

Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 3 February 2016

Notice of meeting / Hysbysiad o gyfarfod:

Children and Young People Select Committee

Thursday, 11th February, 2016 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

Please note that a pre meeting will be held 30 minutes prior to the start of the meeting for members of the committee.

AGENDA

Item No	Item	Pages
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Public Open Forum	
4.	To confirm the minutes of the previous meeting <ul style="list-style-type: none">• Joint Select Budget Meeting – 16th December 2015• Joint Children and Young People / Adults Select - 16th December 2015• Ordinary meeting – 14th January 2016	1 - 30
5.	Estyn Feedback - To receive final feedback from the inspection	31 - 40
6.	National Categorisation Report - Scrutiny of the report categorising schools	41 - 52
7.	Quality Assurance Report EAS - To scrutinise the Quality Assurance Report to ensure an effective service is delivered by the Education Achievement Service (EAS)	53 - 78
8.	Childhood Obesity - To consult the Committee on a Childhood Obesity Strategy for Gwent - Public Health Wales	79 - 124
9.	Revenue & Capital Monitoring 2015/16 - Month 9 Outturn Forecast	125 - 228

	Statement	
10.	Children and Young People Select Committee Forward Work Programme	229 - 236
11.	To confirm the date and time of the next meeting	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

P. Jones
P. Farley
L. Guppy
P. Clarke
R. Harris
M. Hickman
S. Howarth
D. Jones
M. Powell
M Fowler (Parent Governor Representative)
C Robertshaw (Parent Governor Representative)
Dr S James (Church in Wales Representative)
K Plow (Association of School Governors)

Added Members

Members voting on Education Issues Only

Added Members

Non Voting

Vacancy (NAHT)
Vacancy (ASCL)
Vacancy (NUT)
Vacancy (Free Church Federal Council)
Vacancy (NASUWT)

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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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Public Document Pack Agenda Item 4

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Joint Select Committee held
at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Wednesday, 16th
December, 2015 at 10.00 am**

PRESENT: County Councillors: D. Dovey, D. Evans, P. Farley, S. Howarth, P. Jones, S. Jones, M. Powell, V. Smith, K. Williams, A. Wintle, P.A.D. Hobson, G. Burrows, P. Clarke, P.A. Fox, R.J.W. Greenland, E. Hacket Pain, S.B. Jones, P. Murphy, J. Prosser and B. Strong

OFFICERS IN ATTENDANCE:

Hazel Ilett	Scrutiny Manager
Kellie Beirne	Chief Officer, Enterprise
Cath Fallon	Head of Economy and Enterprise
Tracey Harry	Head of Democracy and Regulatory Services
Roger Hoggins	Head of Operations
Sarah McGuinness	Chief Officer, Children & Young People
Will McLean	Head of Policy & Engagement
Joy Robson	Head of Finance/Section 151 Officer
Robert Tranter	Head of Legal Services & Temporary Monitoring Officer
Nikki Wellington	Finance Manager
Nicola Perry	Democratic Services Officer
Deb Hill-Howells	Head of Community Led Delivery
Rob O'Dwyer	Head of Property Services and Facilities Management
Ian Saunders	Head of Tourism, Leisure and Culture
Sharon Randall-Smith	Head of Achievement and Attainment

APOLOGIES:

Councillors A. Easson, D. Edwards, R. Edwards, R. Harris, M. Hickman, D Husdon, C Robertshaw (Parent Governor Representative), A. Webb and S. White

1. Election of Chair

We elected County Councillor S.G. M. Howarth as Chairman.

2. Declarations of interest

We received declarations of interest from the following Members:

County Councillor P. Farley declared a personal, non-prejudicial interest as a Chepstow Town Councillor.

County Councillor P. Jones declared a personal, non-prejudicial interest as a member of the Raglan Village Hall Association.

County Councillor D. Dovey declared a personal, non-prejudicial interest.

County Councillor D. Dovey declared a personal, non-prejudicial interest.

Any further declarations would be made under the relevant item.

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3. Final Scrutiny of the Budget Mandates for 2016-2017

The Chairman welcomed Members and Officers to the Joint Special Meeting of the 4 Select Committees, convened to engage with Scrutiny Members on the final budget mandates that would be presented to Cabinet on 6th January 2016.

We were advised by the Chairman that individual Select Committees had previously scrutinised budget mandates relevant to their remit and that the purpose of the meeting today was:

- To update Members on the budget position and the updated settlement.
- To provide an overview of budget mandated that had been revised since the initial scrutiny.

We were advised that the Committee would be scrutinising, in particular, the following mandates:

B5, B11, B12, B14, B15, B20 and B21.

The Chairman invited the Leader to introduce the Cabinet's budget and to outline their priorities for delivering services in the difficult financial climate.

The Leader expressed thanks to Officers for work done to date, and Members who had met with members of the public during consultations, particularly noting County Councillor V. Smith who had attended every function.

To provide context we were informed that the Authority had consulted on a budget with a £6.7 million gap, and there were difficult mandates in place to aim to cover that gap. It was expected that there would be a gap of £1.7 – £3 million with additional pressures being identified.

We heard that the expected settlement from Welsh Government would be a 1.4% cut, but there were thought that there may be a 3.1% cut. It was agreed that conversations were needed regarding the discrimination against rural authorities.

Members were advised to take time to read the Continuance Agreement, which outlines how we see us going forward to 2017.

The Chairman invited the Cabinet Member for Resources to update Members on the budget process undertaken this year to engage with the public in producing the budget mandates.

Members received a presentation from both the Cabinet Member and the Head of Finance, to outline the steps taken.

Members were taken through the revised mandates, and were invited to ask questions following each mandate. We were advised that Cabinet Members were present to answer questions on policy and the proposed budget, while officers were present to answer any detailed questions on the mandates.

Mandate B5 Community Asset Transfer - The savings have increased as income generation targets as we plan to enter into a competitive process to identify suitable partners that may wish to work with us

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to optimise use of our prime assets for community large scale events and other income generation activities.

Concerns were raised that more work had been carried out regarding Melville Theatre rather than Chepstow Drill Hall. We were advised that the Drill Hall would not be neglected. The Cabinet Member expressed that he was keen to ensure that officers would take deep interest to facilitate the transfer. Officers confirmed that a formal process had not been embarked upon regarding either building. Members would look forward to formal consultations.

A Member raised a question regarding the Melville Theatre and referred to a point made by the Leader that facilities would not be closing. Assurance was requested from the Cabinet Member that the course of action being taken in this area would lead to that effect. The Cabinet Member explained that due to the change in the financial situation we were struggling with discretionary services, but we were taking the hard option of avoiding cutting and closing, and exhausting every available option to find the right fit for Monmouthshire.

There remained a concern that the discussion could create a misleading impression and the Drill Hall was not liable to be closed. It was felt that the nature of the activities there, and the commitment around it, could make it an ideal candidate. The Cabinet Member expressed that the Drill Hall was in a class of its own which had created a community asset with community involvement, and should be used as an example of a community asset.

Clarification was sought that the mandate was to increase the income expectation in terms of the revisions made, and delaying the savings until the 2017/2018 period. The Chief Officer for Enterprise explained that there was no delay but were looking to up the number of delivery for 2016/2017. The title of the mandate had been changed to reflect asset optimisation.

It was questioned if we were creating a kind of 'reference bible' to provide a list of processes for organisations. In response we heard that there the following were in place:

- Community Asset Transfer Policy, included within the Asset Management Plan.
- A formal application process which detailed the hurdles that people may need to go through.
- A GAVO appointed officer who oversees and helps community groups take the journey through the Community Asset Transfer Policy.

It was suggested that we could create FAQs to assist these processes.

The Chairman advised that Members were content with the mandate and expressed good wishes to Officers and Communities for the future.

Mandate B11 Leadership Team Structure Review - An increase in original budget savings by further aligning organisational efficiency and maintaining focus on preserving frontline delivery.

Members had received a presentation from Public Health the day previously and one of the topics discussed was the health of the workplace. The point was raised that the unintended consequence of the restructure could be added pressures to staff. In response the Leader explained that we are an efficient Council which already had the lowest proportion of staff ratio to 10,000 population. The Leader was extremely mindful to the pressures in the organisation. There was a need to accelerate work around collaboration to alleviate the pressures.

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The Cabinet Member for Resources added that the issue was being monitored closely on the Health and Safety Working Group.

The Chief Officer for Enterprise noted that in terms of stress in the workplace some of the rationale behind making the amendments was with staff wellbeing and pressures in mind, and it was important to make modifications.

Members questioned where the original £225,000 savings in the mandate had been derived from, and requested further information on the reorganisation.

The Leader confirmed that as elected members we held trust in Chief Officers to make judgements around staffing management, noting that Members could set policy and direction.

The Committee resolved to accept the mandate, noting that further information would have been appreciated. A written explanation from the Chief Executive would be appreciated also.

Mandate B20 Phase 3 of Additional Learning Needs Review - Savings for 2016 will be in line with statutory consultation timescales. The savings have been realigned in line with updated timescales. In addition there are further savings identified to meet the MTFP and these include updating pricing policy for external providers and a delegated funding formula review based on current residential provision.

Where necessary, Members declared a personal, non-prejudicial interest.

Members noted that the mandate referred only to Mounon House in the context of funding but it reads as though we are actually running it down with a view to closing. Further information on the future of Mounon House was requested, as it was felt we should be improving the facility.

The Cabinet Member for Education explained that the review would be undertaken whether or not the budget takes place. Phase 1 had been completed and we were now looking at Deri View and other such facilities in the County in phase 2. How we could utilise Mounon House to its full potential would be undertaken in phase 3. There was an element of ALN which was decreasing but increasing in other ways. Fundamental work had started but as the work progressed Members would receive further information. It was explained that the needs of children at Deri View had changed over the last 10 years. Our philosophy as an Authority is to provide mainstream support, and most young people with mild to moderate needs were catered to in mainstream, which explained why the facility at Deri View was under-utilised.

It was thought that the mandate documentation could be misleading and could appear to be more conclusive.

The Chief Officer for Children and Young People confirmed that the mandate was a response to a decline in residential numbers, and a decline in demand from other authorities.

Members expressed that the need for the phase 3 review was urgent and requested a timeline. The Cabinet Member explained that where changes were being taken into consideration, there was statutory adherence to protocol, and it was being looked into as quickly as possible.

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A Member noted that the engagement survey results stated that 58% were against the mandate and a twitter poll survey said 70% were against the mandate. The Member questioned the Cabinet Member and the Chief Officer what the reaction to these results had been. In response the Chief Officer explained that as a reaction to the results the consultation time had been lengthened regarding Deri View, and we were committed to absorbing all responses received. The Cabinet Member confirmed that consultation was a protocol and meetings had been held with staff, governors and parents on 12 occasions and it had been made clear that all views were vital to the process. All the information was essential to making a decision regarding the proposals.

The Leader commented that the questions in the surveys had not been detailed enough, and maybe not that helpful. It had been interesting to hear views of parents, and we were mindful of the assets we have. It was important to be prudent of the resources we have and was hoped that Phase 3 review would be all inclusive.

It was noted that Mounton House was not bottom of the list for review but Phase 3 would be considering ALN provision across the County. The Leader continued to explain that if Mounton House had been an excellent facility in the past and if continued to deliver the type of provision need going forward, that would be part of the assessment. The Leader stated that there was no intention that this was to be considered a way to run down Mounton House.

The Chairman noted that should the numbers not attend the facility it was difficult to sustain the facility, and therefore did not make good reading for the future.

The Cabinet Member explained that Deri View had 7 children in a 24 place unit, due to the unit not being fit for purpose. It was important to look at whether the provision was fit for purpose and with the review we would be able to say we were providing the best education for all children across the County.

Following a request for clarification, the Finance Manager explained that the original proposal for Deri View had been £200,000, because of the extended consultation it had now been reduced to £50,000.

Members agreed to accept the mandate but noted there were concerns over the future at Mounton House.

Mandate B23 Discretionary Fees and Income - *This mandate has now been incorporated into the fees and charges report that will be presented to Cabinet in January with other budget proposals.*

The Head of Finance explained that the idea of the mandate had been to increase discretionary fees and charges by 10%. More time was needed to analyse the potential impact might be, and to look more closely at benchmarking with other local authorities. The mandate was currently on hold and an additional £25,000 had been found which would be incorporated into the fees and charges report.

The Cabinet Member for Resources added that when the original mandate had come out there had been a schedule of charges which had recorded the 2.5% to increase prices by. An additional column had highlighted what the additional income would be if there was an increase of 10%. It was never the intention to increase all prices by 10%.

Members agreed to accept the mandate.

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Following a short break we were advised that the following mandates would be discussed:

B12, B14, B15 and B21.

Mandate B12 Second Phase Review of Subsidies to 3rd Sector - *Continuing to work with 3rd sectors affected groups to understand any potential impact.*

The Head of Policy and Engagement highlighted concerns raised by the Access for All group, informing Members that there were increasing tensions regarding the aspirations to work with the 3rd Sector. Officers had spoken to all the affected groups and appreciated that the receipt of less money would never be received positively. However, all groups had valued early conversations and that we were looking to reduce rather than stop funding.

We heard that the list of groups and amount of funding was included on the mandate.

Members questioned if this was now a closed list, and suggested that there may be other groups which should be included. In response we were informed that the list was now closed but any suggestions of other organisations could be addressed with partners in the future.

The Leader informed Members that he had recently addressed the GAVO AGM and had explained the situation Monmouthshire was in, as had the Police and Health Services. There had been an acceptance of the situation and when asked no questions came from the floor regarding the proposals. Confidence had been taken that all were in a similar place.

A Member felt there were concerns for future years and highlighted the importance of remaining sustainable.

A Member raised concerns that the mandate seemed slightly imbalanced, particularly noting the CAB. The Cabinet Member explained that there had been an agreement that had lasted 3 years where funding reduced by 10% each year. CAB fully recognised that MCC had given as much as possible and were happy to embrace other sources of funding.

The Chairman summed up that the Committee accepted the mandate but noted that the grants would be welcomed by other organisations. It was hoped that these sectors could bridge the gap through other sources of funding.

Mandate B14 Grounds Funding Review – *Continue to work with community groups to ensure services are delivered.*

The Head of Operations explained that the mandate was made up of several parts: planting of wildflowers, using voluntary green fingers more extensively, and verge maintenance.

The mandate would work with Mandate B21 to work with Town and Community Councils.

It was noted that at Strong Communities Select Committee there had been concerns surrounding the second cut being withdrawn on the R routes regarding foliage falling on roads and cyclists having to

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move into the centre of the roads. It was noted that wildflowers would be brought back to Select Committee as would the voluntary green fingers.

Members agreed to accept the mandate.

Mandate B15 Highways Maintenance Review – *On target for full year savings in line with mandate proposal.*

Feedback from Select and consultations had been brought forward as the mandate in line with the Continuance Agreement.

Members questioned if where there were resources in place to address urgent situations. The Head of Operations advised that part of the exercise would be to look at all available resources, in terms of revenue and capital. Officers would work with Members to create priorities, and how money would be spent in the future. There may be a case of doing extensive patching work rather than full resurfacing work that had been done in the past.

A Member raised concerns regarding the provision for land slippage. The Head of Operations explained that previously the Capital Budget had been reprioritised in those circumstances. It may be a case of coming back to Members to discuss additional funding in those types of emergencies. In terms of physical resources there would always be enough people to make the road safe, ie closing the road. The level of flexibility would be reduced with the reduced budget but would be managed by officers.

There were concerns from Members if we were reducing too much and whether it was wise to be doing so at this time.

A Member raised concerns regarding the reduction of employees with the amount of people who may claim damage to cars due to pot holes. The Leaders explained that officers had to align with the Continuance Agreement, and therefore prioritise be keeping most used roads at the same standard as they are currently. It was not a case that less used roads would be closed, but that most used roads would be prioritised. It was recognised that there was less money and would therefore be a drop in standards.

A Member expressed that she felt unable to support the reduction in infrastructure, as it was considered a false economy and savings should be found elsewhere. It was felt that there should be a review of the service.

It was noted that the issue of climate change should be brought by WLGA to Central Government.

The Chairman summarised that not all Members agreed with the mandate but the mandate would go forward and future discussions would be welcomed.

Mandate B21 Town and Community Councils – *Continue to consult with Town and Community Councils*

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The Head of Operations explained that officers had been working with Town and Community Councils individually to discuss the initiative. Schedules of services at risk had been provided.

Where appropriate, "dual hatted" members declared personal, non-prejudicial interests as members of their respective town or community councils".

A Member, wished to express that the ongoing dialogue was welcomed and the efforts of officers were appreciated.

The Leader wished to thank Town Councils and Community Councils who had committed and entered into dialogue. It was felt that a cluster of discussions needed to be encouraged and a maturation of debate needed to manifest.

A Member suggested that it would be helpful if it was explained what services would be unable to continue, if Town and Community Councils were not to provide the help required. It was confirmed that the information was available.

A Member expressed that he was unable to support due to the complexity of the issue. It was questioned where the Town and Community Councils would otherwise get the funding, suggesting there would be an increase in Council Tax. The Leader highlighted that the Town and Community Councils were accountable for some services and they needed to make decisions themselves as to whether services would continue.

A Member expressed that clusters were a good way to move forward, and it had worked well in the Severnside area.

It was noted that the mandate had also been in place last year but had not been achieved. The Cabinet Member felt confident that it could be achieved this year with the uptake of Town and Community Councils.

The Leader expressed that the expectation was a saving of £400,000, and the reality was that where this was not made service areas would be trimmed. The collaborative approach in communities was considered the best way to devolve responsibility and provide opportunity. It was important as an Authority to help facilitate the mature discussions needed.

We heard from the Head of Operations that both Town and Community Councils were contributing to or taking on services. There was an awareness of the issue, and Raglan had been very pro-active in moving this forward.

It was noted that Chepstow had made strides forward in taking responsibility for services. It was felt that it would be helpful if an indication whether efforts made were in line with what MCC were expecting.

Members expressed there was a need for better communication.

In summary, the Chairman noted that overall the mandate would be accepted, but Members were looking for continuity with Town and Community Councils where all were on a level playing field.

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December, 2015 at 10.00 am**

The meeting ended at 1.05 pm

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MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Joint Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Wednesday, 16th December, 2015 at 2.00 pm

PRESENT: County Councillor P. Farley (Chairman)

County Councillors: P. Jones, M. Hickman, M. Powell, A. Wintle and V. Smith

ADDED / CO-OPTED MEMBERS:

C. Robertshaw (Parent Governor Representative)

ALSO IN ATTENDANCE

Councillor Burrows

OFFICERS IN ATTENDANCE:

M. Gatehouse	-	Policy and Performance Manager
J. Boothroyd	-	Head of Adult Services
C. Marchant	-	Chief Officer Social Care, Health & Housing
H. Ilett	-	Scrutiny Manager
P. Harris	-	Democratic Services Officer

ALSO IN ATTENDANCE:

A. Ferris	-	CSSIW
M. Rooney	-	CSSIW

1. Apologies

Apologies for absence were received from County Councillors R. Edwards, D. Edwards, R. Harris, S. Howarth, A. Webb, D. Evans and Co-opted Member Mr. Plow & Mrs D. Hudson.

2. Declaration of Interests

There were no declarations of interest.

3. Risk Assessment for Social Services

Context:

To provide members with an overview of the current strategic risks facing the Authority.

Key Issues:

1. The risk assessment ensures that:
 - Strategic risks are identified and monitored by the authority.
 - Risk controls are appropriate and proportionate
 - Senior managers and elected members systematically review the strategic risks facing the authority.

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2. The existing risks on the Strategic Risk Assessment have been updated based on evidence available in 2015, as presented at Appendix 1. Changes to the council's risk management policy were approved by Cabinet in March 2015. These are:
- including pre-mitigation and post-mitigation risk scores, this was also a key recommendation from scrutiny of the 2014 risk assessment
 - ensuring greater clarity to the phrasing of risk so that each statement includes an event, cause and effect as shown below:

Event	Cause	Effect
Risk of...Failure to...Lack of ...Loss of...Uncertainty of ...Inability to...Delay in...	Because of...Due to...As a result of...	Leads to...and/or... result in...

3. The risk assessment only covers high and medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These need to be managed and monitored through teams' service plans. The pre and post mitigation risk levels are presented separately. In most cases mitigating actions result in a change to the likelihood of the risk rather than the consequences as our actions are generally aimed at reducing the chance of a negative event occurring rather than lessening it's impact. Clearly there will be exceptions.
4. Following presentation to select committees, the risk assessment will be presented to Cabinet for sign off. Prior to this, it will also form part of budget papers for discussion at Council to reflect alignment with strategic risks and proposed budget decisions the Council is taking.
5. The risk log is a living document and will evolve over the course of the year as new information comes to light. An up-to-date risk log is accessible to members on the Council's intranet - The Hub. This will ensure as well as the ongoing specific scrutiny of the risk assessment annually, that select committees are able to re-visit the information at any point in the year to re-prioritise their work plan as appropriate.

Member Scrutiny:

It was asked by a Member if the Wellbeing of Future Generations Act deserved its own risk. We were advised that it feed into a number of areas of risk, looking at the potential impact especially reputational. Cabinet and Audit Committee had received the report and it was felt we were on track. It is a significant risk with huge challenges.

A Member commented that was important that as a Committee, along with Officers that we pay close attention to the financial standing of the services we are responsible for, with 3 in particular; Children's Social Services, Youth Services and Adult Education.

We were reassured by the Cabinet Member that the Children's Social Care budget had the full support of Cabinet, it was appreciated that it is an under resourced Directorate and the pressures are understood.

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A Member discussed the difficulties of finance and felt that as an Authority we should encourage people to engage with income generating projects. An Officer briefed the Committee on the Adult scheme 'My day, my life' which aims to give people a sense of purpose and move them away from services.

A Member commented that training for Safeguarding had improved significantly over recent years which reflected how seriously the Authority took Safeguarding matters.

In regard to reductions in the workforce, a Member expressed concerns and stressed the importance of a healthy working environment and talked about having a duty of care for staff.

Recommendations:

1. That members consider the strategic risks presented for the next three years, in particular those of relevance to the committee and scrutinise the extent to which:
 - all relevant risks facing the authority are appropriately captured,
 - the level of risk applied is appropriate based on the matrix in the council's risk management policy and guidance and
 - mitigating actions are proportionate and appropriate
2. That members use the risk assessment on an on-going basis to hold the responsibility holders to account to ensure that risk is being appropriately managed.
3. Use the risk assessment to inform the future work programme of the Committee.

Committee Conclusion and Chairs Summary:

Members are satisfied that the format and content of the risk assessment report captures the key risks facing social services in terms of the remit for both the Adults Select Committee and the Children and Young People's Select Committee. Members of the Children and Young People's Select Committee have scrutinised safeguarding procedures for Children on a frequent basis, the most recent scrutiny taking place at their meeting on 2nd November. Members of that Committee are content with the procedures and will be continuing to monitor the ongoing application of those procedures within Children's Services. An example of this took place at a recent meeting of that Committee whereby officers were requested to return to the Committee with a Safeguarding Children Action Plan for the proposed 'Future Play Model', to provide evidence to the Committee that children would be safeguarded in any proposal. Members of the Adults Select Committee receive regular performance reports on Adult Services and scrutinise Adult Safeguarding specifically on an annual basis through their consideration of the Prevention of Vulnerable Adults Scheme (POVA) performance report. Members of this Committee however, express their concern that the forthcoming Social Services Act presents significant implications for Councils to ensure Adults Safeguarding, which is important for Monmouthshire, given the number of prisons located in the county. Members present today recognise that the Act presents challenges in terms of our procedures and current practice and this will be considered by the Adults Select Committee at their meeting on 19th January 2016.

4. Performance Update Quarter 2 Children's services Scorecard

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Minutes of the meeting of Joint Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Wednesday, 16th December, 2015 at 2.00 pm

Context:

To provide members with a report card that considers quarter 2 performance in children's social services.

Key Issues:

1. The report card uses a narrative format alongside graphs to show how the service is performing using a range of measures from the initial referral through to what care leavers are doing when they turn nineteen. It is supplemented by two appendices:
 - Appendix 1 contains national performance indicators showing how we have performed over time and compared to other council's in Wales.
 - Appendix 2 contains a broader range of measures including local data, Wales averages are available for these measures but we are unable to publish performance for other authorities individually
2. The number of looked after children has increased from 108 at the end of 2014/15 to 121 at the end of quarter 2. Over the same period the number of children on the child protection register has declined from 49 to 41.
3. Children's Services continue to focus on four key National performance indicators where significant improvements were made last year. These are:

	Q2	
	2014/15	2015/16
SCC/011b – Initial assessments where the child is seen alone	57.4%	43.2%
SCC/016 – Child in need reviews	85.2%	59.5%
SCC/025 – LAC statutory visits	84.5%	80.6%
SCC/041a – Reviews of pathway plans	98%	100%

4. Performance in three of the four key indicators is lower at Quarter 2 than at the end of 2014-15. Charts 2, 3, 7 and 8 in the main body of the report show rolling-year data for these indicators.
5. Improvements have been made in 2 of the 3 indicators measuring the timeliness of the children protection process. The timeliness of initial child protection conferences and first core groups have both improved since last year but the timeliness of child protection reviews has decreased.
6. At the end of quarter 2, seven looked after children have had a non-transitional school moves (SCC/002), compared to 15 in the whole of last year. Continuing at this level would produce year-end performance slightly lower than 2014/15 when we were 21st in Wales. The service manager has confirmed that most (but not all) moves are due to children moving into long-term placements.
7. Two looked after children had 3 or more placements (SCC/004) during 2014/15. By the end of quarter 2 this year two children have had 3 or more placements, a further 8 children have had two placements so we are likely to exceed last year's total.

