee in relation to health improvement, Members could attend their meetings.

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