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8. Three care leavers have turned 19 by quarter 2 and are in touch with social services (SCC/033d). Four more will turn 19 in the remaining 6 months. At present, of those four, two appear to be in contact meaning our likely year end position is 71% (5/7), down from 88.9% last year.
9. Of the three care leavers who are 19, one is in suitable accommodation (SCC/033e). Of the remaining two in touch who will turn 19 later in the year, both are currently in suitable accommodation. Our year end position is expected to be 60% (3/5,) a decrease from 87.5% in 2014/15.

Member Scrutiny:

We were informed that Children and Adult Services have new I.T. system which will allow for easier use and greater clarity of KPI's.

A Member commented that as Authority we have a once in a lifetime opportunity and asked the Chief Officer for their view of Children's Services. The Chief Officer told us that the Service had been on a journey of improvement over the last 18 months and that improvement must be sustained.

The new framework focusing on outcomes was discussed by a Member and the Chief Officer explained that new measures were being looked at now. We were told that the nature of services and intervention between Adults and Children's Services were very different and as the Chief Officer they would look forward to bringing the progress of both services to Committee the relevant Committees.

Recommendations:

1. Members should use this report and the associated indicators to scrutinise whether services are being delivered in line with expectations and are contributing to the agreed outcomes.
2. Members should identify any areas of underperformance or concerns that require further investigation

Committee's Conclusion and Chair's Summary:

The Chair advised that many key points had been discussed during scrutiny of the social services risk assessment (the previous agenda item). The Chair advised that Members of both Committees were prioritising safeguarding and would be considering the application of the new Social Services Act to their respective remits. Members were satisfied that the newly appointed chief Officer for Social Services had a clear understanding of the key issues requiring improvement in terms of performance and it was agreed that future performance reports would be based upon the new Outcomes Framework in line with the impending Social Services Act.

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5. Care and Social Services Inspectorate Wales - CSSIW Performance Evaluation Report of Monmouthshire's Social Services 2014-2015

Context:

The report sets out the key areas of progress and areas for improvement in Monmouthshire County Council Social Services for the year 2014–15.

Key Issues:

1. The council is making good progress with a transformation in practice agenda and is well placed to meet the requirements as set out in the Social Services and Wellbeing (Wales) Act (SSWBW Act). The council has concentrated on moving forward an ambitious agenda in adult's services. This has been more difficult in children's services where the department has been working hard to deliver on the post inspection action plan. This was developed to address the recommendations in the inspection undertaken by CSSIW in children's services in November 2014 where a number of areas of weakness were found. The action plan also identified the areas for improvement set out in last year's Annual Council Reporting Framework (ACRF).

2. Progress has been made in a number of areas to date. In particular the council has made improvements around statutory visits to looked after children and the timeliness of reviews for children in need as well as recruitment to permanent posts. However, there is still a journey of improvement that children's services will need to continue over the next year.

3. The council works well with partners across both adult and children's services to deliver better outcomes in the most efficient and effective ways. In adult services, partnership arrangements with Aneurin Bevan University Health Board (ABUHB) are mature at both strategic and operational levels. However, although work is progressing sometimes this needs to develop at a faster pace with renewed energy and clear objectives. The mental health integration work around the Listen Engage Act Participate (LEAP) project across the whole council is an example of this.

4. Performance in adult services has improved further in a number of key areas in particular in relation to delayed transfers of care which have decreased. Ongoing progress in reablement services is evident and is working effectively in the hubs where they have been implemented. However, whilst headway has been made, the pace of change to roll out services overall more systematically across the whole council needs to increase in order to recalibrate services in an appropriate and timely way.

5. There is significant support corporately and from members who have a good understanding of the challenges facing social care. This is evidenced by the protection of budgets in Social Services in 2014-15 and the agreement reached for additional funding of £1.2million in children's services in order to deliver its statutory functions and safeguard children effectively. However, this will become more difficult in the future when there is a need to make significant savings across all services within the council.

6. The council acknowledge that whilst its citizens have high expectations of public services in the future services will need to be provided in a different way and not necessarily by the council. Greater emphasis will be placed on support.

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Member Scrutiny:

It was asked by a Member if placements from other Authorities were monitored. It was answered that yes, there was a register, the parent Local Authority would pay the costs and that some Authorities have reciprocal arrangements.

A Member asked what areas the Authority should be concentrating on. We were told that it was important to prioritise the journey that children's services were on, all recommendations were being worked through. It is important that we focus on the outcomes in adult and children's services with particular focus on early intervention and prevention.

The Cabinet Member updated the Committee on the 2 apprentices who sit on the Corporate Parenting Panel and talked about Dementia Care training, which gives people the tools to understand.

Recommendations:

A number of areas of improvement were identified:

- Ongoing work with health and social care strategic partnership and relationships with the health board
- Increased capacity and responsiveness corporately in relation to recommendations to drive improvements required and meet demand
- Strengthening of the corporate parenting arrangements to ensure voices of care leavers are heard and drive strategic thinking
- Level of challenge and understanding of Select Committee
- Consider how children continue to be safeguarded in light of financial pressures faced by the council

Committee's Conclusion and Chair's Summary:

Members express thanks to the CSSIW Officers for attending and presenting the Social Services Performance Report. Members have discussed several of the key issues highlighted within the CSSIW's report as part of the earlier agenda, the flow of this meeting being partly by design, given the connectivity of the various pieces of work. Members have asked the CSSIW for their view on the Council's readiness for the Social Services Act and have heard that the key challenge facing the Council will be delivering the requirements of the Act in a difficult financial climate. The population is ageing which is leading to a greater number of young people entering the system as young adults who need support against a backdrop of diminishing resources to deliver such services. The CSSIW have advised that we need to focus on ensuring our preventative measures are effective in order to reduce the number of young people requiring specialist services and that the effectiveness of family support programmes in place such as the Joint Assessment Family Framework and Families First will be crucial in reducing the numbers of people requiring these services. The Committee concludes that the meeting of both of these committees planned for late February/early March will be a timely opportunity to scrutinise the effectiveness of these programmes and to consider the challenges posed for them in terms of the new Act. Members furthermore agree to hold an All Members Seminar on the Act in January together with an 'open afternoon with Social Services on the Act's application', in addition to the programmed scrutiny activity. Members agree that

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future scrutiny will need to focus on whether the Council is addressing the specific areas highlighted for improvement in the CSSIW's report. The CSSIW have acknowledged that the report provides a retrospective view of performance, in that it provided 'a snapshot' of performance during the inspection period of 2014-15. Members have expressed that they wish to form a closer working relationship with the CSSIW through pre-inspection and pre-publication meetings to ensure that scrutiny can add value to the work of inspectors by focussing on key areas of underperformance. Members are satisfied that considerable improvements have been made since this time, however have agreed to invite the Chief Officer for Social Services to respond in providing her Social Services Service and Financial Recovery Plan as the next agenda item.

6. Children's Services 3 Year Service and Financial Plan

Context:

The purpose of this report is to obtain approval for a 3 year Service and Financial Plan for Children's Social Services which will form part of the overarching Social Care and Health transformation programme, *Changing Practice, Changing Lives*.

Key Issues:

This plan forms part of an overarching transformation programme in Monmouthshire County Council Social Care and Health which was designed to deliver the cultural and practice change necessary to realise the benefits from the legislative framework in the Social Services and Well-being (Wales) Act (2015). The transformation programme in Social Care has delivered both improved outcomes and quality of life for people and significant savings over the last 4 years in adult social services.

Recognising the differences in children's services, and the different starting place, the first phase of the transformation programme in children's services has focussed on getting the basics right and improving performance. The Changing Practice, Changing Lives programme will continue to be sensitive to those differences between adults and children's services, but also build on the strengths within the different part of the business to deliver a coherent purpose and governance for practice and commissioning in Social Care and Health.

A shared understanding of 'what good practice looks like' and alignment of all systems (from supervision to quality assurance to management meetings) is needed. Change is delivered by individual practitioners and teams coming together around a common purpose, supported by managers and leaders who set direction and remove the barriers that exist. Some limited external support from a recognised expert in children's services will be sought to develop the detail of practice transformation programme within children's services.

This plan has been developed for a very specific purpose – to ensure there is clear set of prioritised actions to deliver service and financial recovery. It builds on the very positive progress which has been made in children's social services over the last 2 years and sets direction over a medium term time frame to address increasing challenges around managing need, workforce stability and financial sustainability. It reflects increasing challenges since the Service Improvement Plan (SIP) for 2015/16 was agreed. As such, the plan includes a set of actions which are additional to current SIP. The 3 year timescale of the plan and financial model, recognises that practice led transformation requires sustained direction and effort over a prolonged period of time.

The detailed plan is appended to this paper. There are 4 themes contained within the plan which detail the improvements required:

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Quality and Effectiveness of Social Work Practice
Capacity and Capability of the Workforce
Improved commissioning
Service and Financial Performance and Accountability

The plan also contains within it a financial model, risks, mitigations and measures which will enable robust tracking of whether the plan is delivering the outcomes required. The key actions from this transformation plan will form the core of an updated Service Improvement Plan for 2016/17. The plan will also need to be flexible and contain within it a dynamic model which allows service and financial performance to be monitored robustly and challenged.

Member Scrutiny:

It was asked how long the diagnostic expert would be with us, the Chief Officer answered that it would be short and sharp with solutions needing to come from within the Authority.

The Chair stressed that the Chief Officer should not be anxious to share ideas with the Committee, recognising this is the first part of a long process, the Committee will act as a critical friend who will help take things forward.

Recommendations:

It is recommended that the 3 year Children and Young People Services and Financial Plan be referred to Cabinet for approval.

Committee Conclusion and Chairs Summary:

Members express thanks to the newly appointed Chief Officer for Social Services for presenting a report detailing how the service intends to make progress both in terms of the need to improve performance and to balance a budget as far as possible. Members acknowledge that the preparation of this report is likely to have been difficult given that the officer is very new in post. Members conclude that the officer has gained an understanding of the key areas that need to be addressed and agree that whilst the report provides a useful outline of key areas for future focus and should be submitted to the Cabinet, Members recognise that the report is not a definitive plan for Social Services for the next three years. The Members present agree that the report therefore should be considered by Cabinet and the Chief Officer is requested to return with the new performance report based on the Outcomes Framework in the spring.

The meeting ended at 4.02 pm

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MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Children and Young People Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th January, 2016 at 4.00 pm

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

County Councillors: L. Guppy, R. Harris, S. Howarth, D. Jones, M. Powell, M Fowler (Parent Governor Representative) and K Plow (Association of School Governors)

OFFICERS IN ATTENDANCE:

Sharon Randall-Smith	Head of Achievement and Attainment
Hazel Ilett	Scrutiny Manager
Matthew Lewis (Countryside)	Countryside Manager
Mike Moran	Community Infrastructure Coordinator
Teresa Norris	Policy & Performance Officer
Ian Saunders	Head of Tourism, Leisure and Culture
Nikki Wellington	Finance Manager
Teresa Crane	Finance Officer
Sarah King	Senior Democratic Services Officer

APOLOGIES:

Councillors P. Clarke, M. Hickman and C Robertshaw (Parent Governor Representative)

1. Declarations of Interest

County Councillor P. Jones declared a personal non-prejudicial interest pursuant to the Members' Code of Conduct in relation to Item 6, as a governor of the school.

County Councillor L. Guppy declared a personal non-prejudicial interest pursuant to the Members' Code of Conduct in relation to Item 6, as a governor of the school.

County Councillor P. Farley declared a personal non-prejudicial interest pursuant to the Members' Code of Conduct in relation to Item 4, as a Chepstow Town Councillor.

Mr M. Fowler declared a personal non-prejudicial interest pursuant to the Members' Code of Conduct in relation to Item 6, as a parent governor at the school.

2. To confirm the minutes of the previous meeting

- i) We confirmed and signed the minutes of the Special Children and Young People's Select Committee meeting held on Thursday 2nd November 2015.

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- ii) We confirmed and signed the minutes of the Children and Young People's Select Committee meeting held on Thursday 12th November 2015, subject to the following amendment:

Item 8 Performance Report on School Exclusions: *duplication on Chairs summary:*

Delete:

'Members acknowledged the potential safeguarding issues in relation to unlawful school exclusions - given that young people would be outside of educational provision.

Members recognised that historic levels of primary fixed term exclusions in Monmouthshire were too high and that the Local Authority had allocated an additional resource in July 2012 to provide intervention to reduce levels of primary fixed term exclusions.

The Committee agreed that every effort was required to ensure interventions were working to ensure school exclusions were kept to a minimum and agreed to monitor this annually.'

3. Play Opportunities Review

The Committee welcomed Julian Davenne, Play Service Manager, Torfaen Council.

Context:

We were presented with the Play Opportunities Review report which provided members with further details on the proposed future delivery model for staffed play provision.

Key Issues:

The Children and Young People Select Committee considered the review of our current managed play provision (the summer play scheme) at its meeting on 12 November 2015 and it was agreed that the committee receive a further report setting out the proposed model (option 4 in the report by Torfaen Play Service) and specifically how safeguarding issues will be addressed.

The view is that the current provision is unsustainable on several grounds:

- The changes in the regulatory framework from Welsh Government and the Care and Social Services Inspectorate Wales (CSSIW), including more rigorous staff qualifications and training requirements and changes to the registration of childcare (especially for 8 - 12 year olds) from 1 April 2016
- The equality challenge of the differing treatment of children with disabilities in the current model
- The pressures in place as a result of reduced delivery capacity, including the financial pressures to meet income targets at leisure centres.

Delivery of the new model will depend on the result of current consultations with partners, most notably Town and Community Councils due to the reliance on their funding and the current review of Families First funding used to support the disability elements.

As a maximum, if funding is all secured, it will comprise:

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- full day inclusive sports camps run by Leisure Services at the four leisure centres for a minimum of 4 weeks of summer provision, utilising a well-established model, integrating activities for children with disabilities, where their individual assessment of need allows
- 8 inclusive play scheme sites in community venues across the County for the 4 weeks of summer provision run by Torfaen Play Service utilising the same model as current provision in Torfaen, integrating activities for children with disabilities, where their individual assessment of need allows
- For the higher tier of children with disabilities with complex and challenging needs 4 weeks of summer provision provided by Torfaen Play Service at an inclusive venue, most likely Cwmbran Stadium

If funding is not secured from individual town and community councils the level of community play provision will vary; minimum provision being the inclusive sports camps at leisure centres supported by provision for the higher tier of children with disabilities. In addition there are already other opportunities available to Monmouthshire children including some schools in the county which also offer supervised play sessions in the summer holiday period. Depending on the funding made available the opportunity to work with existing venues to deliver the inclusive play schemes will also be explored.

Member Scrutiny:

- The report identified that *'as a mechanism of good practice Torfaen Play Service do not let any children under the age of 8 leave the site unless their parents/carer comes to collect them. They adhere to the consent of parents/carers for the children over 8 years which is provided in the registration process.'* Concerns were raised by Members of the committee that 8 years was a young age for a child to leave alone and asked whether this was part of the criteria. Officers reassured the committee that parent/guardian would state who would pick up the child and whether the child was permitted to leave alone. The play provision was for children aged 5 to 12.
- A member asked, in reality, what percentage of 9 year olds would leave site alone. We were informed that approximately 60% may be allowed by parent/guardian to leave the provision without supervision.
- Members requested reassurance on what action would be taken if a child under 8 wished to leave the provision, however, parent/guardian could not be contacted. In response, the policy included age 8 as minimum to leave without a parent/guardian, however, wishes of the parent/guardian would be stipulated and a child of any age may have to be picked up. Parents/guardians would provide several contact numbers and officers would make contact until a response was received (same principle of school).
- Members challenged that engagement with the authority's Safeguarding unit had not been carried out, this was to ensure that the council's accountability for safeguarding children in the play schemes was looked at by this function.
- Clarification was requested regarding whether safeguarding training had been provided. Officers confirmed that staff had been trained at levels one and two.
- The committee were advised that details could not be provided regarding specific schemes, as the consultation process was required.
- In response to a question regarding the model of provision. We were advised that this would be determined by the sports team within Leisure Centres. However, it was intended to design similar to the current play scheme provision, the model would not be registered childcare and would be more expensive than the current play model and would fill the gap for provision.

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- In terms of advertising, statement had been issued early in 2016 to raise awareness that the provision is being considered. It was expected that full proposals would be available in approximately 6-7 weeks, following consultation with town and community councils.
- Members highlighted the importance of involvement and engagement with Town and Community Councils, it was recognised that precepts had already been set. Information was requested regarding other sources of funding that had been pursued. In response, the committee were informed that the issue of funding had been discussed with Town and Community Councils, the timeline was behind and it was anticipated that detail would be available in March 2016. The sports camp were confident that minimum model could be provided and further funding opportunities would be explored.
- Further information was requested by members regarding locations of inclusive play scheme and how they would service the whole County. Officers clarified that there would be 8 play schemes, this model had been established through budget and attendance numbers. Locations and existing venues would be discussed at the next stage.
- In response to a question regarding how disabled children and those with complex needs would be provided for. The committee were informed that a new provision would be required, currently children would attend Cwmbran as it would not be possible for needs to be accommodated within the leisure centres. Due to the nature of the complex needs involved, there was significant work required to ensure that provision was appropriate and all children were catered for.
- The committee reiterated the significant importance of safeguarding.
- In terms of next steps, parents would be consulted and engaged in terms of proposals for the model.

Recommendations:

The Committee agreed to receive and scrutinise the proposed future delivery model for staffed play provision for 16/17 prior to its consideration by cabinet.

Committee's Conclusion:

Chair's Summary:

The Committee thanked officers for information presented regarding the new play provision model.

Safeguarding was highlighted as a significant and important issue, officers were urged to maximise opportunities and dialogue with the safeguarding service to ensure that there was appropriate accountability.

Confirmation was required regarding the number and location of play schemes.

We welcomed a progress report in Autumn 2016, where summer schemes could be evaluated. Specifically relating to safeguarding and from a holistic view point.

4. Proposed changes to the funding formula for schools

Context:

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We received the proposed changes to the funding formula for schools which provided members with an update on the proposed changes to the school funding formula and provided members with details of any consultation responses received in relation to these proposals.

Paper 1: Threshold funding for Teaching staff, Top up funding for Primary schools and funding for Free School Meals.

Key Issues:

The School Budget Forum agreed to review the formula every year and to look at potential changes to ensure the formula remains up to date and to ensure that it continues to distribute funding in the fairest way.

Following the establishment of a working group, with requested representatives from all groups of schools, this consultation document sets out the areas that are to be considered for implementation for the financial year 2016-17.

The areas to be considered are:

- Threshold Funding
- Top Up Funding
- Free Primary School Meals

Threshold funding is for schools with employees on the Upper Pay Scale (UPS). It is currently a large administrative burden to determine the required funding each year as schools are required to provide details of all staff on UPS and determine if they will be eligible to increase in September. Also due to the changes in teachers' pay and conditions, if a teacher applies to increase more than one point and is successful the school currently would not have the funding for that financial year and vice versa, schools who have accelerated teachers and have been funded will reduce funding available to other schools.

Top up funding is for Primary Schools only, it is additional funding to support the funding for a teacher generated by pupil numbers. For example 91 pupils in Key Stage 2, would fund the school for four teachers. We see large differences with the level of funding year on year, for example if a school suddenly has 31 pupils, this would generate funding for 2 teachers, however it is likely that the school will arrange mixed classes and therefore an additional teacher would not be required.

Primary Schools currently receive funding for free school meals, this is an historical factor in the formula and the cost of free school meals is not passed to the school.

Member Scrutiny:

- A question was raised whether there was a possibility, with Welsh Government guidelines, to increase class size and for an additional staff member be appointed. Officers confirmed that in terms of funding, a class of 40 would have 2 teachers provided, however, one or two additional pupils may be accommodated without an extra teacher. There is a degree of reasonableness and regulations allow exceptions, the expectation is that the class size would be manageable.
- Members were reassured that the main focus is for the best education to be provided to pupils.
- The committee recognised that 9 responses were received to the questionnaire and whether this was an appropriate basis for proposals. The committee were reminded that

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elected members were included and a review was undertaken every year. Responses had been disappointing however, officers concluded that the majority were content.

- Officers assured members that funding was calculated on a small amount per pupil for all pupils and not just FSM, therefore, no schools with large numbers of FSM would be penalised or disadvantaged.
- A question was raised regarding the number of teachers on the upper pay scale and we were informed that the current formula fund teachers on upper pay scale. The majority of teachers would be on the upper pay spine, Schools provided information each October so that the number of teachers on upper pay scale could be identified and this burden would be removed.
- The committee requested reassurance that the formula would not predispose schools of having more experienced teachers and increased numbers of younger teachers on less pay. Officers confirmed that the Monmouthshire County Council personnel policies were in place and were clear that the best teacher would be recruited for the school.

Paper 2: Funding for the residential element for Mounton House Special School

Key Issues:

The School Budget Forum agreed to review the formula every year and to look at potential changes to ensure the formula remains up to date and to ensure that it continues to distribute funding in the fairest way.

Following a meeting of the School Budget Funding Forum on 16th November 2015, members agreed to consult on the funding formula for Mounton House Special School.

The current formula provides funding for the residential capacity of the school. The current placement funding is 42. Currently there are 10 residents in the school, but this number will fluctuate slightly from this during the year.

The funding formula for Mounton House was reviewed in 2010 and at this point there were more residential pupils on roll. From 2010 the number of residential pupils have reduced, however the formula has not been adjusted to reflect this decline.

Member scrutiny:

- A query was raised regarding whether the school had been significantly over funded since 2010. Officers responded that placements had reduced over time and presently at 12, the school had been over funded.
- Meetings had been held with the school and there was a need to bring into line with other schools. In the event that numbers increased, then funding would be increased proportionately. The school would be enabled to deliver provision.
- Members were alarmed by the report, specifically consequences to the school. Further detail was required as to why the school had got into deficit, when they have historically been significantly over funded. It was requested that concerns were addressed regarding pupil welfare, education and vulnerability.
- The committee highlighted the need for additional detail and significance of financial implications. Members were informed that the school had significant staffing costs, the deficit would be scrutinised through the monitoring report and a recovery plan would be put in place.
- Members were guaranteed that the governing body recognised the need to look at levels of staffing in school.

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- The select committee unanimously recognised the substantial serious issues raised through the report. A review of the school had been expected and the select committee had been advised that it was ongoing.
- The committee agreed that this aspect of the report could not be supported.
- Further information was requested regarding why maximum funding had been provided, details of the recovery plan and members questioned the validity, due to lack of consultation responses.

Recommendations:

The committee scrutinised the proposed changes.

Committee's Conclusion:

Chair's Summary:

The Committee thanked the finance officer for presenting the report.

Whilst the committee unanimously supported part one of the report, significant concerns were raised regarding Mounon House School and it was resolved that support for this aspect would not be conveyed.

Further information was required regarding the Mounon House aspect of the report and this was subject to a further review.

5. Quarter 2 Performance Report 2015/16: Improvement Objectives, Outcome Agreement and Key National Indicators

Context:

The committee were presented with the quarter 2 performance data for the Improvement Objective and Outcome Agreement themes which are under the remit of the Children and Young People Select Committee:

Improvement Objective 1: We will improve at all key stages of education

Outcome Agreement Theme 1: Improving school attainment

Outcome Agreement Theme 3: Poverty and material deprivation

Outcome Agreement Theme 5: Improving early years' experiences

The report presented the half year performance against key national performance indicators that are under the committee's remit (Appendix C).

Key Issues:

Improvement Objectives are set annually by the Council through the Improvement Plan to deliver on council wide priorities. Despite that the objectives focus on the long term, the specific activities are focused on the year ahead.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Children and Young People Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th January, 2016 at 4.00 pm

Activities on some objectives cut across Select Committee remits and so these will be reported to all relevant committees. Therefore members are asked to target their scrutiny on the activities relevant to this committee.

Improvement Objectives are also evaluated at the end of each year based on the council's self-evaluation framework and are reported retrospectively through the Stage 2 Improvement Plan published in October each year. Performance for 2015/16 will be reported in October 2016.

Member scrutiny:

- The committee welcomed the clarity and detail within the report.
- Clarification was requested regarding when final data would be available regarding school categorisation, we were informed that new moderation would take place in January and national categorisation had been completed. Wales, region and Monmouthshire County Council data would be presented in the near future.
- Members agreed that an item should be added to the work programme, in relation to Flying Start, in order to gain an understanding of issues.
- Officers were invited to highlight any major concerns leading out of the report. The issues identified particularly were levels of concern and a need to continue the focus on issues raised within the Estyn inspection now that the authority were hopeful of being removed from Special Measures.
- The committee requested that when percentages were presented within a report, the numerical data was also provided.

Recommendations:

1. Members scrutinised the performance achieved and impact made across these reporting elements.
2. Members challenged any considered underperformance and concerns and sought assurance on future improvement from responsibility holders.

Committee's Conclusion:

Chair's Summary:

The Committee thanked officers.

It was requested that information within the report was presented in numerical form (as well as percentage).

The committee emphasised risk challenge and the importance of risks being identified. Officers would provide an analysis from the policy and performance unit.

6. Children and Young People forward Work Programme January 2016

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Children and Young People Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th January, 2016 at 4.00 pm

We received and noted the Children and Young People Select Committee work programme and Cabinet/Council forward plan.

We noted additional items:

- Play scheme provision model
- Flying start
- Mounton House school funding

Items for the next meeting (11th February) identified as:

- Estyn feedback
- KS4 outcomes and quality assurance report, objectives of EAS
- Public health wales – childhood obesity
- Mounton house financial information

We were informed that items had been deferred, ALN and Adoption, these would be included on a future agenda, along with social care and well being for children.

The committee agreed that prior to being invited to the select committee, the Chair, Vice Chair and Scrutiny Manager would meet with Mounton House school and feedback to the committee.

7. To confirm the date and time of the next meeting

We noted the next Children and Young People's Select Committee Meeting would be held on Thursday 11th February 2016 at 10.00am.

The meeting ended at 6.00 pm

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Paul Matthews
Chief Executive
Monmouthshire County Council
PO Box 106
Caldicot
Monmouthshire
NP26 9AN

January 2016

Dear Mr Matthews

Estyn monitoring visit, 23 – 27 November 2015

In November 2012, Estyn inspected Monmouthshire County Council's education services for children and young people. Following this inspection, the authority was judged to require special measures. A monitoring plan was agreed with your Estyn link inspectors, which included a series of four monitoring visits to review how well the local authority was improving. Three monitoring visits took place between February 2014 and March 2015. The final monitoring visit took place in November 2015, and this letter records the outcomes of that visit.

In November 2015, Gerard Kerslake HMI led a team of five inspectors to review the progress made by the authority against all of the six recommendations arising from the inspection in November 2012, and to judge whether the local authority had made sufficient progress to be removed from special measures.

During the monitoring visit, the team held discussions with the leader of the council, the cabinet member for education, the cabinet member for safeguarding, scrutiny committee members, yourself as the chief executive, senior officers, and other relevant staff in the authority. They also met with the chair of the Welsh Government's recovery board, headteachers, school governors, and relevant staff working for the regional school improvement service, Education Achievement Service (EAS). Inspectors scrutinised a wide range of documentation, including evidence on the progress made on each of Estyn's recommendations.

At the end of the monitoring visit, the team reported their findings to you as the chief executive, the leader of the council, and other key personnel involved in our discussions.

Outcome of the monitoring visit

Following this visit, Estyn has judged that Monmouthshire County Council has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four. As a result, Her Majesty's Chief Inspector of Education and Training in Wales considers that the authority is no longer in need of special measures and is removing it from further follow-up activity.

Background

In response to Estyn's inspection in November 2012, the authority was initially slow to accept the findings and implement an appropriate post-inspection action plan (PIAP) covering all the shortcomings identified in the inspection report. However, once Estyn raised concerns with the local authority about this initial response, senior leaders responded more vigorously and the pace of progress improved considerably. Elected members and senior officers have demonstrated a clear commitment to improving education provision and outcomes for learners, as well as ensuring all learners are safe.

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

The authority has made strong progress in addressing this recommendation.

Following the inspection of the local authority in 2012, Monmouthshire County Council has responded well to this recommendation. The Council now give safeguarding a high priority corporately and it is included appropriately in the whole authority strategic risk assessment. Consequently, senior officers and elected members have a better oversight of how its education provision implements safeguarding policies and procedures.

Since the inspection, the authority has revised its corporate safeguarding policies and procedures. This has strengthened the way the children, young people's directorate, and its education services manage their safeguarding responsibilities for learners.

The authority has introduced a 'three tiered' reporting framework for safeguarding, which it uses to inform elected members and officers of the safeguarding issues across the council. The three tiers are the safeguarding strategic overview report, the quarterly report card, and the safeguarding service improvement plan. This reporting framework effectively captures and shares the important information about safeguarding matters in education. The safeguarding quarterly report card provides a more detailed evidence base and analysis of performance information to support the authority's decision-making. All three tiers of reports are published and available to the public.

The Safeguarding and Quality Assurance Unit (the unit) is a very useful corporate resource. The unit supports education provision well, by making available advice, guidance, and support to schools and education services. This has helped improve the rigour in the directorate's management, monitoring and reporting of safeguarding

matters. The unit undertakes regular audits, which provides a range of useful data and analyses. These include an audit of safeguarding policies and procedures as well as compliance with safe recruitment policies in all schools and other education provision.

The unit makes good use of this intelligence, to inform senior officers and elected members about education providers' compliance with its policies, patterns of safeguarding and child protection referrals, allegations of professional abuse and intelligence on the wellbeing of young people. Where necessary, areas which need improvement are appropriately addressed.

Designated safeguarding leads in schools and education services are well supported through regular meetings, group supervision and training. As a result of this support, designated leads have a better understanding of safeguarding issues such as children missing from education and child sexual exploitation.

Staff in schools and in other education provision, as well as school governors, have more opportunities for suitable training. The unit monitors closely the take-up of courses, and reports monthly on this. So far, all education personnel who need it have received tier one training and many have undertaken tier two training.

The Integrated Youth Offer is the name of the local youth support services partnership group. This group is made up of representatives from a suitably wide range of stakeholders and includes the local authority youth service, the police, youth offending service, and voluntary sector youth provision. The group has established agreed standards for the quality of safeguarding policies and procedures, and helpful reporting processes. The group has recently mapped and audited all members' provision to ensure compliance with these standards. The audit enables partners to work together with confidence that the agreed high standards in safe recruitment, and safeguarding training is in place.

The authority is clear about what it still needs to do to improve further its safeguarding activities.

Recommendation 2: Improve standards of attainment for all groups of pupils, particularly in secondary schools

The authority has made satisfactory progress in addressing this recommendation.

Performance in the main indicators across all key stages has improved since the last inspection in November 2012.

When the performance of schools in Monmouthshire is compared with that of similar schools in Wales, based on the proportion of pupils eligible for free school meals, performance is above average at Foundation Phase and in key stages 2 and 3.

The proportion of pupils achieving the level 2 threshold including English or Welsh first language and mathematics has been above modelled outcomes for the last two years, having been below modelled outcomes for the previous three years. When the performance of schools in Monmouthshire is compared with that of similar

schools in Wales, based on the proportion of pupils eligible for free school meals, all schools are in the top half in each of the last two years for performance in the level 2 threshold including English or Welsh first language and mathematics.

Performance has also improved in other main indicators at key stage 4, including level 1, level 2, capped points score and core subject indicator. When the performance of schools in Monmouthshire is compared with that of similar schools in Wales, based on the proportion of pupils eligible for free school meals, half of the schools are above the median for these indicators in 2015. This compares well to 2013 when all schools were below the median for almost all the indicators. However, the proportion of pupils achieving the capped points score in the authority has remained below modelled outcomes since the last inspection.

The Welsh Government sets benchmarks for an authority's performance in key stages 3 and 4 based on free-school-meal entitlement. The authority met two of its three benchmarked targets in 2015 and one of its targets in 2014, having failed to meet any of its targets in 2013.

The progress that pupils make from primary school to the end of secondary school has generally improved well since the core inspection. In 2015, pupils' progress is in line with the progress made by similar pupils in Wales in four out of the five headline indicators. However, progress made by pupils in the core subject indicator remains below average. The performance of pupils eligible for free school meals has improved substantially since the last inspection and is well above the Wales average for all indicators at key stage 4 in 2015.

Pupils that are more able generally perform well in the Foundation Phase and in key stages 2 and 3. However, more able pupils do not perform well enough at key stage 4, with too few pupils achieving five or more GCSE A*-A grades.

The gap in performance between boys and girls in the authority compared to the average gap in Wales has narrowed in the majority of indicators at key stage 4 since the last inspection.

Performance in Welsh first language in the authority's two Welsh medium primary schools is generally weak.

Recommendation 3: Strengthen the level of challenge to schools and use the full range of powers available to the authority to improve leadership and management in underperforming schools

The authority has made satisfactory progress in addressing this recommendation.

The local authority is developing well its work with the regional Educational Achievement Service (EAS) to support and challenge schools more effectively and to improve leadership and management. This has resulted in improvements in outcomes across primary and secondary schools, especially in English and in mathematics at key stage 4.

The authority knows its schools well. There are improved systems for collecting data, based on individual pupil outcomes, which enable officers and advisers to monitor the progress of schools carefully and more accurately. Performance targets are set in collaboration with schools, and this process results in annual targets for improvement, which are generally realistic and suitably challenging. Challenge advisers work closely with their schools to review the targets regularly. This sharper use of data has provided a sound platform from which to make further improvement.

Overall, the implementation of the categorisation process is fair and robust. Categorisation visits take good account of a wide range of information, including first-hand evidence of the quality of teaching and learning and the quality of leadership. Headteachers are suitably involved in this process, and all judgements are moderated carefully. Schools, governors, and challenge advisers understand the categorisation process well, and are clear about the levels of support associated with each category.

Generally, the categorisation reports for schools provide a detailed summary of the school's performance, provision, and leadership. Many reports identify clear and appropriate areas for improvement. In a few cases, the balance between strengths and areas for improvement does not reflect the category well enough.

Challenge advisers' notes of visits to schools focus suitably on pupils' standards and areas for improvement. However, an evaluation of progress and actions to be taken by the school and the EAS following the visit are generally not clear enough. This means that challenge advisers and schools do not have a clear on-going record of the school's progress against their current goals for improvement.

The authority works appropriately with the EAS to quality assure its work. Officers monitor the activities undertaken by challenge advisers to ensure that a suitable range of evaluative processes take place in schools. The principal challenge adviser and the authority's head of attainment and achievement meet regularly, and have identified inconsistencies in the practice of challenge advisers. They have acted appropriately to address shortcomings. As a result, there is now greater consistency in the way that challenge advisers work with their schools. Formal quality assurance meetings provide a useful opportunity to identify specific issues about the quality of challenge and support that advisers offer to schools. The annual summary of issues provides a helpful list of overall areas for improvement. However, notes of monthly meetings do not provide enough detail about the quality of support and challenge in individual schools or identify specific actions for follow up.

Since the time of the core inspection, the authority has introduced an annual programme of 'stocktakes' whereby representatives from individual schools present an analysis of their progress to officers and cabinet members and EAS representatives. The authority has targeted schools for the stocktakes appropriately, and challenged these schools robustly. However, the records of these meetings do not identify well enough the key areas of strength and priorities for improvement in each school.

The authority has issued five statutory warning notices that identify appropriately the specific areas of concern in each school. These warning notices have assisted the authority to remove the barriers to improvement in each school. As a consequence

of two of these warning notices, the authority has used its powers of intervention to bring about changes necessary for improvement. The other three schools have responded well to the actions set for them by the authority, and in these cases, the notices have been withdrawn.

The authority works appropriately with EAS to broker support for teaching and learning and leadership in its schools that is tailored to the specific needs of the school. Support for literacy and numeracy has helped schools well to improve outcomes in English and in mathematics. There are suitable programmes to develop teachers and leaders across the authority. However, it is too early to judge the impact of these programmes.

The authority has developed a collaborative alliance of primary schools to share good practice in leadership and to improve outcomes in the partnership schools. There are early indications that this strategic arrangement is having a positive impact on standards.

Recommendation 4: Improve corporate planning to strengthen links between the local authority's priorities and service level targets

The authority has made strong progress in addressing this recommendation.

Overall, the children and young peoples' directorate's (CYP) approach to planning is much improved from the time of the inspection. This approach has helped to bring a better focus to the actions and activities of the service areas within the directorate and has helped to improve provision and outcomes in important areas.

Improving educational outcomes is one of the authority's core priorities. This priority was reaffirmed by the council in its 'Partnership Administration Continuance Agreement', which outlines its agenda for the period up to May 2017. This emphasis suitably reflects the priorities for education set out in the Single Integrated Plan.

The directorate has increased its capacity for strategic and operational leadership and management, which includes the appointment of a permanent chief officer for children and young people in May 2013. As a result, there is now a clearer direction to the work of the directorate.

The CYP directorate has useful service improvement plans for each service area. The service area plans are suitably quality assured by senior officers. The plans follow a helpful, common template and bring appropriate consistency to the directorate's plans. The directorate's plans are more coherent and better focused than at the time of the inspection and this has helped to support improvements in, for example, the provision for additional learning needs, outcomes in schools and in the authority's youth service.

The authority identifies well and records relevant risks relating to different levels in its plans. There is an appropriate link from the specific risks in the service level plans to the strategic, broader risks in the high-level plans. The risk registers also include suitable actions to mitigate the risks.

Recommendation 5: Improve self-evaluation across all services and make better use of data to plan services strategically and target resources appropriately

The authority has made satisfactory progress in addressing this recommendation.

Since the inspection in November 2012, senior officers and elected members have improved their understanding of the performance of the children and young people's directorate.

Self-evaluation processes have become more honest and accurate. Generally, officers have a clearer understanding of the strengths and areas for improvement within their service areas. Overall, they use this information more effectively to inform their planning.

However, the directorate does not always capture the areas for improvement well enough in its key documents. For example, the authority's self-evaluation report (SER), based on the Estyn Common Inspection Framework, does not highlight areas for improvement clearly and, as a result, it is not a useful tool to inform planning. Overall, the SER is too descriptive and does not consistently analyse data well enough.

The directorate's quarterly monitoring of service plans indicates the progress made against actions. However, the end of year evaluations focus largely on what has been achieved, and do not identify well enough any areas that either have not been addressed, or where progress has not been good enough.

The directorate is continuing to improve the quality of its reports to the relevant scrutiny committee. Elected members are now providing a better level of challenge.

The authority has a much better understanding of its schools. Improved target setting in schools means that the authority is able to evaluate more effectively, whether progress in raising standards is quick enough. However, the access that schools have to management information systems is still too inconsistent.

The directorate's use of performance data has improved, for example in identifying progress of vulnerable groups and pupils with additional learning needs. Officers track the progress of learners who participate in intervention programmes, in order to evaluate the effectiveness of the programmes and to determine whether further intervention is required. The authority has improved the range of data in the youth service, which means that officers and partners have a better understanding of how the provision helps learners to progress and achieve.

Recommendation 6: Ensure that performance management is effective and robust and allows elected members and senior officers to identify and address underperformance

The authority has made satisfactory progress in addressing this recommendation.

The directorate's performance management processes have improved since the last inspection. The directorate follows the local authority's revised corporate performance assessment process, which is providing a more robust system to manage performance.

The directorate's staff have formal performance reviews twice a year with their line managers. These meetings identify strengths and areas for improvement in relation to individuals' responsibilities. In addition, they have regular programmed meetings to discuss general aspects of their work. These meetings cover areas such as behaviours, staff culture, and forward planning. Individuals and teams within the directorate now have a clearer understanding of their roles and how their work contributes to the directorate's and wider corporate priorities. However, the authority has not formally evaluated the overall effectiveness of the staff performance management and appraisal processes.

The directorate's lead officers are held to account formally in head of service challenge meetings by the council leader, senior leadership team, and relevant officers. This process is helping the senior leaders to understand better the challenges facing education service areas and to consider ways of removing obstacles to improvement. However, the authority has not evaluated the effectiveness of this approach, and as this part of the process is resource intensive, it is not clear if it is sustainable into the long term.

The authority has suitable arrangements for holding EAS to account. EAS is providing better quality information to the authority on standards and leadership in schools, which in turn enables the authority to identify underperformance, to hold school leaders to account more robustly and to use its statutory powers where necessary. These arrangements have helped to improve the outcomes achieved by their pupils. There is also an increasing rigour to and better clarity in the process of setting school attainment targets. This is helping to promote higher expectations for improvement across the local authority's schools.

The authority has appropriate arrangements for scrutinising the education directorate's work. The arrangements align well with the monitoring of the post inspection action plan and the priorities of the education department. Scrutiny officers have worked well with elected members to help improve their understanding of key educational issues and to equip them with the information and skills to challenge officers and the lead member appropriately.

Progress on the improvement in services for pupils with additional learning needs (ALN)

In the inspection in November 2012, support for additional learning needs (ALN) was judged to be unsatisfactory. Since that time, the local authority has made significant

progress in addressing the shortcomings identified. Following the inspection, the directorate carried out a comprehensive review of ALN services, which included extensive consultation with children and young people, parents and carers, and schools. There is now a clear strategy, with a focus on building the capacity of schools to meet the needs of pupils with ALN and ensuring that specialist provision is fit for purpose.

Through working very closely with schools and parents, the directorate has made sure that more pupils can access the support they need quickly without the need for a statement of special educational needs (SEN). A comprehensive programme of support and training means that schools are becoming more confident to provide for pupils with a range of needs and this has led to a reduction in referrals for additional support.

The authority now uses data to track more effectively the progress of pupils with ALN in relation to their individual targets. There are effective processes in place to monitor the work of schools, both at a strategic and individual pupil level. This enables officers to provide appropriate support and challenge.

Next steps

There are a number of important areas covered in our report, which require further and continued improvement. The authority should further improve the quality of self-evaluation within the CYP directorate as well as addressing the areas for improvement in the delivery of school improvement services highlighted in this letter. The recent work of the recovery board has been valuable in guiding the authority in its improvement work and the authority should consider continuing to engage with external experts to ensure that there is no easing in the pace of improvement and to advise on specific issues where required. The authority should also work in partnership with other authorities in order to develop efficient ways of working to address common issues and challenges in providing education services.

Your link inspectors will continue their work with the authority, in their normal link role.

I am copying this letter to the Welsh Government and the Auditor General for Wales for information.

Yours sincerely

Clive Phillips
Assistant Director

cc: Welsh Government
Auditor General for Wales

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SUBJECT: NATIONAL CATEGORISATION SUMMARY REPORT 2016

MEETING: CYP SELECT COMMITTEE

DATE: 11TH FEBRUARY 2016

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To provide members of the Children and Young People Select Committee with the National Categorisation Summary Report for Monmouthshire Schools 2016.

2. RECOMMENDATIONS:

- 2.1 That the Children and Young People Select Committee receive the National Categorisation Summary Report for Monmouthshire Schools 2016 (Appendix A)
- 2.2 That members of the Children and Young People Select Committee consider the information contained in the report including the current position of our schools and areas for improvement.
- 2.3 That members of the Children and Young People Select Committee use this report to scrutinise the performance of Monmouthshire schools and impact of the Educational Achievement Service and challenge any underperformance.

3. KEY ISSUES:

- 3.1 In September 2014, the Welsh Government implemented a national categorisation model for all schools in Wales.
- 3.2 The purpose of the national categorisation system is to identify schools that are most in need of support, to ensure that support and resources are directed effectively to secure the improvements necessary so that all schools have the capacity to be self-improving and sustainable.
- 3.3 The categorisation process involves the following three 'Steps'.
- Step 1** Performance and Standards
 - Step 2** Self-evaluation and capacity to self-improve in relation to leadership and teaching and learning
 - Step 3** Categorisation and level of support, challenge and intervention

- 3.4 The Welsh Government have worked with schools, local authorities, consortia and trades unions to further strengthen the national categorisation model. As a result revisions have been made to all three Steps for 2016.
- 3.5 Regional and national moderation events have been held to ensure consistency in judgements across Wales. The provisional support category for every Monmouthshire schools has been scrutinised as part of the national moderation process. The categories for all Monmouthshire schools were agreed at national level without change for the second year in succession.
- 3.6 The proportion of Monmouthshire schools placed in a Green or Yellow support category has improved by 13 percentage points compared to 2015. This means that over 70% of our schools are in now Green or Yellow, closing the gap between Monmouthshire, the region and the rest of Wales.
- 3.7 Primary and secondary school outcomes for Steps 1 and 2 shows an improving and upward trend.
- 3.8 Good progress has been made towards addressing priorities identified in 2015. This indicates that the support and intervention in schools over the past year has been effective in improving key areas.

The priority areas for 2016 are:

- standards
- learner outcomes for More Able and Talented (MAT) and eFSM pupils
- outcomes at the higher levels

4. REASONS:

- 4.1 To ensure that the authority embeds arrangements to secure continuous improvement to address areas for further improvement and maximise its contribution to delivering on the council's priority of education of children and young people.

5. RESOURCE IMPLICATIONS:

- 5.1 Actions will be addressed within existing resources

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 6.1 None – This report does not propose a change in policy or service delivery.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 7.1 The criteria for national categorisation does not include safeguarding and therefore there are no implications arising from the information provided within this report.

8. CONSULTEES:

8.1 CYP DMT
Cabinet Member

9. BACKGROUND PAPERS:

9.1 None

10. AUTHOR:

10.1 Sharon Randall-Smith

11. CONTACT DETAILS:

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**NATIONAL CATEGORISATION
SUMMARY REPORT 2016**
(Appendix A)

MONMOUTHSHIRE COUNTY COUNCIL



CYNGOR
monmouthshire
COUNTY COUNCIL
sir fynyw

**ANALYSIS OF NATIONAL CATEGORISATION OUTCOMES
FOR MONMOUTHSHIRE SCHOOLS 2016**

JANUARY 2016

National School Categorisation January 2016

In September 2014, the Welsh Government implemented a national categorisation model for all schools in Wales. The purpose of the national categorisation system is to identify schools that are most in need of support, to ensure support and resources are directed most effectively to secure the improvements necessary in our school system. Support categories for all schools in Wales are reported using the following colours Green, Yellow, Amber and Red, A brief summary can be found in Appendix B.

Following publication of outcomes in January 2015, the Welsh Government have worked with schools, local authorities, consortia and trades unions to further strengthen the categorisation model and as a result a number of revisions have been made to all Step 1 in 2016. There have also been some revisions to Steps 2 and 3 to ensure consistency across Wales along with the establishment of a robust national verification process and a refinement of the colour category definitions to reflect the generic level and type of support a school can expect.

The national categorisation system is based on following three steps:

Step One: Performance and Standards

This step is a data driven element that is provided by Welsh Government based on an agreed set of criteria for both primary and secondary schools.

Revisions to Step 1 for 2016

- The weighting of indicators that underpin the generation of Step 1 for secondary schools has been amended to place a greater focus on the eFSM residual element and a marginally lower focus on the performance of eFSM pupils. This is a minor adjustment and is mitigated by the point detailed below;
- The eFSM target has been set for a 3-year period at school level. This will continue to be a 3-year weighted average but schools will know the target in advance. The target is now set at 30% (2015), 32% (2016) and 34% (2017). The current target is 27.2%;
- The assessment of achievement of the eFSM target has been moved from Step 2 to Step1. This means that any school performing below the eFSM target will automatically be placed in standards group 3. If the other indicators are poor it goes into group 4. If other indicators are good, along with the consortia assessment at Step 2, then a school can be awarded a yellow category at best. Therefore there will be no green schools in Wales who have not met the eFSM target.

Step Two: Self-evaluation and capacity to self-improve in relation to leadership and teaching and learning

Step two is led by consortia and takes into account schools' self-evaluation and capacity to self-improve in relation to leadership and teaching and learning.

Step three: Categorisation and level of support, challenge and intervention

Step three is led by consortia and generates two grades – a letter ‘A-D’ based on a schools’ ability to improve and a coloured support category. The coloured support category for each school triggers a bespoke programme of support, challenge and intervention. The support category is also used to plan and deploy additional resources.

School Categorisation - National Regional and National Moderation

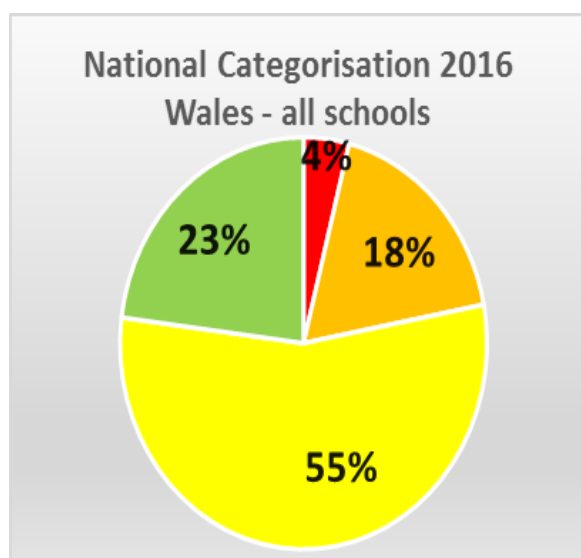
In the SE Wales Consortium the EAS carried out a rigorous process of categorisation with all schools in the region. Almost all Monmouthshire schools received a provisional categorisation by the end of October 2015. The category for every school has been scrutinised, considered and confirmed through the regional moderation process. The provisional categorisation for all Monmouthshire schools has been confirmed as accurate as a result of this process.

Nearly all Monmouthshire schools agreed with the overall categorisation discussed with their Challenge Adviser. Only two schools in the county submitted a ‘Disagreement Form’ to the Education Achievement Service to appeal against the overall categorisation following the agreed Appeals Procedure. The Appeal Panel did not uphold the appeal from either school with overall categorisation remaining unchanged.

The provisional support category for every Monmouthshire schools has been scrutinised as part of the national moderation process. The categories for all Monmouthshire schools were agreed without change for the second year in succession and are included in Appendix C.

National Categorisation Outcomes January 2016

All Schools



- In 2016, 78% of schools are categorised as Green or Yellow across Wales.
- The greatest proportion of schools are Yellow for the second year in succession.
- The proportion of schools categorised as Red has fallen by 1 percentage point compared to 2015.
- Less than a third of schools in Wales are Amber or Red, a reduction of 12 percentage points.
- The proportion of schools categorised as Green schools has increased by 8 percentage points

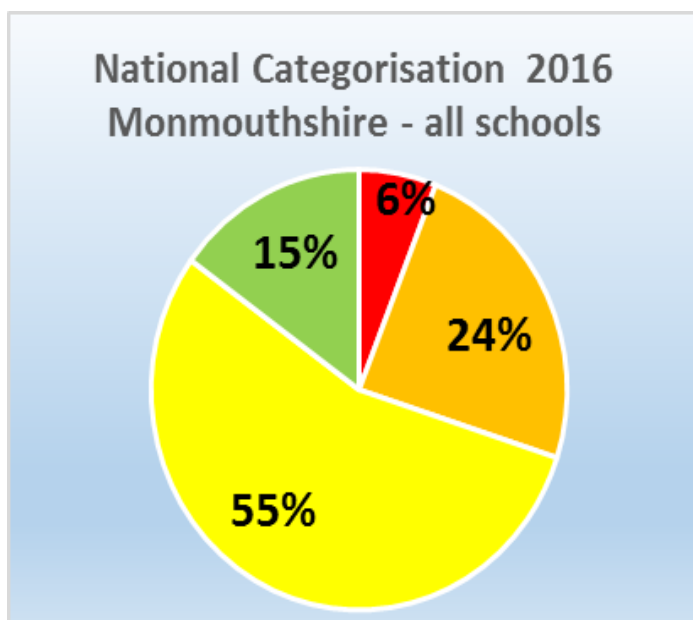
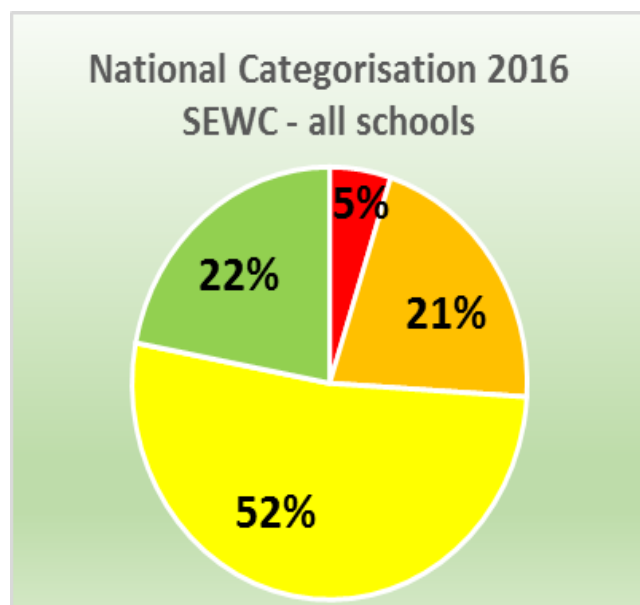
Support Category	Number of schools
Red category schools	58
Amber category schools	302
Yellow category schools	835
Green category schools	333

(1,528 schools in total – not including Special Schools or PRUs)

- Categorisation across the SEWC region is very similar to the picture across Wales with the majority of schools placed in the Yellow support category.
- 74% of schools are Green or Yellow in 2016, an increase of 20 percentage points across the region from 2015.
- However, the proportion of schools in Red and Amber is 4 percentage points higher compared to Wales

Support Category	Number of schools
Red category schools	11
Amber category schools	46
Yellow category schools	121
Green category schools	53

(233 schools in total– not including Special Schools or PRUs)



Support Category	Number of schools
Red category schools	2
Amber category schools	8
Yellow category schools	19
Green category schools	5

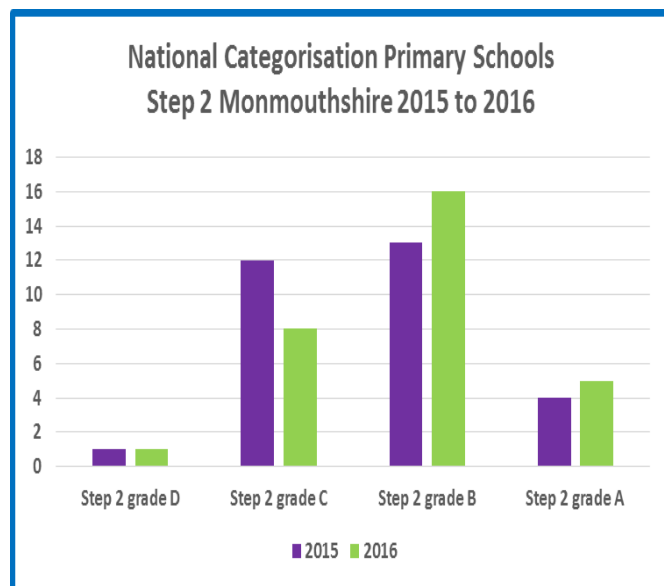
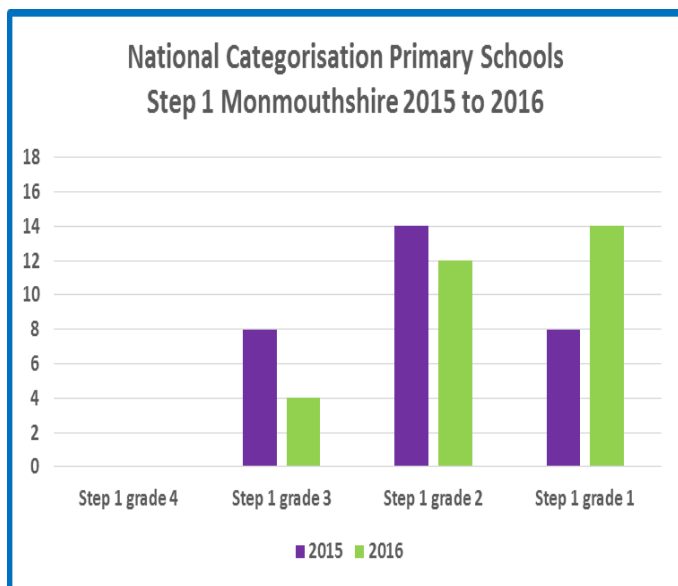
(34 schools in total– not including Special Schools or PRUs)

- Overall, the proportion of schools placed in a Green or Yellow category across Monmouthshire is 13 percentage points higher compared to 2015. This is a similar increase compared to Wales but less than that across the region.
- At 70%, over third of our schools are now in a Green or Yellow category.
- The proportion of Green schools in Monmouthshire has increased by 7 percentage points compared to 2015 and is greater than the increase across the region.
- Less than a quarter of our schools are categorised as Amber with 2 schools (6%) categorised as Red.
- The proportion of Red category schools remains similar to the previous year and is a reflection of changes to Welsh Government criteria and leadership in schools. Our Red schools this year are not the same as in 2015.
- The greatest improvement in 2016 has been in the number of schools moving from Amber to Yellow (5 schools in total) over the last year.
- This year seven schools met almost all of the criteria to move up to a higher category. This suggests that Monmouthshire will continue to increase the proportion of schools in Green and Yellow in 2017.

National Categorisation in Monmouthshire Primary Schools 2016

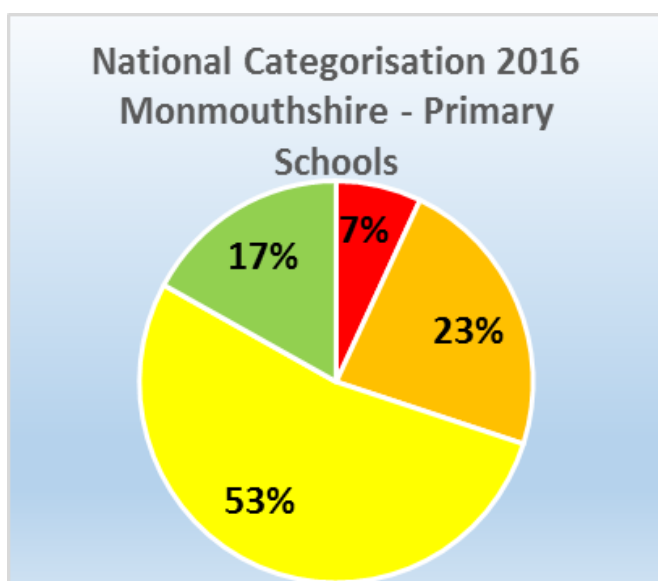
Step 1 Performance and Standards

Step 2 Self-evaluation and capacity to improve



In 2016, Monmouthshire’s primary school outcomes for Step 1 and 2 shows an improving and upward trend.

- Compared to 2015, only four schools are in group 3 for standards and 14 are in group 1.
- Overall, 26 of our primary schools (80%) are now in group 1 or 2
- There are no schools in group 4 for step 1 for the second year in succession.
- There has been a 13 percentage point increase in the proportion of primary schools placed in group A and B for Step 2. This means that 70% are either in group A or B.
- There is only one school in group D in 2016 and this is a different school than in 2015.



- As a result of the upward trend at Steps 1 and 2, the overall support category picture shows an upward trend from 2015.
- The greatest improvement has been in schools moving from Amber to Yellow over the last year.
- 70% of primary schools are now in a Green or Yellow category. This is below overall figures for the region and Wales.

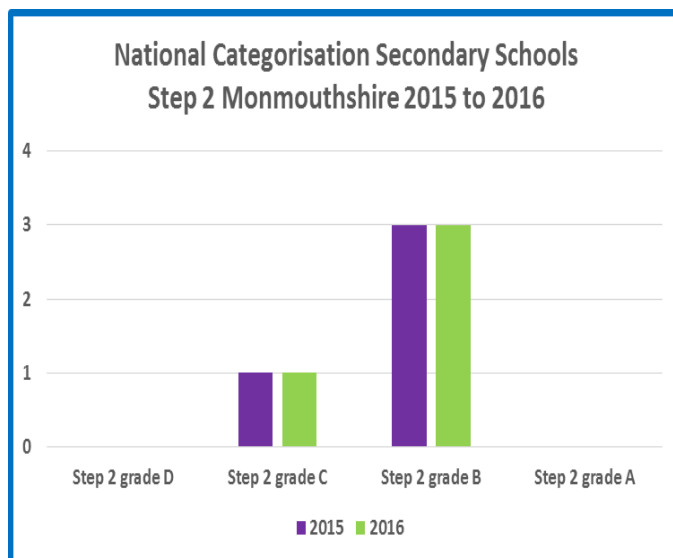
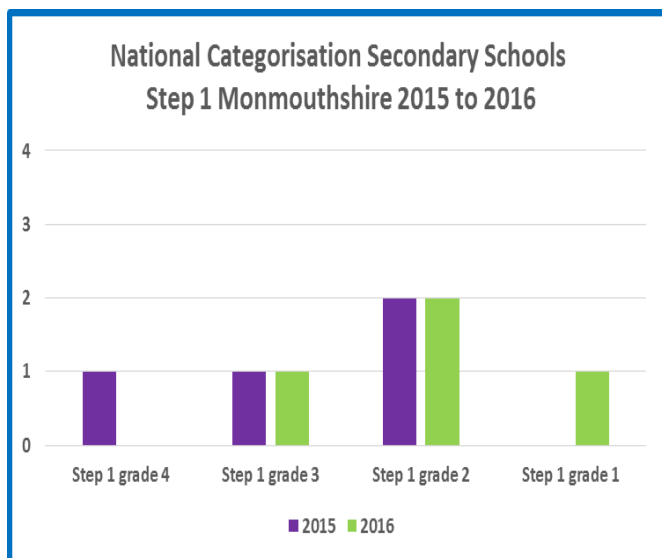
Support Category	Number of primary schools
Red category schools	2
Amber category schools	7
Yellow category schools	16
Green category schools	5

(30 schools in total)

National Categorisation in Monmouthshire Secondary Schools 2016

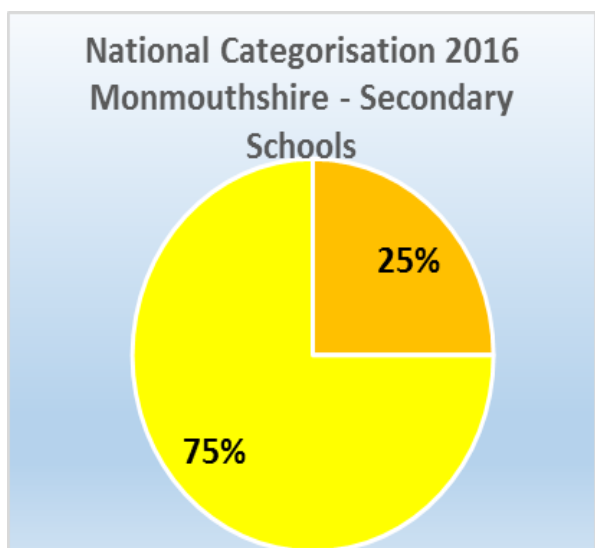
Step 1 Performance and Standards

Step 2 Self-evaluation and capacity to improve



In 2016, Monmouthshire’s secondary school outcomes for Step 1 shows an improving and upward trend and Step 2 has remained consistent.

- The majority of our secondary schools are in group 1 or 2 at Step 1.
- There are no schools in the lowest group 4.
- One school is in the highest group 1 for the first time in 2016.
- There are no schools at Step 2 with a grade D for the second year in succession
- 75% of secondary schools are at grade B for Step 2 for the second successive year
- There are no schools with a grade A for the second year.



- There has been no change to the overall categorisation picture for Monmouthshire secondary schools over the last year.
- At 75%, the proportion of Yellow schools is significantly greater than across the region and nationally.
- The proportion of Amber schools is lower than in Wales and across the region.
- There are no Green secondary schools in Monmouthshire this year compared to 3% in SEWC and 18% across Wales.
- There are no Red secondary schools in the county for the second year.

There have been no changes to Step 2 of the support category for the Monmouthshire Pupil Referral Unit or for MHSS. The figures are not included in comparative data.

Support Category	Number of secondary schools
Red category schools	0
Amber category schools	1
Yellow category schools	3
Green category schools	0

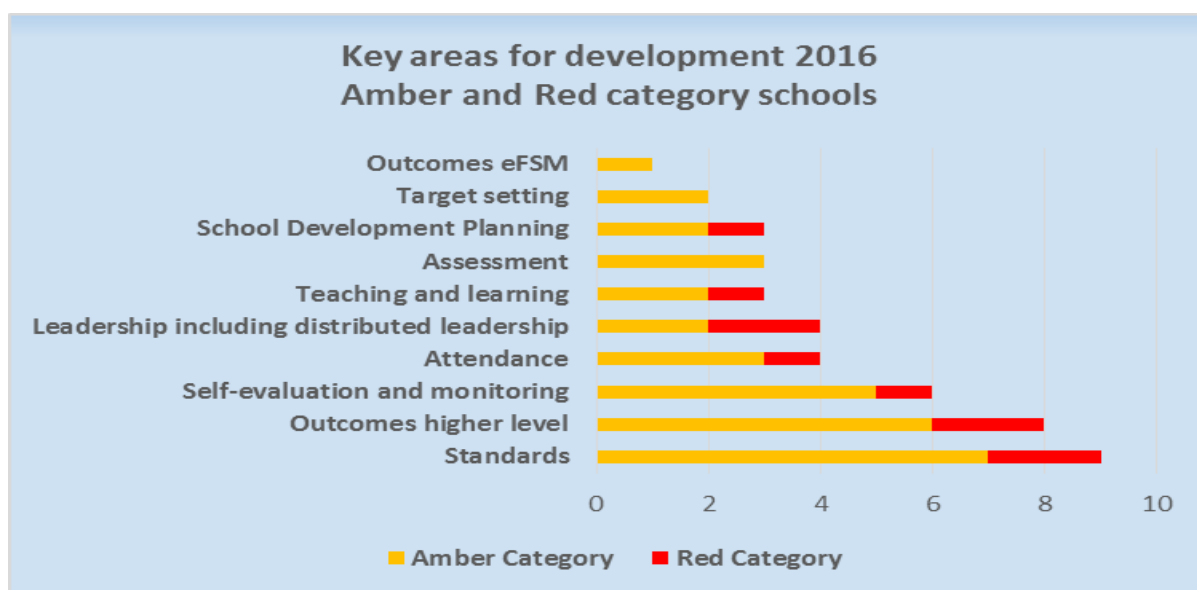
(4 schools in total)

Emerging Priorities for schools with Support Plans and Intervention Plans

There are seven common priorities identified across the support and intervention plans in place in Monmouthshire schools. All Amber schools have an agreed support plan which identifies the key areas for development and the support the school will receive. All red schools have an intervention plan, or for schools who have been inspected, an LA Statement of Action.

All plans contain detailed actions, support, success criteria and timescales to address key areas.

Analysis of key priorities in current support and intervention plans identify the following ten main areas:



There are significantly fewer schools in 2016 with school development planning, self-evaluation and teaching and learning identified as key priorities compared to 2015. This indicates that the support and intervention in schools over the past year has been effective in improving these key areas.

The emerging priorities for 2016 are:

- standards
- learner outcomes for More Able and Talented (MAT) and eFSM pupils
- outcomes at the higher levels

These key areas will direct the work and time of the Challenge Advisers over the next three terms. In order to ensure schools access appropriate time and support, Challenge Advisors have allocated a proportionate time to schools to reflect the level of intervention and support required based on the overall categorisation.

In the majority of these schools, work is already underway to address the key areas for development. The expectation is that with bespoke support, the majority of Amber schools will build the capacity to secure a Yellow categorisation by January 2017. In a few of our schools, an extended period of support may be required to secure the necessary improvements.

Next Steps

The Local Authority will monitor the progress of each school, at least once each term, in addressing the key areas for development.

Our evaluation of the progress made by each school will be a key part of our scrutiny of the commissioned service provided by the Educational Achievement Service.

Appendix B

School Categorisation Summary 2016

Green Schools

- Track record in sustaining high level of learner outcomes
- Demonstrate excellence at all level
- Challenged to move towards or sustain excellence

Yellow Support Schools

- Good levels of learner outcomes in key performance indicators
- Understand and take action to address most areas needing improvement
- Many aspects of the performance are self-improving

Amber Support Schools

- Do not know and understand all of the areas in need of improvement
- Many aspects of performance are not improving quickly enough
- Will receive tailored challenge and intervention
- At risk of dropping into a red level of support if insufficient progress is made or sustained

Red Support Schools

- Experiencing a decline in key aspects of their performance
- Will receive intensive support
- Statutory powers may be used by the local authority
- Subject to intervention by the local authority and regional consortia

Appendix C

Monmouthshire School Categorisation 2016

Monmouthshire Primary Schools

School Name	Standards	Capacity	Overall Categorisation
Archbishop Rowan Williams CiW	2	B	Yellow
Cantref Primary	1	A	Green
Castle Park Primary	2	C	Amber
Cross Ash CP	2	B	Yellow
Deri View Primary*	1	B	Yellow
Dewstow Primary	3	C	Amber
Durand Primary	2	B	Yellow
Gilwern CP	1	A	Green
Goytre Fawr Primary	1	A	Green
Kymin View Primary	1	B	Yellow
Llandogo CP	3	C	Amber
Llanfair Kilgeddin CiW VA			
Llanfoist Fawr Primary	1	B	Yellow
Llantilio Pertholey CiW Primary	2	C	Amber
Llanvihangel Crucorney CP	1	B	Yellow
Magor VA Primary	1	C	Amber
Osbaston CiW Primary	1	B	Yellow
Our Lady and St Michael's	3	D	Red
Overmonnow CP*	2	C	Amber
Pembroke Primary*	2	C	Red
Raglan VC Primary	2	B	Yellow
Rogiet CP	2	B	Yellow
Shirenewton Primary	1	A	Green
St Mary's RC Primary	1	B	Yellow
The Dell Primary	2	B	Yellow
Thornwell Primary	1	B	Yellow
Trellech CP	1	A	Green
Undy CP	2	B	Yellow
Usk CiW Primary	1	B	Yellow
Ysgol Y Fenni	2	B	Yellow
Y Ffin	3	C	Amber

Monmouthshire Special School and PRU

School Name	Standards	Capacity	Overall Categorisation
Monmouthshire PRU	NA	B	Yellow
Mounton House Special School	NA	D	Red

Monmouthshire Secondary Schools

School Name	Standards	Capacity	Overall Categorisation
King Henry VIII Comprehensive School	3	C	Amber
Caldicot School	2	B	Yellow
Chepstow Comprehensive School	1	B	Yellow
Monmouth Comprehensive School	2	B	Yellow

SUBJECT: ANNUAL QUALITY ASSURANCE REPORT FOR THE EDUCATION ACHIEVEMENT SERVICE 2015

MEETING: CYP SELECT COMMITTEE

DATE: 11th FEBRUARY 2016

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To provide members of the Children and Young People Select Committee Annual Quality Assurance Report 2015 for the commissioned service provided by the Education Achievement Service.

2. RECOMMENDATIONS:

- 2.1 That the Children and Young People Select Committee receive the Annual Quality Assurance Report 2015
- 2.2 That members of the Children and Young People Select Committee consider the current position and areas for improvement for the school improvement service provided by the Education Achievement Service.
- 2.3 That members of the Children and Young People Select Committee use this report to scrutinise the quality and impact of the Educational Achievement Service and challenge any underperformance.

3. KEY ISSUES:

- 3.1 In September 2014, a revised process for quality assuring the work and impact of the Education Achievement Service was implemented across the region. This process follows an annual cycle and includes monthly reviews and termly evaluations by the local authority School Improvement Lead and the Principal Challenge Adviser. At the end of the year the work and impact of the Education Achievement Service is evaluated in detail and presented to the Cabinet Member for further scrutiny and challenge. The strengths of the service are noted and areas for further improvement identified. Outcomes from this process feeds into the directorate's self-evaluation processes. Included in the report is an overview of the work of the Challenge Adviser, the role of the Principal Challenge Adviser and the Quality Assurance process.
- 3.2 The report identifies an improvement in the quality and consistency of challenge provided by the team of Challenge Advisers across Monmouthshire schools. However, consistency across our secondary schools could be strengthened by having one Challenge Adviser working across all four schools in September 2015.

- 3.3 The impact of challenge, support and intervention has been positive over the last year with most schools showing an improvement in pupil outcomes. Overall outcomes at the end of Foundation Phase and Key Stages 2, 3 and 4 are ranked first or second and our free school meal (FSM) benchmark position aligns closely to our overall FSM position of second lowest in Wales. Most schools feel that the balance between support and challenge is appropriate.
- 3.4 There is further work to be done to improve the performance of eFSM pupils, vulnerable groups and MAT pupils. This is a focus within both LA and EAS plans. The process for Challenge Advisers to challenge to schools has been strengthened when scrutinising targets and monitoring progress throughout the year.
- 3.5 Targets for national categorisation show an upward trend for 2016 and the actions identified by Challenge Advisers to secure this improvement are appropriate.
- 3.6 Eight schools have been inspected by Estyn during the academic year 2014/2015. Three of these schools required no follow-up, one was placed in Estyn monitoring, three in the Estyn category of requiring significant improvement and one in special measures. Prospects for improvement were judged to be adequate or better for six out of eight schools and unsatisfactory in two schools.
- 3.7 Nearly all schools placed in 'follow-up' by Estyn in 2014 were removed at the first revisit. Where this was not achieved, it was because there were no pupils in the school at the time the school was scheduled to be revisited.
- 3.8 The termly tracking of pupil progress has had a variable impact across schools. This is the first year regular monitoring has been in place and further refinements will be introduced for 2015/16.
- 3.9 The uptake of training provided by the Education Achievement Service is low in comparison with other authorities within the region. This is particularly noticeable for the Outstanding Teacher programmes. The LA will support the EAS to improve this next year with a focus on schools in need of intervention.
- 3.10 The impact of support delivered to schools is evident in outcomes and discussions with Headteachers. However, reports from the EAS are not sufficiently clear or consistent to enable the authority to evaluate and compare the impact of each part of the service individually and collectively. Not all reports were provided in time for the annual review and therefore could not be considered.
- 3.11 Included in the report are agreed actions for improvement on page 16.
- Agreed changes will be made to the CA team with effect from September 2015
 - eFSM pupils will be a focus for target setting with CAs
 - Individual target setting and monitoring process will be refined to become more robust and effective
 - Reasons for the low uptake of training will be identified and addressed

- Missing reports will be sent to the LA for scrutiny
- The PCA will forward our concerns regarding BIS reports and ensure that improvements are secured in this area before the next batch are delivered at the end of the autumn term.

4. REASONS:

- 4.1 To ensure that the authority effectively scrutinises the quality and impact of the school improvement service provided by the Education Achievement Service to ensure value for money.
- 4.2 To secure continuous improvement in our schools to address areas for further development and maximise its contribution to delivering on the council's priority of the education of children and young people.

5. RESOURCE IMPLICATIONS:

- 5.1 Actions contained within the report are to be delivered within the existing resources.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 6.1 None – This report does not propose a change in policy or service delivery.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 7.1 There are no specific implications identified within this report

8. CONSULTEES:

CYP DMT
Cabinet Member

9. BACKGROUND PAPERS:

- 9.1 Monmouthshire Annual Quality Assurance Report of the Education Achievement Service 2015

10. AUTHOR:

Sharon Randall-Smith

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Monmouthshire Annual Quality Assurance Report of the Education Achievement Service 2015

(End of Academic Year meeting with LA Director/Chief Education Officer)

Present: Nicola Allan, Sharon Randall Smith Liz Hacket Pain (Cabinet member)

Date of Meeting: 13th August 2015

Key discussion points

- 1. Annual programme of CA Activity 2014/2015**
- 2. Impact of the work of CAs 2014/15, including progress of red/amber schools and the implementation of the SEWC Schools Causing Concern Policy**
- 3. BIS activity and impact**
- 4. Implementation of Annual QA programme**
- 5. Target setting Implementation**
- 6. Role of PCA**
- 7. AOB**

1. Recap of annual programme of CA Activity 2014/2015

Autumn Term 2014	
Challenge Adviser Core Activity Visit: (All schools autumn term 2014 only) What Schools received from their Challenge Adviser and the EAS	Timescales
<ul style="list-style-type: none"> • Categorisation on the new National Model – Standards (Nationally set, regionally discussed) and Leadership and Teaching and Learning. An Overall support category will be allocated in draft, prior to LA final agreement; • Specific bespoke areas for improvement were agreed; • An evaluation of the quality of the school improvement plan was carried out; • Target setting process with the Head teacher and securing agreement with the Chair of Governors was completed; and • Progress towards ESTYN recommendations evaluated using new ESTYN descriptors. 	1 day
<ul style="list-style-type: none"> • Headteacher Performance Management review (if applicable for this term in accordance with the PM cycle already agreed within the school.) 	½ day
<ul style="list-style-type: none"> • Target setting completed by the agreed deadline. • EAS quality assured the targets and process. If required, the CA re-visited during the week commencing 3rd November 2014 to discuss further in the presence of the Chair of Governors. 	No longer than ½ a day visit
<ul style="list-style-type: none"> • Annual attendance at Governing Body meeting to present EAS Annual Report to Governing Body. These will begin in the autumn term 2014 and will be completed by the end of the spring term 2015. 	1 Governors meeting (Green schools will not receive this)

Spring Term 2015

(Please note that Green schools were not be visited apart from HT PM if applicable)

Challenge Adviser Core Activity Visit:

What Schools received from their Challenge Adviser and the EAS

Timescales

- Leadership of Teaching and Learning – the development of accountabilities and systems to secure effective provision for groups of learners with a particular focus on vulnerable learners;
- Quality assurance of the outcomes of the school’s own monitoring activity to include book scrutiny (literacy or numeracy focus) regarding groups of learners;
- Progress towards pupil targets (discussion around submitted targets at the end of the Autumn Term).
- Update of Leadership, Teaching and Learning Categorisation if required.
- Progress towards EAS agreed bespoke actions and Estyn recommendations.

1 day

- Headteacher Performance Management review (if applicable for this term in accordance with the PM cycle already agreed within the school).

½ a school day

- Annual attendance at Governing Body meeting to present EAS Annual Report to Governing Body.

1 Governors meeting
(Green schools will not receive this)

Summer Term 2015

(Please note that Green schools will not be visited apart from HT PM if applicable)

Challenge Adviser Core Activity Visit: What Schools can expect from their Challenge Adviser and the EAS	Timescales
<ul style="list-style-type: none"> Update of Leadership, Teaching and Learning Categorisation; Progress towards pupil targets (KS4/KS5) / outcomes (FP, KS2 and KS3); Support for school target setting for 2015-2016 if required; and Progress towards EAS agreed bespoke actions and Estyn recommendations. 	1 day (Green schools will submit targets electronically).
<ul style="list-style-type: none"> Approval of new PDG/EiG plans for 2015-2016; Support where applicable in conjunction with mySID training to support the school in writing its Self-Evaluation and 3 year School Development Plan by September 1st; If PDG/EiG plans are not agreed through EAS quality assurance processes then the CA will re-visit to discuss further.	Plans will be submitted to learning intelligence via mySID and will be quality assured electronically via mySID. If plans are not agreed, no longer than ½ day visit.
<ul style="list-style-type: none"> Headteacher Performance Management review (if applicable for this term in accordance with the PM cycle already agreed within the school). 	<ul style="list-style-type: none"> ½ day

For 2015/16, the significant change will be around the ‘Growing Excellence’ programme involving green category schools from across the region, working in small groups to peer assess themselves and as a consequence share best practice.

See additional document on Green School programme.



2. Impact of the work of CAs 2014/15, including progress of red/amber schools and the implementation of the SEWC Schools Causing Concern Policy

Monmouthshire School Categorisation 2014

Primary Schools

School Name	Standards	Capacity	Overall Categorisation	Support and Intervention during the year
Archbishop Rowan Williams CiW	3	C	Amber High Support	<ul style="list-style-type: none"> EAS support with: Policy and systems review/Book scrutiny/verification of session observations/SER redraft/monthly progress meetings/EFT training/GB training
Cantref Primary	1	B	Yellow Low Support	
Castle Park Primary	3	C	Amber Medium Support	<ul style="list-style-type: none"> EAS support with: Policy review/Book scrutiny/joint observations /SER redraft/half-termly review meetings
Cross Ash CP	2	B	Yellow Medium Support	
Deri View Primary*	2	B	Yellow Medium Support	
Dewstow Primary	3	C	Amber High support	<p>Removed from Estyn category Significant Improvement</p> <ul style="list-style-type: none"> EAS support from FP, Literacy, numeracy and Welsh Teams to raise standards and plan skills across the curriculum EAS support to Carry out learning walks/book scrutiny/ provide training/ evaluate quality of T and L/

				improve the quality of the SER and SDP/ develop expertise of Gb to support and challenge the school
Durand Primary	3	C	Amber Medium support	<ul style="list-style-type: none"> EAS support with: Implementing a timetable of SER activities/redraft the SER/ introducing the GB toolkit/ ETF training/ T and L review/additional training/joint lesson observations
Gilwern CP	1	A	Green	<ul style="list-style-type: none"> Removed from LA monitoring
Goytre Fawr Primary	1	A	Green	
Page 61 Kemin View Primary	2	C	Amber High support	<ul style="list-style-type: none"> CA and PCA support with: Policy review/implementing a timetable of SER activities/developing the role of the GB/refine SDP/use EFT to monitor to T and L effectively/adopt and implement EAS pupil tracker/teaching and learning review/joint lesson observations/ full implementation of the LNF
Llandogo CP	2	C	Amber Medium support	<ul style="list-style-type: none"> EAS support to: establish an understanding ET and learning across the school/review training and development plans to meet needs/monitor the impact of the new meeting structure/ provide training to staff in SE/attend GB meetings
Llanfair Kilgeddin CiW VA	3	D	Red High support	<ul style="list-style-type: none"> EAS support to: Implement PM procedures/ an annual timetable of SER activities/review SER to include first hand evidence/ review

				current T and L policy using the ETF/ joint book scrutiny/ access relevant training for staff/ appoint additional Governors to build greater capacity/ review content of GB reports in line with EAS guidance/develop the role of link Governor/ GB to begin proves of SER to complete their own SER
Llanfoist Fawr Primary	1	B	Yellow Low support	
Llantilio Pertholey CiW Primary	2	C	Amber High support	<ul style="list-style-type: none"> EAS support to: Deliver data analysis training to GB and develop the role /school to adopt and implement EAS tracker/ review current policies and embed ETF/carry out a learning review/ implement a timetable of SER activities/
Llanvihangel Crucorney CP	2	B	Yellow Medium support	
Magor VA Primary	1	B	Yellow	
Osbaston CiW Primary	2	B	Yellow	
Our Lady and St Michael's	3	C	Amber High support	<ul style="list-style-type: none"> EAS support to: monitor progress in Welsh / carry out joint lesson observations and book scrutiny/review of teaching and Learning/ provide training on ETF/access relevant training for staff/data training to GB
Overmonnow CP*	3	C	Amber High support	<ul style="list-style-type: none"> EAS support to: Implement a timetable of SER activities during the year/ develop the role of the GB in SER/ refine the SDP to focus

				on key areas for improvement/review and revise the SER/review of T and L policy/ undertake a numeracy T and L review/ access relevant training for staff/joint lesson observations/
Pembroke Primary*	3	C	Amber High support	<ul style="list-style-type: none"> EAS support to: Review the SDP to focus on key areas/ secure improved engagement from the ALC/ secure leadership support from the cluster alliance/ implement a timetable of SER activities across the year/ re-establish GB role in SER/ review GB committees/ use EFT to monitor T and L more effectively/review T and L policy/access appropriate training/ joint lesson observations
Raglan VC Primary	2	B	Yellow	
Raglan CP	2	B	Yellow	
Shirenewton Primary	1	A	Green	
St Mary's RC Primary	2	C	Amber	Was removed from Estyn monitoring
The Dell Primary	1	B	Yellow	
Thornwell Primary	2	C	Amber	<ul style="list-style-type: none"> Removed from Estyn category of Significant improvement EAS support from FP, Literacy to raise standards in writing and handwriting EAS support to Review marking and feedback policy/Carry out learning walks/book scrutiny/ provide training/ evaluate quality of T and L/ improve the quality of the

				SER and SDP/ develop expertise of GB to support and challenge the school /
Trellech CP	2	A	Yellow	
Undy CP	2	B	Yellow	
Usk CiW Primary	1	B	Yellow	
Ysgol Y Fenni	2	B	Yellow	
Y Ffin	3	D	Red	<ul style="list-style-type: none"> EAS support to: ensure that PM arrangements are in place and implemented/establish a programme for activities for non-contact time to focus on standards and SER activities/review impact of meetings and activities/ revise SER/ review and update T and L policy and M and E policy / update staff on use of ETF/implement a whole school monitoring policy/ agree and implement a policy on effective learning environments/ review quality of reports to GB/ access relevant training for staff/ develop the role of the GB particularly around SER processes.

Special School and PRU

School Name	Standards	Capacity	Overall Categorisation	Interventions during the year
Monmouthshire PRU	NA	B	Yellow High support	
Mounton House Special School	NA	D	Red High support	<ul style="list-style-type: none"> EAS to support with: Performance Management/annual timetable of SER activities/review of evidence and outcomes/ review current T and L policy/provide an

				update for staff on ETF/ carry out joint book scrutiny/ access identified training for staff/ source additional Governors to build capacity of GB/ establish an annual cycle of GB meetings and training/develop GB reports for GBs in line with EAS guidance/ develop the role of the link Governor/ GB to begin SER process and complete their own SER
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Secondary Schools

School Name	Standards	Capacity	Overall Categorisation	Intervention
King Henry VIII Comprehensive School	4	C	Amber High support	School in Estyn category significant improvement Statement of Action and PIAP in place. EAS support to GB and leadership team Review of role of middle and senior leaders QA of review of teaching and learning Support with development planning
Caldicot School	2	B	Yellow	
Chepstow Comprehensive School	3	B	Yellow	
Monmouth Comprehensive School	2	B	Yellow	

Possible movers:

Yellow to Green

1. Cantref
2. Llanfoist Fawr
3. Osbaston
4. Trellech
5. Usk

Amber to Yellow

1. Archbishop Rowan Williams
2. Durand
3. Kymin View
4. Llandogo
5. St Mary's
6. Thornwell

Red to Amber

1. Ysgol Y Ffin

Outcomes in relation to ESTYN Inspections and monitoring visits 2014/15

Full inspections						
School	Estyn follow up	Overall	Prospects	KQ1	KQ2	KQ3
Cantref	No Follow up	Good	Good	Good	Good	Good
Trellech	No Follow up	Good	Good	Good	Good	Good
Undy	No Follow up	Good	Good	Good	Good	Good
Castle Park	Estyn Monitoring	Adequate	Adequate	Adequate	Adequate	Adequate
King Henry	Significant Improvement	Adequate	Adequate	Adequate	Adequate	Adequate
Mounton House	Significant Improvement	Adequate	Adequate	Adequate	Adequate	Adequate
Pembroke	Significant Improvement	Adequate	Unsatisfactory	Adequate	Adequate	Unsatisfactory
Llanfair Kilgeddin	Special Measures	Adequate	Unsatisfactory	Adequate	Adequate	Unsatisfactory

Estyn monitoring visits	
School	Outcome
Dewstow	Out of Significant Improvement Category
Thornwell	Out of Significant Improvement Category
Llandogo	Out of ESTYN monitoring
Osbaston	Out of ESTYN monitoring
St Marys	Out of ESTYN monitoring
The Dell	Out of ESTYN monitoring
Llanfair Kilgeddin	Remains in special measures

LA Monitoring	
School	Outcome
Gilwern	Out of LA monitoring

3 BIS activity and impact

- Please see reports submitted this year
- Literacy
- Numeracy
- Governor Services
- 21st Century Learning Schools
- Foundation Phase
- Welsh in education
- HR specialist service (Annual report)
- Excellence in teaching

There was a discussion around the BIS reports

- NA to query with schools attendance at Literacy co-ordinator network – the list of schools not attending was helpful
- Inconsistency in format of reports
- Variation of quality of impact statements
- Choice of schools to model or pilot schemes e.g. Ysgol Y Ffin - should consult PCA or LA to determine appropriateness
- Feedback on CfBT NSP LNF roll out is that there was limited impact and too many schools are assessed as Amber overall.
- NA to query 19/31 Y6 teachers attending assessment training
- NA confirmed that the primary school who had not had profiles agreed had been approached and there had been a discussion, but no changes were made to the overall level.
- Outstanding teachers Phase 3 – what are the reasons behind no teachers being involved from MCC, more detail would be

- A key to explain acronyms and abbreviations would be beneficial with the BIS reports.
- Literacy team eFSM MCC – are there plans to target schools where FSM performance is a concern? It would be helpful to cite if MCC performance was consistent with or inconsistent with the pattern for other schools across the region within the process
- No schools have selected bespoke consultancy, Consider directing schools to use their EiG if bespoke work is identified as a need?
- Concern over lack of engagement with the secondary schools. Are there opportunities to utilise the PCA (CA team) and the LA to ensure that schools engage.

Numeracy report

- Numeracy report is easier to interpret. The more established numeracy team have had a positive impact and more schools have taken up training.
- Catch up initiative only 3/21 schools, do the Numeracy team need to work more closely with PCA and LA to engage schools
- Moderation training and involvement of schools – again the involvement of the PCA and LA in involving schools would be good both primary and secondary
- Numeracy report contains a comment on BG not MCC this needs to be corrected.
- Below SEWC averages for training linked to Donaldson etc. It would be useful to have clarity about how this is being addressed
- Lack of attendance particularly of senior leaders at meetings and training networks is a concern that the PCA and LA will work together to address.

Page

Governor Services

- Clarity required around the GSO liaison officer and the Mentor Chair for school to school support
- Clarity around termly meetings needs improving.

HR report

- Secondment process – query as to why there is no LA and member involvement in the process and protocol
- HT and DHT recruitment process and protocol. LA not involved in the process
- Suite of materials and exemplar JDs and teacher secondments – the LA have not had an input in this.
- HR to have a link and list of current polices and schools that have adopted them. Also a list of policies which will be going to GB for consideration so that LA can know what to look for.
- List of JDs which have been rewritten so that the LA know which are in existence

Excellence in teaching Strategy

- The report was not helpful in reflecting or understanding the impact the excellence in teaching framework

14-19 report

- The report is not sufficiently detailed for the LA to understand the impact on MCC schools.

Missing reports

- FP and 21st Century and Welsh in education reports are missing and these need to be completed as a matter of urgency PCA to chase these reports.
- Reports are being batched and sent through

Overall

- Almost all of the Challenge Adviser team working within Monmouthshire is presenting appropriate challenge to our schools as evidenced by improving trends. There is a potential lack in consistency across our secondary schools because not all have the same CA. Appropriate changes will be made in the team for next academic year.
- The impact of EAS work in improving outcomes in our schools has been positive. The balance between support and challenge is now appropriate and welcomed by schools
- The tracking of progress towards targets has not appeared to be as robust as it could have been although this is the first year progress has been measured termly. This will need to be reviewed for 2015/16
- There is agreement that there is still work to do around the performance of eFSM pupils and other vulnerable groups and this is a focus within both LA and EAS plans. CA challenge, particularly for eFSM pupils will need to be strengthened further when targets are set and in their monitoring throughout the year.
- The impact of the BIS section is evident in outcomes and feedback from school colleagues although this is not represented clearly enough in the documentation provided for consideration and the reports are inconsistent in presentation, quality and content.
- Monmouthshire schools' take up of training in some key areas is lower than the region and is in need of improvement. Support from the LA will be provided to the EAS to improve this over the next year
- Monmouthshire will consider directing EIG spend in schools causing concern or in need of bespoke support.

We have agreed that:

- Agreed changes will be made to the CA team with effect from September 2015
- eFSM pupils will be a focus for target setting with CAs
- Individual target setting and monitoring process will be refined to become more robust and effective
- Reasons for the low uptake of training will be identified and addressed
- Missing reports will be sent to the LA for scrutiny

- **The PCA will forward our concerns regarding BIS reports and ensure that improvements are secured in this area before the next batch are delivered at the end of the autumn term.**

4. Implementation of the annual QA programme

QA Activity	Evaluation/discussion
Monthly QA meetings	<ul style="list-style-type: none"> • Schedule • Quality of paperwork • Focus/agenda • Outcomes/impact on standards • Areas for development for 2015/2016 <p style="text-align: right; margin-right: 20px;">} In-line with agreed policy</p>
Termly QA meetings	<ul style="list-style-type: none"> • Schedule • Quality of paperwork • Focus/agenda • Outcomes/impact on standards <p style="text-align: right; margin-right: 20px;">} In-line with agreed policy</p> <p>Areas for development for 2015/2016</p>
LA Wider group meetings	<ul style="list-style-type: none"> • Schedule • Quality of paperwork • Focus/agenda • Outcomes/impact on standards <p>Areas for development for 2015/2016</p>
P Page 71 AN meetings	<ul style="list-style-type: none"> • Schedule • Quality of paperwork • Focus/agenda • Outcomes/impact on standards <p>Areas for development for 2015/2016</p>
Meetings for Schools Causing Concern.	<ul style="list-style-type: none"> • Schedule • Quality of paperwork • Focus/agenda • Outcomes/impact on standards <p style="text-align: right; margin-right: 20px;">} In-line with agreed policy</p> <p>Areas for development for 2015/2016</p>
Recovery Board meetings	<ul style="list-style-type: none"> • Schedule • Quality of paperwork • Focus/agenda • Outcomes/impact on standards <p>Areas for development for 2015/2016</p>
Member/committee training provision by PCA	<ul style="list-style-type: none"> • Focus • Outcomes/impact on standards <p>Areas for development for 2015/2016</p>

National Categorisation Process	<ul style="list-style-type: none"> • Schedule • Quality of paperwork • Focus/agenda • Outcomes/impact on standards <p>Areas for development for 2015/2016</p>	In-line with agreed national policy
Target setting process	<ul style="list-style-type: none"> • Schedule • Quality of paperwork • Focus/agenda • Outcomes/impact on standards <p>Areas for development for 2015/2016</p>	In-line with agreed EAS/LA policy
National test outcomes analysis	<ul style="list-style-type: none"> • Quality of paperwork • Focus/agenda • Outcomes/impact on standards <p>Areas for development for 2015/2016</p>	

PCA Activity	Evaluation/discussion
Progress towards PIAP	Comments to be recorded
STR update	Comments to be recorded
Progress towards LA Business Annex update	Comments to be recorded

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5. Target setting implementation

The process

See Target setting presentation for MRB

Outcomes

Share high level outcomes for the LA

See Progress towards targets information Y5 and Y8

4 The Role of the PCA

Autumn Term 2014		
Approximate completion date / meeting dates	Activity	EAS Responsibility
<ul style="list-style-type: none"> • Within the 1st 2 weeks of the autumn term 	<ul style="list-style-type: none"> • Introductory meeting with the Director of Education / Chief Education Officer and the LA Link Officer (if applicable) • The LA File of information will be shared • The following dates and EAS contributions will be agreed; <ul style="list-style-type: none"> ▪ Scrutiny presentations ▪ Reports for any WG Boards ▪ Contributions to LA self-evaluation activities 	Assistant Director CA and PCA
<ul style="list-style-type: none"> • Dates in line with the statistical releases from WG 	<ul style="list-style-type: none"> • Outcomes (FP, KS2, KS3 provisional KS4) – PCA will ensure that the LA receives the written reports/ data overviews on the outcomes at each KS. 	PCA Lead for Learning Intelligence
<ul style="list-style-type: none"> • By October half term 	<ul style="list-style-type: none"> • The PCA will meet with the LA lead Officer for Inclusion to discuss performance of pupils with ALN and to identify key joint work streams and closer collaboration. To include Attendance and Exclusions information. • Key half termly dates will be set for the year 	PCA (to include Lead for Learning Intelligence as appropriate)
<ul style="list-style-type: none"> • By October half term 	<ul style="list-style-type: none"> • To link with Lead LA Officer in offering training for all key LA Education staff on the principles of the new National Model of categorisation • To offer this training to Education Scrutiny Members also. 	PCA
<ul style="list-style-type: none"> • Intervention meetings should take place at least once a term. These dates should 	<ul style="list-style-type: none"> • The PCA will work alongside the key LA link Officer to draw up the annual programme of dates in line with Intervention Meetings for Schools Causing Concern. The PCA will inform the CAs of these dates. 	PCA

be set for the year by October half term.	<ul style="list-style-type: none"> The PCA will ensure that impact reports for all identified schools are sent to the LA Link Officer within 1 week of the Intervention Meeting. 	
<ul style="list-style-type: none"> The first meeting will take place by the end of September 2014 	<ul style="list-style-type: none"> The PCA will arrange Monthly QA meetings (following the reviewed guidance) with the LA Link Officer. To include information from BIS teams. The first termly monthly meeting will give an overview of the dates for core visits for the term and an overview of the 'new' categorisations of schools. Agreed paperwork following these meetings will be sent to the LA within 5 days and copied to the ADCA. 	PCA
<ul style="list-style-type: none"> The first meeting will take place by October half term 2014. 	<ul style="list-style-type: none"> The PCA will arrange regular (at least half termly / monthly) 'wider group' meetings (see terms of reference) with LA link Officer. Key action points from these meetings will be sent to the LA within 5 working days of the meeting and copied to the ADCA. 	PCA (to include CAs and Governor Support Officers as appropriate)
<ul style="list-style-type: none"> To be completed by October half term (or in line with LA timescales) 	<ul style="list-style-type: none"> The PCA will complete / update as appropriate the LA SER (sections to be agreed but definitely 2.1) The PCA will complete / update progress towards LA PIAPs / Service plans as appropriate. 	PCA To be QA by ADCA
<ul style="list-style-type: none"> To be completed within the agree timescales in the target setting overview 	<ul style="list-style-type: none"> Target setting and progress updates – the PCA will be the main link with the LA throughout this process and will ensure that the LA receives the 'draft' targets by the agreed timescales. The PCA will ensure that appropriately challenging targets are submitted to the LA that have undergone internal QA. The PCA will link with the LA over any school targets that require additional updates / discussions prior to the end of autumn term. 	PCA Final information sent to be QA by ADCA
<ul style="list-style-type: none"> Dates to be booked for the year by October half term. 	<ul style="list-style-type: none"> Termly QA visit – the ADCA will visit each Director / LA Link Officer at the end of each term (or sooner if required) to discuss the processes and quality of work. 	ADCA

Spring Term 2015

Approximate completion date / meeting dates	Activity	EAS Responsibility
<ul style="list-style-type: none"> Monthly throughout the spring term 2015 	<ul style="list-style-type: none"> The PCA will attend Monthly QA meetings (following the reviewed guidance) with the LA Link. To include information from BIS teams. The first termly monthly meeting will give an overview of the dates for core visits for the term Will include any updates on SEG/PDG/WEG information and KS2/KS3 Moderation / Validation exercises. Agreed paperwork following these meetings will be sent to the LA within 5 days and copied to the ADCA. 	PCA
<ul style="list-style-type: none"> Dates in line with the statistical releases from WG 	<ul style="list-style-type: none"> Outcomes (KS4 final) – PCA will ensure that the LA receives the written reports / data overviews on the outcomes at each KS. 	PCA Lead for Learning Intelligence
<ul style="list-style-type: none"> Half termly through the spring term 2015 	<ul style="list-style-type: none"> The PCA will meet with the LA lead Officer for Inclusion to discuss performance of pupils with ALN. Attendance / Exclusions and links with other key LA initiatives. 	PCA (to include Lead for Learning Intelligence as appropriate)
<ul style="list-style-type: none"> Intervention meetings should take place at least once a term. 	<ul style="list-style-type: none"> The PCA will work alongside the key LA link Officer to implement the programme in line with the Schools Causing Concern Policy. Intervention meetings will be held in line with this Policy. The PCA will ensure that impact reports for all identified schools are sent to the LA Link Officer within 1 week of the Intervention Meeting. 	PCA
<ul style="list-style-type: none"> Monthly / half termly throughout the spring term 2015 	<ul style="list-style-type: none"> The PCA will arrange regular (at least half termly / monthly) 'wider group' meetings (see terms of reference) with LA link Officer and other key LA Officers Key action points from these meetings will be sent to the LA within 5 working days of the meeting and copied to the ADCA. 	PCA (to include CAs and Governor Support Officers as appropriate)
<ul style="list-style-type: none"> To be completed / updated in line with agreed LA timescales 	<ul style="list-style-type: none"> The PCA will complete / update as appropriate the LA SER (sections to be agreed but definitely 2.1) The PCA will complete / update progress towards LA PIAPs / Service plans as appropriate. 	PCA To be QA by ADCA

<ul style="list-style-type: none"> To be completed within the agreed timescales in the target setting overview 	<ul style="list-style-type: none"> Target setting and progress updates – the PCA will be the main link with the LA throughout this process and will ensure that the LA receives the progress towards targets by the agreed timescales. 	<p>PCA</p> <p>Final information sent to be QA by ADCA</p>
<ul style="list-style-type: none"> Visit will take place before the end of the spring term 2015 (or sooner if required) 	<ul style="list-style-type: none"> Termly QA visit – the ADCA will visit each Director / LA Link Officer at the end of each term (or sooner if required) to discuss the processes and quality of work. 	<p>ADCA</p>

Summer Term 2015

Approximate completion date / meeting dates	Activity	EAS Responsibility
<ul style="list-style-type: none"> Monthly throughout the summer term 2015 	<ul style="list-style-type: none"> The PCA will attend Monthly QA meetings (following the reviewed guidance) with the LA Link. To include information from BIS teams. The first termly monthly meeting will give an overview of the dates for core visits for the term Will include any updates on KS2/KS3 Moderation / Validation exercises. Agreed paperwork following these meetings will be sent to the LA within 5 days and copied to the ADCA. 	<p>PCA</p>
<ul style="list-style-type: none"> Dates in line with the statistical releases from WG 	<ul style="list-style-type: none"> Outcomes (FP, KS2, KS3 and KS4 provisional) – PCA will ensure that the LA receives the written reports / data overviews on the outcomes at each KS. 	<p>PCA</p> <p>Lead for Learning Intelligence</p>
<ul style="list-style-type: none"> Half termly through the summer term 2015 	<ul style="list-style-type: none"> The PCA will meet with the LA lead Officer for Inclusion to discuss performance of pupils with ALN. Attendance / Exclusions and links with other key LA initiatives. 	<p>PCA</p> <p>(to include Lead for Learning Intelligence as appropriate)</p>
<ul style="list-style-type: none"> Intervention meetings should take place at least once a term. 	<ul style="list-style-type: none"> The PCA will work alongside the key LA link Officer to implement the programme in line with the Schools Causing Concern Policy. Intervention meetings will be held in line with this Policy. 	<p>PCA</p>

	<ul style="list-style-type: none"> The PCA will ensure that impact reports for all identified schools are sent to the LA Link Officer within 1 week of the Intervention Meeting. 	
<ul style="list-style-type: none"> Monthly / half termly throughout the spring term 2015 	<ul style="list-style-type: none"> The PCA will arrange regular (at least half termly / monthly) 'wider group' meetings (see terms of reference) with LA link Officer and other key LA Officers Key action points from these meetings will be sent to the LA within 5 working days of the meeting and copied to the ADCA. 	PCA (to include CAs and Governor Support Officers as appropriate)
<ul style="list-style-type: none"> To be completed / updated in line with agreed LA timescales 	<ul style="list-style-type: none"> The PCA will complete / update as appropriate the LA SER (sections to be agreed but definitely 2.1) The PCA will complete / update progress towards LA PIAPs / Service plans as appropriate. 	PCA To be QA by ADCA
<ul style="list-style-type: none"> To be completed within the agreed timescales in the target setting overview 	<ul style="list-style-type: none"> Target setting and progress updates – the PCA will be the main link with the LA throughout this process and will ensure that the LA receives the progress towards targets by the agreed timescales. 	PCA Final information sent to be QA by ADCA
<ul style="list-style-type: none"> Visit will take place before the end of the summer term 2015 (or sooner if required) 	<ul style="list-style-type: none"> Termly QA visit – the ADCA will visit each Director / LA Link Officer at the end of each term (or sooner if required) to discuss the processes and quality of work. 	ADCA

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SUBJECT: Childhood Obesity Strategy for Gwent
MEETING: Monmouthshire Children and Young People Select Committee
DATE: 11 February 2016
DIVISION/WARDS AFFECTED: Implications across all divisions / wards

1. PURPOSE:

- 1.1 To introduce the Gwent childhood obesity strategy to 2025, "Fit for Future Generations" to the Monmouthshire Children and Young People Select Committee.
- 1.2 To develop understanding of the significant impact of obesity and childhood obesity on people and the public service sector, the benefits of coordinated effective action and the recommended strategic approach to delivery.
- 1.3 To inform the Committee of the response across the Gwent / ABUHB area.
- 1.4 To suggest actions that Elected Members could take to support implementation of the strategy in Monmouthshire and to enable the Committee to input at the early stages of development of a Monmouthshire response.

2. RECOMMENDATIONS:

- 2.1 The Committee are asked to provide comment on the attached draft strategy: "Fit for future generations – a Childhood obesity strategy for Gwent to 2025" particularly noting the public service wide benefits if we tackle childhood obesity effectively.
- 2.2 The Committee are asked to note that Monmouthshire Local Service Board (in future the Public Service Board) have agreed to provide overall governance and accountability for delivery on the Childhood Obesity Strategy. Structures and processes for delivery of the strategy are at the early stages of development, and any input from the Committee at this stage is welcomed.
- 2.4 The Committee are asked to consider the following:
 - The role of Elected Members as leaders for this cross-government agenda
 - The role of Elected Members in scrutinising services and policies for impact on childhood obesity
 - How we can best engage with the population to change attitudes around obesity and the leadership role of Elected Members in facilitating this

3. SUMMARY:

- 3.1 The draft childhood obesity strategy and action list attached at Appendix 1 presents a vision of healthier, fitter future generations – where obesity will not be harming children and limiting the wellbeing of future generations in Gwent as it is today. It outlines the important and wide ranging benefits to people, communities and public services from effective and coordinated action on childhood obesity which include (but is not limited to):

- improved physical and mental wellbeing leading to better educational attainment;
 - stronger local economy with increased activity with less long-term limiting illness;
 - reducing health inequality,
 - increased social cohesion and inclusion,
 - improved local environment and
 - better quality of life
 - improved independence and less demand on social care services, offsetting the impact of our ageing population
- 3.2 The Strategy makes the case that childhood obesity should be included as a priority wellbeing objective, for both Public Service Boards and organisations because of its relevance to the Wellbeing of Future Generations (Wales) Act 2015 and the significant harm childhood obesity causes right across the *wellbeing goals*.
- 3.3 Coordinated, collaborative and effective long-term action is the only way to turn the curve on childhood obesity. Following analysis of local action from comprehensively collected sources and a thorough analysis of the evidence, including the views of people and practitioners, the strategy recommends areas for action for ABUHB, Local Authorities and Public Service Boards. This strategy is a “call to coordinate” and suggests shared governance for accountability and scrutiny within both organisations and Local/Public Service Boards.

4. BACKGROUND:

- 4.1 Childhood obesity harms children and young people now and damages the life chances of future generations. Childhood obesity causes a range of poor physical, mental and social health amongst children and young people and causes more severe chronic ill health in adulthood. In addition to health impact, childhood obesity also damages education, equality, prosperity, productivity and social inclusion.
- 4.2 The population scale of childhood obesity, its higher rates in deprived areas and, the fact that up to 80 per cent of obese children go on to become obese adults means childhood obesity is not only harming individuals’ lives, but also communities social, economic and environmental sustainability.
- 4.3 There are an estimated 37,000 children and young people (age 0 to 18 years) in Gwent who are overweight or obese of whom 19,400 are obese (Childhood Measurement Programme, the Welsh Health Survey and Health Behaviour in School-Age Children Survey). Adult obesity rates are at nearly 30 percent and have risen by a third in the last decade. In Monmouthshire, it is estimated that nearly 5,400 children and young people (age 0 -18 years) are overweight or obese of whom nearly 2,900 are obese.
- 4.4 Rates of overweight and obesity are significantly higher in our more deprived areas. At the age of just four or five years, many children are at greater risk of becoming overweight or obese just because of factors associated with where they live. This inequality also imposes a disproportionate burden on these already disadvantaged households and communities, magnifying the already serious consequences.
- 4.5 The economic consequences are staggering. Obese individuals have lower employment rates, lower productivity with more sick days, and people with obesity earn considerably less. The health and social care budgets bear the brunt of these costs through increased dependence, packages of care and equipment much of which is avoidable and can be delayed, particularly for future generations if we coordinate effective action.
- 4.6 The *effective and coordinated* action to improve diet, physical activity and healthy weight at population scale produces outcomes across *wellbeing goals* in addition to improved ‘health’, leading to a whole that is much greater than the sum of its parts:

- Less discrimination and bullying leading to better educational achievement
 - Improved independence and reduced demand on health and social care services
 - Improved local environment
 - Offset the impact of our aging population
 - Reduced health inequalities
 - Greater social cohesion and inclusion
 - Increased local economic activity with less limiting long-term ill health
 - Stronger local economy
 - Better quality of life
- 4.7 Robust analysis of local action reveals there is a huge amount of public sector activity and investment which can and probably does impact on obesity and childhood obesity – even if it is by consequence rather than design. In addition to that there is a supportive policy context and overlapping objectives held by statutory services and partnership. Yet despite that obesity rates continue to rise.
- 4.8 The Childhood Obesity Strategy for Gwent presents a vision of healthier, fitter future generations, where obesity will not be harming children and limiting the wellbeing of future generations in Gwent and its local authority areas as it is today.
- 4.9 A thorough analysis of the causes of obesity and the evidence of effective approaches, which included the views of people and practitioners, demonstrate two important things:
- There are clear areas for action and achievable activity with the best chance of success. Action has to be public service-wide and coordinated with robust governance for accountability and scrutiny.
 - In this sense addressing childhood obesity has much in common with the challenges that the LSB is addressing around Welfare Reform and sustainability more generally.
- 4.10 The causes of obesity are wide ranging and complex, yet the causes of obesity reveal the areas for our joint action to tackle childhood obesity. There is no one single organisation or policy area, let alone one single intervention which will provide the solution to childhood obesity. **Sustained, effective action on many of the key causes at the same time is required.**

The areas for action in this strategy are:

- Disrupt obesogenic social norms
 - Support a healthy start in life
 - Coordinate and improve the efforts in early years and schools settings
 - Influence healthy food choices in our communities
 - Encourage active recreation and play for families
 - Create active and safe communities
 - Provide community and healthcare based weight management interventions for families who need them
- 4.11 The strategy includes an action list, which represents the total actions that need to be progressed together to have a chance of turning the curve on childhood obesity. The pace and scale of implementation of actions within Local Authority must be decided by the Local Authority. The strategy recommends that the University Health Board, the five local authorities and the five local service boards adopt childhood obesity as a priority piece of work and as a “Wellbeing Objective”

under the Wellbeing of Future Generations (Wales) Act 2015. The strategy also calls for the five local authorities in Gwent to identify the relevant existing internal cross-organisational structure(s) who can provide: 1) assurance to Cabinet on progress against the childhood obesity “wellbeing objective”, 2) hold local authority departments and other providers accountable for delivery and 3) provide the appropriate cross-policy scrutiny for policy and activity which could impact on childhood obesity. The Strategy recommends that a Cabinet champion be nominated as a senior leader for this cross-government agenda.

4.12 Recognising the unprecedented austerity facing public services, and local authorities in particular, balancing what public services have to do today with tackling childhood obesity for future generations’ wellbeing is increasingly challenging. However, this *is* about the *Wales We Want*, defining the development path for our future generations, and, as mentioned there is already a lot of work underway. The success of this strategy and the work behind it will depend on a renewed focus on coordination and the *reorientation* of the actions to achieve closer alignment to what we know to be effective at reducing childhood obesity. Considering the above, this strategy is a call to coordinate and recommends that leadership and governance for delivery needs to be identified within both the University Health Board and local government corporate structures with overall accountability to the Local/Public Service Boards.

5. **AUTHOR:** Jonathan West, Principal Public Health Specialist, Aneurin Bevan Gwent Local Public Health Team

PRESENTER: Dr Sarah Aitken, Consultant in Public Health Medicine, Aneurin Bevan Gwent Local Public Health Team

6. **CONTACT DETAILS:**

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Appendices:

Appendix 1: DRAFT childhood obesity strategy for Gwent 2015 to 2025 *Fit for Future Generations*

Appendix 2: DRAFT Childhood Obesity Action Evidence Based Actions

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Action

Disrupt obesogenic social norms	Develop a childhood obesity communication strategy which includes consistent key messages, best resources and promotion of current provision particularly targeted in deprived communities
Disrupt obesogenic social norms	Identify and develop an ABUHB Board Member and senior council members (x5) to be champions for C & YP's physical activity
Support a healthy start in life	Evaluate Torfaen antenatal weight management service to include weight management outcomes as well as health outcomes in pregnancy and labour.
Support a healthy start in life	Develop a business case for the roll out of ABUHB antenatal weight management service across Gwent
Support a healthy start in life	Improve antenatal programmes across Gwent to routinely follow best practice guidelines on healthy eating and physical activity and develop a coordinated approach to provision
Support a healthy start in life	Enhance the provision of targeted weaning home visits for parents & families in areas of most need using evidenced based resources e.g. Change4Life 'introduction of solids'
Support a healthy start in life	Promote uptake and use of Healthy Start Vouchers and support retailers to engage in the scheme
Support a healthy start in life	Routinely record BMI at booking, 36 weeks and birth on the Protos system and provide brief intervention/brief advice for all pregnant women with a BMI of +25 and referral if appropriate
Support a healthy start in life	Improve the provision of breastfeeding support as part of routine midwifery & health visiting services and increase the availability and promotion of peer support in line with best practice guidelines and community provision to continue to meet Baby Friendly Initiative Standards (12 and 13)
Support a healthy start in life	Midwifery and health visiting services to routinely measure and record: breastfeeding at agreed intervals, weight and height and enter data electronically
Support a healthy start in life	Improve the physical activity offer for pregnant women and parents of pre-schools children, describe current provision and make recommendations for improvement

Support a healthy start in life	Map existing parenting programme provision across Gwent and make recommendations for including evidence based information on weight management, timely introduction of solid foods, healthy eating and physical activity
Support a healthy start in life	Families and Therapies Divison to embed behaviour change skills into routine practice through the Making Every Contact Count programme
Support a healthy start in life	All health professionals to routinely provide brief advice/brief intervention to overweight or obese women of child bearing age and pregnant women and refer to community weight management services or AWMS as appropriate
Promote/create healthier EY & school settings	Develop a plan to use the recording of heights and weights for the CMP to inform and support parents and schools for action towards a healthy weight
Promote/create healthier EY & school settings	All early years and childcare settings in Gwent to develop and implement a food and physical activity policy that includes breastfeeding awareness training for staff, provides facilities for breastfeeding and storage of breastmilk, increases physical activity provision, tailoring activities according to the child's developmental age and physical ability, ensuring they are inclusive, progressive and enjoyable.
Promote/create healthier EY & school settings	All healthy and sustainable pre school scheme settings in Gwent to achieve the Gold Standard Healthy Snack Award
Promote/create healthier EY & school settings	All healthy and sustainable pre-schools scheme settings in Gwent to achive the nutrition and active play criteria
Promote/create healthier EY & school settings	Famlies First and Flying Start childcare staff/practitioners to undertake Agored Cymru Nutrition Education training
Promote/create healthier EY & school settings	All healthy pre-school settings staff to undertake brief advice training to be able to provide information to parents on key physical activity, nutrition and healthy weight messages using an effective approach
Promote/create healthier EY & school settings	All healthy and sustainable pre school scheme settings in Gwent to adopt and implement the Gwent Pre-School Active Play policy
Promote/create healthier EY & school settings	Deliver a multi-skills physical literacy programme in pre-school and primary schools across Gwent
Promote/create healthier EY & school settings	All schools in Gwent to co-produce with pupils (e.g. school councils, young ambassadors) parents and families a whole-school food and fitness policy which should include provision of free breakfast, healthy lunch boxes, and improving uptake of school meals and interventions to prevent overweight and obesity

Promote/create healthier EY & school settings	Increase the provision of physical activity opportunities within the school day in line with NICE guidelines
Promote/create healthier EY & school settings	Consult with pupils to develop a programme of extra-curricular activity that provides positive experiences for all and make school facilities available to children and young people before, during and after the school day, at weekends and during school holidays. These facilities should also be available to public, voluntary, community and private sector groups and organisations offering physical activity programmes and opportunities for physically active play.
Promote/create healthier EY & school settings	Provide training on childhood obesity and the benefits of healthy eating and physical activity to PSE advisors, catering staff, Governors, teachers, parents
Promote/create healthier EY & school settings	All early years, pre-school settings, primary and secondary schools in Gwent to co-produce active travel plans with school council, parents and volunteers. The plan should include: mapping of safe routes to school, walking buses, cycle loan scheme and encourage parents and carers to complete at least some local journeys (or part of a journey) with young children using a physically active mode of travel
Promote/create healthier EY & school settings	Map current provision of healthy weight, healthy eating and physical activity education throughout the curriculum (esp PSE) and make recommendations for improvement
Influence healthy food choices	Explore free transport scheme to supermarkets and investigate the feasibility of free delivery particularly to rural, deprived and isolated areas
Influence healthy food choices	Develop local planning policies to regulate the proliferation of fast food outlets in areas of deprivation and particularly in proximity to schools, including street trading policies which restrict fast food vans near schools and encourage the increased provision of healthier alternatives
Influence healthy food choices	Increase the provision of community food activities (cooking, eating, growing), healthy eating and weight management opportunities/projects for families ensuring consistent information on behaviour change and evidence-based messages on healthy eating and develop a coordinated, joined-up approach to delivery
Influence healthy food choices	Better promotion of retailers and caterers that offer healthy options across Gwent
Influence healthy food choices	Improve healthy food provision (including healthy vending) in statutory and public funded institutions - including leisure centres and hospitals
Influence healthy food choices	Maintain and support existing food coops across Gwent

Enable/encourage active recreation & play	Develop an integrated approach to youth service physical activity provision in local communities where young people can have a role in managing and leading their own activities
Enable/encourage active recreation & play	Audit play strategies/play improvement plans based on play sufficiency assessment for adequate provision of varied opportunities for children to engage in age appropriate play daily; particularly play that does not require ready-made facilities and equipment, utilises green spaces and play parks and improvements to the physical environment that will increase opportunities for children to be active in line with NICE guidelines
Enable/encourage active recreation & play	Identify barriers to physical activity participation in local communities and consider these when planning leisure services (e.g. lack of appropriate changing facilities, inadequate lighting, poorly maintained facilities, lack of access) and promote a variety of activities that children enjoy and can take part in outside school with friends & family including a range of activities beyond traditional and competitive sport and without the requirement for equipment and facilities
Enable/encourage active recreation & play	Programmes in communities that encourage physical activity should include more family elements, consistent information on behaviour change and the evidence-based messages on physical activity
Enable/encourage active recreation & play	Engage local communities in identifying and training a wide range of local champions (e.g. community reps, coaches and sports leaders) and charities such as Street Games to promote and deliver physical activity locally and ensure that physical activity sessions for children and young people (including play) are led by staff or volunteers who have achieved the relevant sector standard or qualifications for working with children
Create (safe) active communities	Use local planning and transport mechanisms and policies to use land assets creatively e.g. Community Infrastructure Levy, Section 106 agreements, special purpose vehicles to give developers viable options to improve the built environment and increase opportunities for active travel, active recreation and active play
Create (safe) active communities	Make the health and physical activity of children integral and explicit within Local Development Plans
Create (safe) active communities	Improve and promote the availability of opportunities for communities to be physically active in the natural environment

Create (safe) active communities	Improve the connectivity of active travel infrastructure (schools, places of interest, recreation, public buildings, open spaces, public footpaths, rights of way) to increase opportunities for walking and cycling in local communities
Create (safe) active communities	Improve walkability & cyclability of communities in line with the Active Travel (Wales) Act by introducing measures to make it easier and safer for children to walk or cycle to and from school, traffic calming/traffic free measures including 20 mph speed limits around schools, promoting mapped routes and ensuring adequate provision for cycle parking
Create (safe) active communities	Routinely undertake Health Impact Assessment on all decisions which affect the food or physical activity environment and ensure that planning decisions do not have a negative impact on children
Provide evidence base weight management services for Children & Young People	Develop a service specification and business case for ABUHB agreement on a sustainable Level 2 and Level 3 weight management programme for children and their families
Provide evidence base weight management services for Children & Young People	Ensure comprehensive delivery and greater scale of Foodwise across all C1st areas, specifically targeting women of childbearing age and parents of young children

Lead **Timeframe** **Performance Measure**

Public Health, organisational communications leads

Public Health, ABUHB, Local Authority

Dietetics, Midwifery

Dietetics, Midwifery

Midwifery, Health Visitors, Families First, Flying Start

Health Visitors

Health Visitors, Midwifery, Communities First, Flying Start, Families First

Midwifery

Midwifery, Health Visiting, Flying Start, Communities First


Midwifery, Health Visiting

Leisure Services

Flying Start, Health Visiting, Public Health, Families First

Families and Therapies

ABUHB



Healthy Schools, School Nurses

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Healthy and sustainable pre school scheme, Local Authority

Healthy and sustainable pre school scheme

Healthy and sustainable preschool scheme

Families First, Flying Start

Public Health, Healthy and sustainable preschool scheme

Healthy and sustainable preschool scheme

Leisure Services, Sport Wales

Healthy Schools

Leisure Services

Education, Leisure Services, Healthy Schools, Sport Wales

PSE advisors, Education, Dietetics,

Healthy Schools, Healthy and sustainable pre school scheme, Planning, Transport,
Road Safety, Sustrans

Healthy Schools, Education, Public Health

Transport

Planning

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Communities First

Environmental Health

Local Authority, ABUHB

Communities First

Youth services

Play Service, Leisure services, Planning,

Leisure Services, Communities First

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Communities First

Leisure Services, Communities First, GAVO, TVA

Planning, Transport

Planning

Leisure services, Planning

Transport, Planning

Transport, Planning

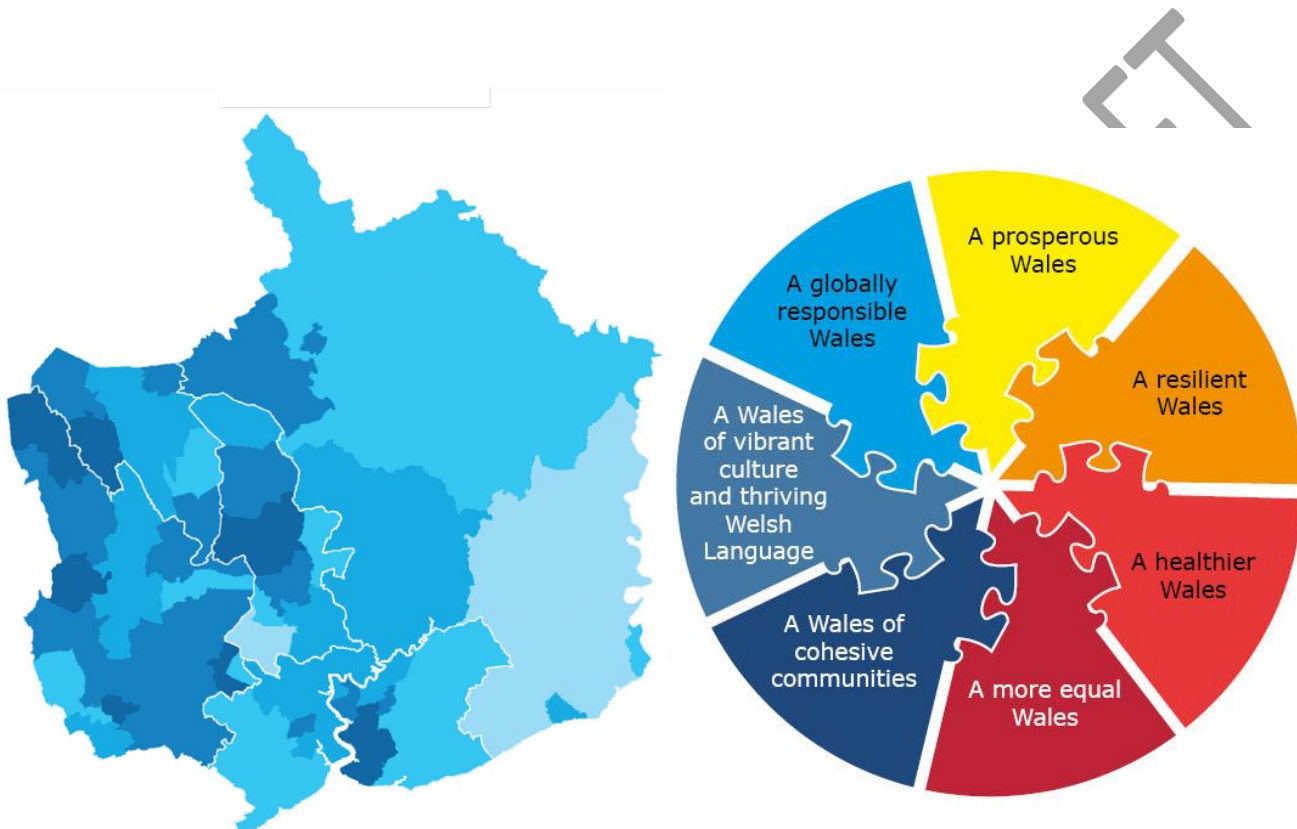
Planning

ABUHB

Dietetics, Communities First, Families First, Flying Start

Fit for Future Generations

A childhood obesity strategy for Gwent to 2025



Map produced by Public Health Wales Observatory, using CMP data (NWIS) © Crown copyright and database right 2015. Ordnance Survey1000044810

Developed from the evidence with over 100 health professionals, local people, local authorities, communities first, play providers, early years, education, leisure service providers at health board and locality levels through a process of discussion, engagement and collaboration.

Prepared by: Jonathan West, Jenny Jones, Jennifer Evans, Lucy Usher and Jane Layzell in collaboration with the Gwent Childhood Obesity Strategy Development Group:

The Local Authorities in Gwent, Third sector and Aneurin Bevan University Health Board including:

Communities First

Torfaen Voluntary Alliance

Flying Start

Health Visiting

Early Years Childcare

Dietetics

Paediatrics

Leisure Services

Midwifery

Play Services

Public Health

Healthy Schools

School Nursing

July 2015

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Introduction

A problem that demands an organisational and partnership solution

A child born today has a one-in-three chance of living beyond 100 years, so long-term health outcomes are ever more critical. Recognising the significant benefits to future generations' wellbeing from coordinated effective action on childhood obesity and, the amount of activity already in existence, this strategy is a *call to organise*. This strategy is the beginning of a collaborative journey to achieving our vision; it makes the case for the leadership, accountability and governance for coordinated collective action at both partnership and organisational levels.



There are significant benefits for individuals, families and communities, public services, the environment, and the economy, across the *range of wellbeing goals* from making coordinated, small changes together. This strategy describes the benefits to society and organisations, even accounting for the significant financial constraints in public services, making the case that the timing is right to act now. The actions within this strategy are predominantly concerned with reorienting current activity and as such are low or no-cost.

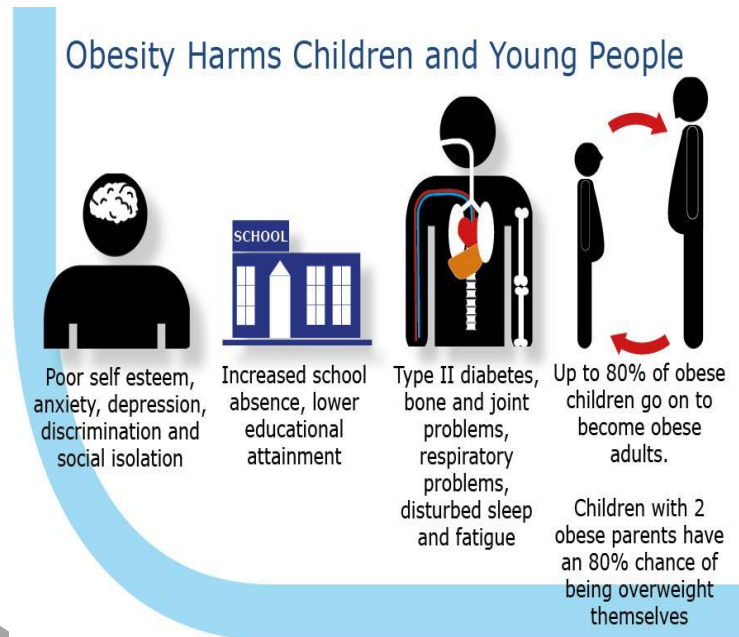
There are an estimated 37,000 children and young people (age 0 to 18 years) in Gwent who are overweight or obese of whom 19,400 are obese. Almost two thirds of the adult population in Gwent are overweight or obese and rates of adult obesity have risen by a third in the last decade. Rates of overweight and obesity are significantly higher in our more deprived communities.

The economic consequences are staggering and are as underestimated a problem as overweight and obesity themselves. Health and care organisations bear the burden of obesity's many co-morbidities, while obese individuals also have lower employment rates and lower productivity with more sick days, earning considerably less with significant impact on the overall economy.

There are significant challenges to be overcome, not least the unprecedented austerity in public services, but there are a number of very clear, very important messages which are consistent from the evidence gathered during the development of this strategy.

Action on childhood obesity prevents damage to other wellbeing goals for future generations. This strategy shows how tackling childhood obesity will support organisations and partnerships to demonstrate they are fulfilling their obligations to the Wellbeing of Future Generations (Wales) Act (2015). Tackling childhood obesity leads to:

- Reduced health inequalities
- Greater social cohesion and inclusion
- Stronger local economy
- Improved independence and reduced demand on health and social care services
- Better quality of life
- Less discrimination and bullying leading to better educational achievement
- Increased economic activity with less limiting long-term ill health
- Improved local environment
- Mitigating the impact of our aging population



No single intervention or organisation can offer a unilateral solution – reversing the current obesity trend requires multiple interventions, from multiple sectors, at the same time. There is no *main answer* that lies with another organisation. **We have to see obesity as a public service-wide issue which requires action in collaboration between many sectors and integration with action on the other wellbeing goals of partnership and organisations.**

There is a lot of work going on from all public services and community organisations in Gwent which could be linked to the potential for healthier weight in children and young people. The analysis shows, there is inconsistent delivery and that much of the work mapped as preventing childhood obesity was not really designed for that purpose. **The success of this strategy and the work behind it will depend on a renewed focus on coordination and reorientation of key systems or settings.**

The major sources of high quality evidence, national policy and strategic direction contain strikingly similar findings for the main areas of action required to turn the curve on childhood obesity. This strategy outlines key findings from major sources of evidence reviewed and, presents the areas for action. Included with this strategy is an action list with the things public services can do to move closer to effective action and the specific pieces of work for different professional groups.

The final message from the evidence is that **proper accountability, governance and leadership will be vital.** Local Service Boards/Public Service Boards are well placed to assess the variation of need in

their local communities and coordinate activity in particular areas or settings as well as arranging synergy from other work on the other *wellbeing goals*. The Wellbeing of Future Generations Act will strengthen their role in holding statutory and third sector partners to account for delivery against their priorities. Partnership will also ensure the sustainability of this work through public service reorganisation. The existing corporate governance and delivery structures WITHIN statutory services will be better placed than partnership to ensure consistent delivery and performance from the individual sectors or professional groups working to their separate corporate plans.

This strategy recommends the accountability, governance and leadership should be provided by *both Partnerships and* public service organisations using existing structures.

Vision

Healthier, fitter future generations – obesity will not be harming children and limiting the wellbeing and health of future generations in Gwent. The recent trend towards present and future generations having shorter life expectancy than their parents will be reversed.

Individuals, families and communities, the environment, the economy, and public services, will all reap the rewards from the small changes they make together which enable large scale changes in future generations' weight, health and wellbeing.

Future generations will enjoy vibrant, connected communities with people preferring walking and cycling for local journeys, families and children playing in shared open spaces and getting the most out of our abundant natural environment, active recreation facilities and organised activities. Town centres, high streets, market places and community shops will carry the visible, attractive offer of healthy food and drink, and these are patronised and promoted by individuals, communities and services.

The places where we live, work, learn and play make the healthy choice the easy choice, particularly for pregnant women and those families and settings with children in the early years. The media we consume and the virtual communities which we inhabit, which *we* shape *ourselves*, promote our families as healthy and active. Active, healthy weight children and families become the social norm.

Pregnant women, parents, children and young people as well as front-line service professionals understand the benefits of healthy weight, recognise and record overweight and obesity in childhood – and in pregnancy and parenthood – and are enabled with the knowledge and skills to act.

A priority wellbeing objective for Public Service Boards and organisations

Balancing what public services have to do today with tackling childhood obesity for future generations' wellbeing is increasingly challenging in the current economic climate. However, tackling childhood obesity has to be a priority in our long term development path for Wales and is probably *the* foremost relevant *wellbeing objective* to collaborate on and the timing has never been better. There is an almost unprecedented opportunity to collaborate now on tackling childhood obesity:

- The benefits to people, services and society, across the range of wellbeing goals, from coordinated action to tackle childhood obesity
- The costs of doing nothing
- The addition of the Wellbeing of Future Generations (Wales) Act to already strong policy context for public service action on obesity
- The consistency of the evidence base – we know what we need to do
- Huge array of activity in multiple-sector silos already underway, just needs realigning
- Existing governance structure of LSBs and future PSBs along with corporate governance and accountability structures within the Health Board and five local authorities can deliver change

A single wellbeing objective with multiple outcomes

The evidence is there; obesity is not only impairing individuals' lives, but also societies' sustainability with regard to its social, economic and environmental dimensions (Reisch, Bietz and Gwozdz, 2010). The *effective and coordinated* action to improve diet, physical activity and healthy weight at population scale produces outcomes across *wellbeing goals* in addition to 'health', leading to a whole that is much greater than the sum of its parts. For example more walking and cycling leads to less car travel, safer more welcoming streets, increased social interaction, supports local business and improved environmental sustainability. Regulation of fast food outlets leads to less litter and a more appealing environment, reduced noise and congestion, improved access to healthier foods and, reduced health inequalities (NICE, 2012). A clear message from the evidence is that effective action on childhood obesity leads to:

- Reduced health inequalities
- Greater social cohesion and inclusion
- Stronger local economy
- Improved independence and reduced demand on health and social care services
- Better quality of life
- Less discrimination and bullying leading to better educational achievement
- Increased economic activity with less limiting long-term ill health
- Improved local environment
- Offset the impact of our aging population

The wide reaching outcomes following coordinated action on obesity has resulted in it becoming an explicit goal in many countries' political sustainability strategies across the EU. Some EU countries – Germany and Austria, for instance – as well as the EU itself have included the aim to reduce overweight and obesity in their population as a goal in their Structural Change Programmes, strategies and plans. Coordinated action on childhood obesity makes public money work smarter.

A central priority for Public Service Boards

The National Assembly for Wales' inquiry in to childhood obesity (2014) described the issue as a crisis requiring a coordinated multi-faceted solution. Following that, Wales' Public Service Leadership Group (PSLG, 2014) recognised the serious need for action on childhood obesity to prevent poor wellbeing and contribute to sustainable public services for future generations. Emphasising that "public services can only provide an effective, *preventative* response if we regard childhood obesity as a public service-wide issue", the PSLG are explicit that only "*collaborative approaches have the potential to make a greater impact on this issue*".

The PSLG are clear about the need for collective accountability and governance, and recommend Local Service Boards should prioritise childhood obesity and that they ensure that local areas are taking the necessary steps.

The Wellbeing of Future Generations (Wales) Act 2015 provides a unique opportunity to coordinate effective multi-sector action on childhood obesity. The Act places statutory responsibilities on public sector bodies to act in a manner which seeks to ensure that the needs of the present are met without compromising the wellbeing needs of future generations.

The Act expects public bodies and new statutory Public Service Boards, to demonstrate their actions under the seven *wellbeing goals* (see figure one opposite), contribute to improving economic, social, environmental and cultural wellbeing, and securing it for future generations. It is about *defining the long-term development path for the people of Wales*.

The Act requires public bodies to select *wellbeing objectives*, preferably which contribute to multiple *wellbeing goals* and, which require organisations to demonstrate consideration of five things in achieving the objective (see figure 2 below).

With organisations and the Public Service Boards prioritising childhood obesity as a central *wellbeing objective*, then considering the size and scale of its impact on wellbeing and costs, they will demonstrate their commitment to *safeguarding long-term needs*.

Figure 1: Wellbeing of Future Generations (Wales) Act 2015 – seven wellbeing goals

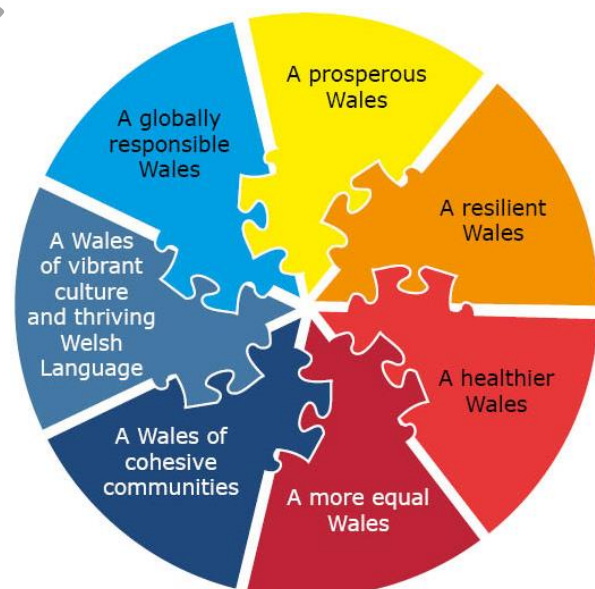


Figure 2: Five things public bodies must demonstrate in applying the Sustainability Principle; Wellbeing of Future Generations (WALES) Act 2015



Recognising the wellbeing burden childhood obesity places on future generations – and future generations' public services – and taking action to *prevent* the impacts getting worse, demonstrates the *long term* view required under the legislation.

The research consistently shows the impact of childhood obesity is wide ranging, harming children's health in the short term AND having even bigger impact across the range of wellbeing goals, most notably: health, prosperity, equality, cohesion and resilience.

All detailed analyses of tackling obesity, without exception, emphasise the critical need for action to be public service wide and requiring coordination through collaboration.

Many of the actions in this plan will require involving people and communities particularly when acting on inequality or attempting to change social norms.

Benefits to public service organisations

In addition to benefits across the *wellbeing goals* of the *Wellbeing of Future Generations (Wales) Act 2015*, effective coordinated action on childhood obesity provides significant strategic and operational benefits for public service organisations.

Collaborating towards the longer term outcome of preventing rates of obesity getting worse, by tackling childhood obesity now, will release significant savings to health and care budgets including: packages of health and care provision for people with obesity, clinical management of chronic ill health conditions, dealing with acute exacerbations and emergency hospital admissions, social care, equipment and home adaptations.

Local authorities

Action on childhood obesity helps local authorities demonstrate good performance against a whole range of national policy and legislation. The Social Services and Wellbeing (Wales) Act 2014 and National Outcomes Framework contains action on improving physical and mental health and wellbeing and includes increasing physical activity using a range of environmental and personal development approaches. Action on obesity also supports local authorities response to the Child Poverty Strategy for Wales 2015, Active Travel (Wales) Act 2014, the Core Aims of the United Nations Convention on the Rights of the Child, common outcomes framework for the poverty programmes including Families First, Flying Start and Communities First, national play policy, Schools

ESTYN inspection, food vending and catering standards in schools and leisure centres, national guidance (TAN) for town and country planning and regeneration and, leisure service sector strategies, among others. Our need to involve citizens, supporting people to have more input in to public service planning and delivery, is increasingly central to national policy and legislation relating to local government. This childhood obesity strategy requires understanding of local need to be able to better tailor health promotion messages and services to the people who need them most and through the process of involvement will support local authorities in describing citizen involvement.

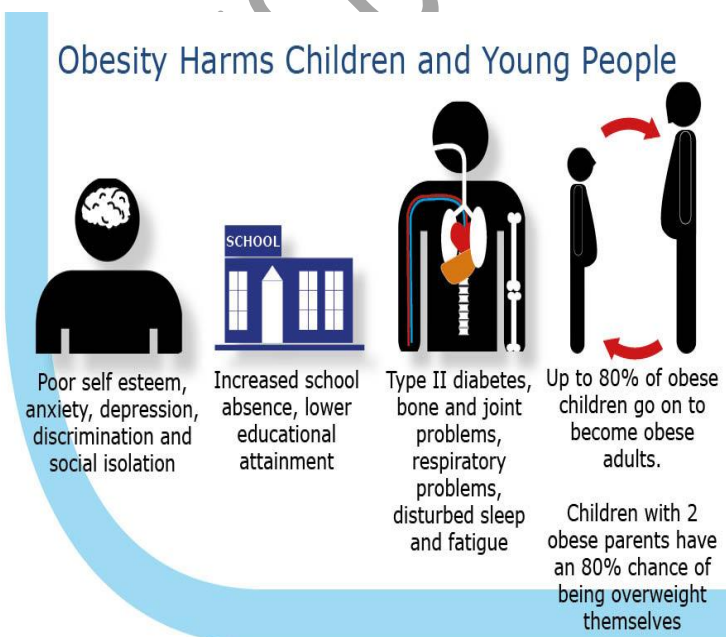
Aneurin Bevan University Health Board

Effective coordinated action on obesity and childhood obesity enables ABUHB to meet important strategic and performance requirements. The NHS Wales National Outcomes Framework (2015/16) includes childhood obesity and the ABUHB three-year plan contains a range of NHS actions on childhood obesity. Action on childhood obesity will contribute to the long-term prevention elements of *Together for Health* Delivery Plans. Making *prudent healthcare* happen to sustain the NHS in Wales for future generations means ABUHB demonstrating a greater focus on prevention, and promoting wellness. Helping families and children to better manage their weight will not only prevent chronic disease and unnecessary health and care interventions in adulthood over the longer term but evidence shows that weight management would be the least intensive intervention to treat many co-morbidities in childhood.

Why children?

With a child born today having a one-in-three chance of living beyond 100 years, long-term health and wellbeing outcomes are therefore ever more critical.

Obesity harms children in the short term but also, as most (between 55 to 80%) go on to become obese adults, childhood obesity harms *life chances* undermining a range of wellbeing goals in future generations. For example, research shows that a healthy weight in childhood predicts better health and wellbeing in adulthood even independently of adult weight, whereas adult obesity which began in childhood results in greater risk of premature illnesses than those who became obese in adulthood.



The human capital (the health, education and skills) of the next generation, will be fundamental in determining their labour market success and the future prosperity of the Welsh economy. Obesity in adolescence has been linked to a range of social and economic consequences in adulthood and these relationships exist even after controlling for socioeconomic background and child ability (Jones, Blackaby and Murphy, 2011).

Effective, preventative action in pregnancy or childhood has a positive impact on several generations simultaneously, and can lead to huge savings when compared with an action with adults. Healthy diet and weight in pregnancy alone has been shown to improve the health of pregnant women, yields better outcomes in pregnancy and labour, and also provides independent health benefits in adult life.

In addition to numerous important benefits to wellbeing from breastfeeding which track through to adulthood, infants exclusively breastfed have healthier weights compared to both formula fed infants and to those introduced to solid foods early.

Behavioural patterns are laid down early, reinforced through childhood and continue through to adulthood making behaviour change in adults more difficult emphasising the importance of intervention in childhood.

Early policy intervention is also more effective in changing the fortunes of those from disadvantaged backgrounds with the rate of return to policy interventions among young children being higher than those at any other age.

The cost of doing nothing

Wellbeing and health goals

Obesity harms children and young people. The World Health Organization regards childhood obesity as one of the most serious global public health challenges for the 21st century. Being overweight or obese in childhood has serious consequences for wellbeing both in the short term and the longer term.

The harms to child health and wellbeing caused by obesity are serious and wide ranging and include physical, psychological and social harms (see figure 3 below). Children with obesity are more likely to be ill, be absent from school due to illness, experience health-related limitations, suffer disturbed sleep and fatigue and, use health and care services more than normal weight children (Wijga et al, 2010). The emotional and psychological damage to wellbeing is often seen as the most immediate and serious by children themselves. They include teasing and discrimination by peers; low self-esteem; anxiety and depression.

Figure 3: Obesity harms child health and wellbeing

Complications of childhood obesity	
Psychosocial	Poor self-esteem, Anxiety, Depression, Eating disorders, Social isolation, Lower educational attainment
Neurological	Pseudotumor cerebri
Endocrine	Insulin resistance, Type 2 diabetes, Precocious puberty, Polycystic ovaries (girls), Hypogonadism (boys)
Cardiovascular	Dyslipidemia, Hypertension, Coagulopathy, Chronic inflammation, Endothelial dysfunction
Pulmonary	Sleep apnea, Asthma, Exercise intolerance
Gastrointestinal	Gastroesophageal reflux, Steatohepatitis, Gallstones, Constipation
Renal	Glomerulosclerosis
Musculoskeletal	Slipped capital femoral epiphysis, Blount's disease, Forearm fracture, Back pain, Flat feet

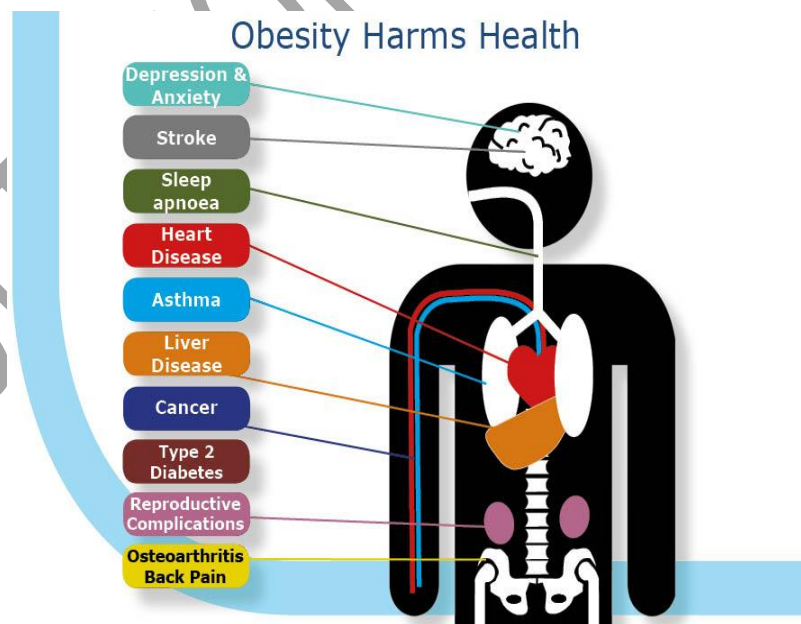
Source: Ludwig, D. 2007.

The severity and likelihood of poor wellbeing increase as children age and progress through adolescence into adulthood. Childhood obesity leads to and exacerbates adult obesity which in turn causes or exacerbates our most prevalent limiting long term ill health conditions which also have serious effects on

Adult obesity results in less healthy life expectancy and shorter life expectancy.

Maternal obesity and excess weight gain in pregnancy poses serious risks to the mother and child including: gestational and type II diabetes, pre-term deliveries, macrosomia, late foetal loss, stillbirth, congenital anomalies and increased neonatal intensive care. In addition the evidence suggests that maternal obesity and excess weight gain during pregnancy

are related to obesity and ill health in childhood and in adulthood. Pregnant women are particularly relevant to this strategy; the short, medium and long term benefits of healthy weight to a mother and baby, and the importance of preparation for parenthood, all point to pregnancy as a unique intervention point for preventing the intergenerational impacts of obesity.



The Public Services Leadership Group report the overwhelming consensus of the evidence: problems associated with obesity are broader than the direct impact on health, disease and healthcare.



Good health is a resource for life. Obesity and the ill health it causes result in poor wellbeing through: less contribution to family and community; reduced employment opportunities, less income; reduced productivity and absenteeism; and poor school performance. Obesity causes and is caused by low socio-economic status so with rising obesity so equity and fairness erode (Reisch, Bietz and Gwozdz, 2010).

In the same context, poor mental wellbeing, sense of poor self-image, social ostracism or bullying and real or perceived stigma, jeopardizes cohesion and social sustainability.

Economic consequences of doing nothing

The costs of obesity to the economy and health and care services are truly staggering and widely underestimated.

In the UK the economic impact of obesity generates an annual loss to the total UK economy of more than £44 billion (3% GDP) (McKinsey, 2014). In that analysis obesity ranks second amongst the biggest "social burdens caused by humans" including: 3) armed violence, war and terrorism; 4) illiteracy; 5) alcoholism; 6) drug use; 7) air pollution; 8) climate change; 9) road accidents; and 10) workplace risks.

On the societal level, the *economic consequences* of obesity come in the form of increased healthcare costs and impact on the labour market. Health and care organisations bear the burden of obesity's many co-morbidities, and obese individuals have lower employment rates, lower productivity with more sick days, and people with obesity earn considerably less.

Obesity costs employers in the UK an estimated £4.3 billion annually with the majority £3.2 billion from reduced productivity as opposed to days lost (McKinsey, 2014).

Healthcare spending increases directly with increases in BMI. In 2008 the NHS Wales were estimated to spend between 1.3 and 1.5 per cent of the total budget treating and managing the proportion of disease directly resulting from overweight and obesity. The estimated direct annual costs of obesity to NHS Wales across primary, community and secondary care was £73 million, which increases to nearly £86 million if overweight people are included (Welsh Assembly Government Social Research, 2011).

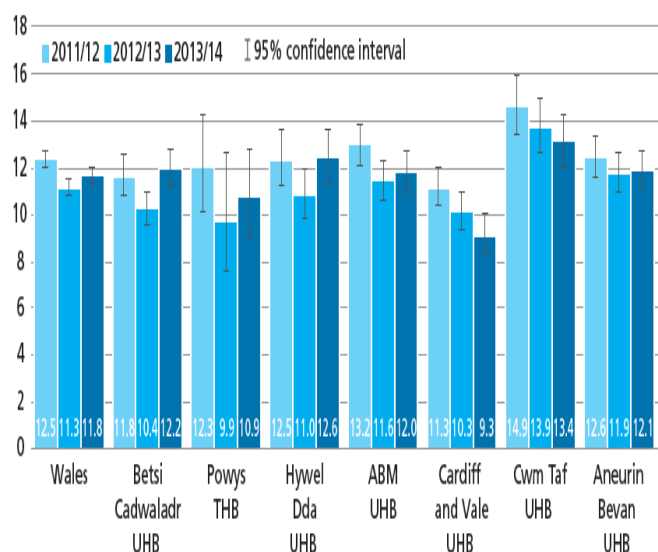
Gwent residents make up about a fifth of the Welsh population, even without adjusting for higher rates of overweight and obesity in Gwent, the *annual* cost to ABUHB could be crudely expected to be in the region of £17 million.

If popular estimations of overweight and obesity doubling in the next 30 to 40 years occur, as in the Foresight report, the costs to ABUHB, without inflation, could also double. The rate of increase over the last decade in Gwent (Figure 5) indicate the situation could be *at least* that bad if we do nothing more than we do currently.

Gwent adult and childhood obesity rates are high, and rising

The Public services Leadership Group state that obesity is steadily increasing, and has been described as a worldwide epidemic (2014). Recent figures suggest rates of childhood obesity more than doubled between 1984 and 2002 (Jones, Blackaby and Murphy, 2011). The most comprehensive analysis in the UK suggested that 60 per cent of adult men, 50 per cent of adult women and about 25 per cent of all children under 16 could be obese by 2050, and that the annual UK NHS costs attributable to overweight and obesity could double to £9.7 billion (Foresight, 2007).

Figure 4: the proportion of children aged 4 to 5 years who are obese, Wales and Health Boards 2013/14 (Produced by Public Health Wales Observatory using CMP data (NWIS))



The most reliable data available on childhood obesity comes from the Child Measurement Programme (CMP) Wales, surveillance of weight for height of children aged four to five years in primary school reception year. Latest data from CMP measured in 2013/2014 (CMP, 2015) shows that over a quarter of children in Gwent aged just 4 and 5 years are overweight or obese with more than one in every ten already obese in reception year (26.4 and 12.1% respectively; *figure 4*).

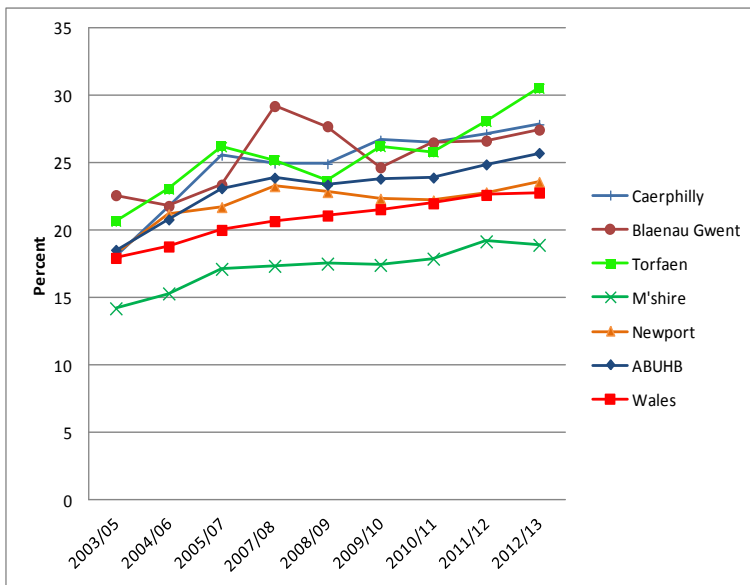
Rates in Gwent are similar to Wales – higher than any English region – with no significant change since measurements began. The trend is similar for overweight.

For older children there is little available data for overall rates of overweight and obesity at Gwent or local authority area level. The rates of overweight and obesity are available at a national level, and for groups of ages. Using the most reliable rates available from the CMP, the Welsh Health Survey and Health Behaviour in School-Age Children Survey we applied them to the Office of National Statistics mid-year population estimates (2013) for ABUHB at the relevant ages.

In Gwent there are an estimated 37,000 children and young people aged 0 to 18 years who are overweight or obese including 19,400 classified as obese.

Almost two thirds of the adult population of Gwent are overweight or obese (61%) with over a quarter (26%) obese (WHS 2012 and 2013). Overweight has now become so common that it is almost unnoticed in society; in a class of 30, four and five year old, children, about eight are overweight or obese, as they age the rate increases until in adulthood more than every other person is overweight or obese – in fact the rate is closer to two out of every three people. Obesity alone rises from nearly four in the reception class of 30 to adult rates of more than one in every four people.

Figure 5: Rising rates of adult obesity in LAs, ABUHB and Wales, WHS 2003 to 2013



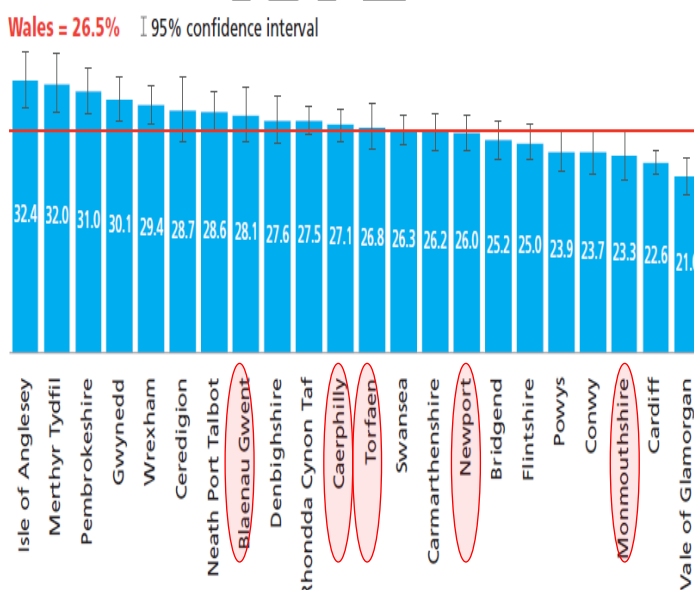
Rates of adult obesity have been rising steadily for decades (see figure 5).

Rates of obesity are rising faster in Gwent than Wales as a whole with rates nearly a third higher in 2012/13 than they were in 2003/2005. Whilst the rise in obesity rates in Monmouthshire is similar to Wales, in Torfaen population rates of obesity have gone up by 50 percent, with an extra 1 in 10 people obese in 2013 compared to 2003.

Obesity and an unequal Gwent

There is significant variation in the rates of obesity across Gwent amongst both adults and children.

Figure 6: the proportion of children aged 4 to 5 years who are overweight or obese, CMP 2013/14

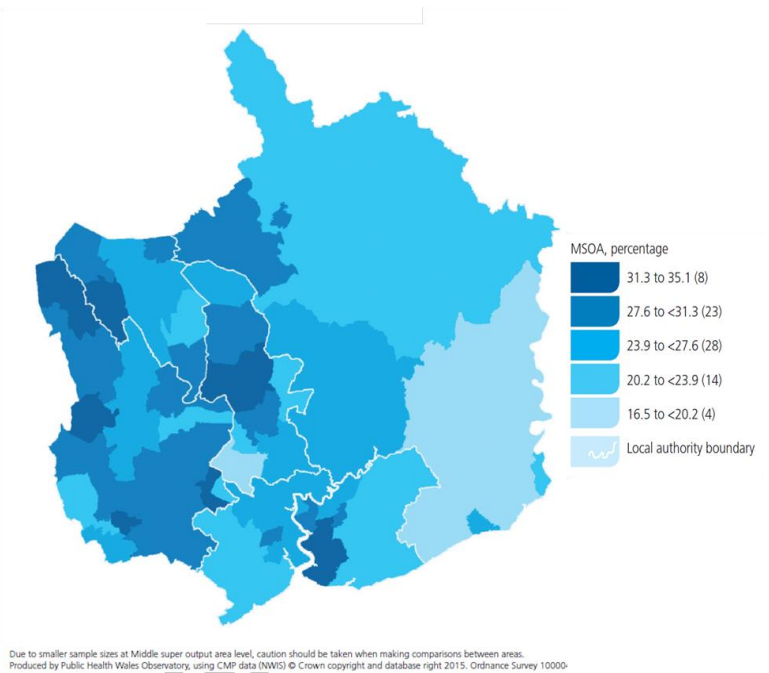


By the time children reach reception year at school, rates of overweight and obesity already vary by local authority. Monmouthshire consistently has the lowest rates of overweight and obesity compared to the other Gwent local authorities, but that is still nearly a quarter of all children aged just four or five years overweight or obese. Blaenau Gwent, Caerphilly, Torfaen and Newport are not statistically different to the Welsh average, with Monmouth alone likely to be lower than Wales as a whole.

Figure 7: Overweight or obese, aged 4 and 5 years, Gwent MSOA, (CMP: 2011-12, 2012-13 and 2013-14)

The map in *figure seven* shows significant variation in rates of overweight or obesity from the CMP at medium super output area level. At the age of just four or five years, many children are at greater risk of becoming overweight or obese just because of factors associated with where they live.

The map is similar for adults with overweight and obesity much more prevalent in the Gwent Heads of the Valleys Region and some areas of Newport.



Each local authority area in Gwent has areas where overweight and obesity is impacting across the wellbeing goals as described. Rates of overweight and obesity are increasing in every local authority area.

Analysis of the CMP data by the Welsh Index of Multiple Deprivation shows that overweight and obesity amongst four and five year olds increase as deprivation increases. Children aged just four and five years old living in areas ranked amongst the most deprived fifth, have significantly higher rates of obesity compared to the Wales average and children living amongst the most affluent 40 per cent. Given the harms to children now and their futures, this is an unacceptable inequity, particularly at this age.

Once more adult overweight and obesity shows the same social gradient with high rates rising as deprivation increases. Obesity causes inequality in wellbeing goals through its impact on health, prosperity, cohesion and resilience AND, multiple deprivation (Welsh Index of Multiple Deprivation) also increases the risk of overweight or obesity.

As obesity has a higher incidence among deprived communities, it also imposes a *disproportionate* burden on these already disadvantaged households, magnifying its usual consequences. Obesity is passed from generation to generation for a wide range of reasons further ingraining this unequal cycle for future generations in Gwent.

From systems of causes to systems for solutions

The cause of overweight and obesity

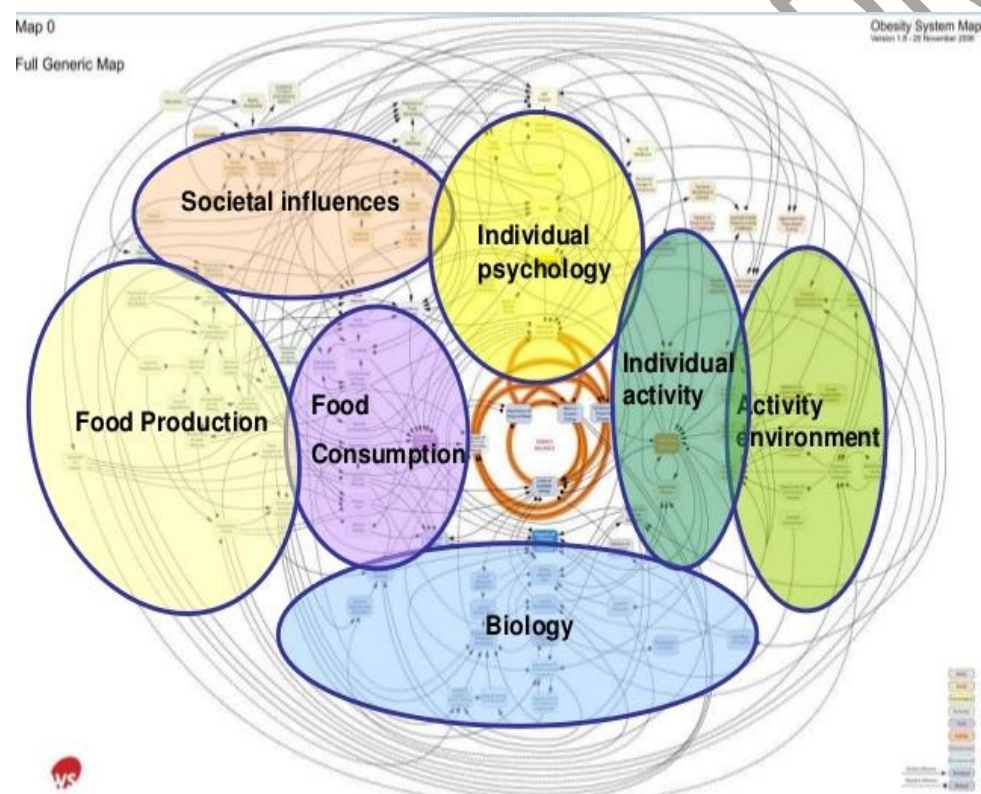
In simplest terms overweight and obesity is caused by consuming more calories than we use, with the excess being stored as fat. Over weeks, months and years the extra fat we store accumulates

until it becomes damaging to our health and wellbeing. Having a poor diet or having low levels of physical activity both independently cause significant damage to our health and wellbeing.

If all things were equal between all people, and whether to be physically active or eat more healthily was just down to personal choice we would not have geographical variation, particularly with deprivation and especially at such early ages.

The reality is many factors influence our ability to be more active or eat more healthily (see figure 8 below). There are many factors which influence our diet and activity levels which go beyond individual choice, further than our individual skills and knowledge, through the social norms of our family and communities, to the availability and promotion of unhealthy food and whether our physical environment makes the healthy and active choices the easy choices. It is important we understand these influences if we are to mount an effective response to this crucial issue. These causes of physical inactivity, poor diet and obesity are the things we must tackle if we are to make an impact on childhood obesity.

Figure 8 – causes of overweight and obesity (Foresight 2007)



This is of course even more relevant when considering childhood obesity; in the antenatal period, infancy and the early years, choices are made for children and behaviours are learned. Through primary school years default behaviours are becoming ingrained and children begin to increase their influence on family choices, however their family, childcare and the school environment still have the major role. As young people grow through secondary school years they gain more personal autonomy of their food and physical activity choices. As with their parents, their peers, the social norms and the physical environments where they live, learn and play continue to influence their choices and continue to do so through adulthood and parenthood.

The challenge – an obesogenic society

One of the reasons society has failed to deal with the obesity crisis is that *there is no one single solution* and that to have a measurable impact at a population level, sustained, effective action on many of the key causes *at the same time* is required.

At the same time, the range of causes mean that many sectors have a small but important role to play, which on their own would have little impact, leading decision makers in individual sectors to other priorities. In addition, because the impact of single interventions is small and multi-sectoral the *invest to save* case for action on obesity in a single sector does not incentivise investment. Furthermore, the research into effective solutions is also limited by the fact that it is the additive effect of multiple action across these determinants which will have an impact, studies into the effectiveness of individual elements have led to the widespread mis-conception amongst the media and policy makers that there is little we can do.

Neither people, parents, front line professionals nor policy makers see ourselves or our children as overweight or obese. It is well known that adults underestimate their own weight and research shows that over half of parents do not recognise their children are overweight or obese. The sheer scale of the problem has normalised it in society and the media tend to use images of extreme obesity in highlighting the issue. We all consistently underestimate the health impacts, and the benefits of regaining healthy weight, particularly in otherwise healthy children.

Family and community norms remain from generations of food poverty, particularly in more deprived communities with the legacy of heavy industry, where “eating well” actually means overeating, where saving our energy is prioritised over activity and where overweight and even obesity is seen as healthy – this is particularly true in pregnancy, infancy and the early years. Breastfeeding is not visibly commonplace and whilst attitudes are changing and much activity is undertaken, particularly in the health sector, rates of breastfeeding and even intention to breastfeed are still very low.

If we don't see it as a problem we are less likely to act, the situation is gradually improving but still breastfeeding rates or weight and body mass index are not routinely measured and recorded, less still physical activity status or nutritional intake. When we do recognise overweight or obesity as a problem, parents and professionals alike find it a difficult topic to raise: it is a sensitive issue, mis-conceptions exist about damaging therapeutic or caring relationships, there is no agreed single set of key messages or resources, there is a lack of confidence in our ability to intervene effectively, no knowledge of the resources in communities that can help families eat healthily or become physically active and a lack of effective services for treating significant obesity in children for parents or professionals to get help. We all know people who have tried and failed to do something about it.

Although eating more costs more, there is a common concern that healthy diets are more expensive and that becoming physically active requires significant investment of time and money. The food and physical activity environments of the places where we live, learn, work and play have a big influence on how we eat and how active we are.

Healthy food and drink is not marketed in the same comprehensive way as unhealthy food and drink; health just doesn't have the same brand power. It is incredible that the billions of industry pounds spent annually on marketing unhealthy food and drink, associate their brands with slim,

healthy, active, happy, successful children and families. There is a serious amount of money invested in this: it is sustained, effectively targeted at children, young people and families, and is at the leading edge of 21st century web, gaming and social media. The ban on advertising junk food before the 9pm watershed on television doesn't stop our children seeing adverts in cinemas reinforcing the fast food brands just before the feature, at a time of excitement and happiness – the shops are just outside too. The current advertising restrictions do not cover targeted marketing through the games, apps and social media young people use daily. These industry tactics mostly go unnoticed by policy makers, parents and of course the children themselves – we have to try to disrupt that.

Many shops, particularly in more deprived communities, and even public service food provision, sell a significantly larger selection of unhealthy options as they don't think there is a market for healthy choices – despite the overwhelming majority of people wanting to be slimmer or currently trying to manage their weight. That fresh fruit and vegetables are perishable is a further disincentive for retailers. Profit drives food supply, food purchasing promotions disproportionately incentivise food and drink, high in fat, sugar and salt, particularly in deprived communities.

Structured physical activity is less accessible to parents, it is not marketed at parents specifically and often does not cater for family activity. Almost any investment in our high streets or town centres is seen to have desirable consequences overall: less empty retail units, more revenue, more employment and more choice to encourage people to patronise our local economy. Over the last 20 to 30 years there has been huge growth of food vending in our towns and high streets and along our daily commutes which has increasingly promoted over consumption of energy dense higher fat, sugar and salt foods.

Being careful of unintended consequences, there is a large potential to use local policy and planning vehicles to move closer to what the evidence says support gradual favourable change to our physical environments which make the healthy and active choice the easy choice for future generations.

Currently public service sector actions to tackle the obesity issue are too fragmented to be effective at a population scale (McKinsey, 2014). There is a lot of activity currently undertaken in Gwent, by all sectors, which undoubtedly has beneficial influence on overweight and obesity across the life-course. Coordination, leadership, governance and accountability will be crucial.

Current activity

There has been comprehensive mapping of activity which could impact on childhood obesity in Gwent. The Public Services Leadership Group received comprehensive activity reports from Local Service Boards in six key areas: increase walking and cycling to and from school; safe environments for children to play; more children participate in and become hooked on sport; school children's access to healthy meals on a daily basis; personal skills of children and parents to recognise, eat and prepare healthy food and; healthy choices are easier to access than unhealthy choices.

What is clear from those analyses is that there is a lot of activity currently undertaken in Gwent by all sectors and in all local authority areas, which contribute to healthy weight. These assets include but are not limited to: work of community organisations like Communities First, Gwent Association of Voluntary Organisations, Torfaen Voluntary Alliance and the rest of the third sector and volunteers; leisure services, sporting and active recreations groups and Sport Wales; management of the physical activity and food environment by environmental health, planning, transport,

countryside regeneration, and others such as Groundwork or Natural Resources Wales; play and youth services, Neighbourhood Care Networks; and Aneurin Bevan Health Board across primary, community and secondary care.

However, when we map services we tend to look across the whole provision and include those actions which logically could have an impact on childhood obesity – they are the things we were doing anyway and are rarely designed from what evidence says can reduce childhood obesity. Furthermore, there is a lot of inconsistency with different sectors, focussing on different and individual parts of the solution – rather than a coordinated plan.

This strategy has used the analyses of current activity, and the practical knowledge of the Strategy Development Group, along with what the evidence says we should do, to recommend appropriate actions which will lead to reorientation towards more consistent and effective provision. Apart from developing childhood weight management services this strategy is not recommending new actions requiring new investment.

The challenge of this strategy is to coordinate that work and realign it from this policy perspective towards more and more effective activity aimed at reducing childhood obesity. This strategy recommends that both organisations *and* partnerships take an improvement approach to get from where we are to where we need to be through existing leadership, governance and accountability frameworks.

What we have to do – from evidence to action

The Child Measurement Programme in Wales has followed a group of children from their first measurement at age four to five years with a second measurement at age eight to nine. Analysis shows that children in all categories move up and down healthy and unhealthy weight categories leading to some key messages which are broadly supported by other research:

1. Childhood overweight and obesity is open to change.
2. Action for children is needed across all levels of the pathway to
 - a. help healthy weight children stay a healthy weight,
 - b. help overweight children halt unhealthy weight gain and grow in to a healthy weight
3. More intense intervention is likely to be required to help children who are obese improve their weight for height.

There is a lot of evidence with a high degree of agreement about the key areas we should focus on collectively and the effective components of action by individual sectors which can have biggest impact. The most recent analysis (McKinsey, 2014) suggests that if we can coordinate the deployment of an ambitious, comprehensive, and sustained portfolio of specific initiatives across the whole of society, at a national level, the rise in obesity could be halted with 20 per cent of the overweight and obese population returning to healthy weight category within five to ten years.

Approach

The public health team with the strategy development group reviewed the evidence, guidance, strategy and policy which suggest the range of important things we should focus on to achieve a

population benefit in rates of childhood obesity. The strategy development group held a number of consultations with the population groups they work with to understand what local people felt about the priority of childhood obesity and the type of action that would be acceptable. Practical actions for each partner have been identified and cross checked and agreed through wider consultation with stakeholders. There were a number of key documents which summarise the available body of evidence, they are outlined below.

Evidence-based action

The Foresight report examined the systems causes of obesity and identified *areas for action* which could have the biggest impact and which were potentially modifiable. The report recommends the most promising policies of:

1. Investment in early-life interventions
2. Increased walkability/cyclability of the built environment
3. Controlling the availability of and exposure to obesogenic food and drink
4. Targeting health interventions for those at high risk

The Public Service Leadership Group considered policy context, known activity and remit of local government policy areas in recommending the six areas they want to see improvement in:

1. Increase walking and cycling to and from school,
2. Safe environments for children to play,
3. More children participate in and become hooked on sport,
4. School children's access to healthy meals on a daily basis,
5. Personal skills of children and parents to recognise, eat and prepare healthy food and,
6. Healthy choices are easier to access than unhealthy choices.

The report goes further in recommending specific actions which they feel are practical and achievable most of which are congruent with the evidence of effectiveness elsewhere.

Public Health Wales have reviewed the evidence and identified ten areas we should focus on in three stages of: preconception and pregnancy, infancy (0 to 24 months) and, two to five years. These are:

1. Adults who are parents or are planning to become parents are a healthy weight
2. Weight gain during pregnancy is within recommended levels
3. Babies are breastfed
4. Babies do not have solid food before the age of six months
5. Babies grow steadily within the first year of life
6. Children play outdoors every day
7. Screen time is kept below eight hours a week

8. Children eat fruit and vegetables every day
9. Children get enough sleep
10. Children have healthy drinks most of the time (water, milk or diluted fruit juice)

There is a large range of guidance, evidence briefings for local authorities and pathways published by the National Institute for Health and Care Excellence (NICE). NICE systematically review evidence of effectiveness and make recommendations for policy makers and practitioners. There are 14 published pathways recommending the actions organisations and partnerships can take in prevention, identification and management of overweight and obesity. In addition to those pathways there are 10 guidelines specifically related to addressing healthy weight and obesity and more in development. In addition there are several guidance documents on nutrition and physical activity with seven dedicated to physical activity alone.

Active Travel (Wales) Act 2013 and Action Plan requires local authorities to identify and map the enhancements that would be required to create a fully integrated network for walking and cycling, and develop a prioritised list of schemes to deliver this network. The ensuing Active Travel Action Plan contains other activities including the promotion of opportunities to be active.

Recent analysis by McKinsey (2014) identifies 74 interventions which the authors place in 18 categories, and which they claim could reduce obesity by 20 per cent if implemented systematically at scale. They include

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|---|-------------------------------------|
| 1. Active transport | 10. Price promotions |
| 2. "Healthcare payors" (incentives and rewards) | 11. Public health campaigns |
| 3. Healthy meals | 12. Re-formulation of food products |
| 4. High calorie food and drink availability | 13. School curriculum |
| 5. Labelling | 14. Subsidies taxes and prices |
| 6. Media restrictions | 15. Surgery |
| 7. Parental education | 16. Urban environment |
| 8. Pharmaceuticals | 17. Weight management programmes |
| 9. Portion control | 18. Workplace wellness |

Whilst several of the interventions outlined above require legislative or government action, potentially at the UK level and as such are beyond our control, the vast majority of areas and actions are congruent with the rest of the evidence reviewed for our action plan and can be influenced by public service organisations and Partnerships at regional and local level.

An agenda for action in Gwent

The action list appended to this strategy contains practical and achievable actions from across sectors. The small number of actions for a wide number of partners are not intended to constitute a binding “action plan” for organisations and partnerships. It is more a description of activities different actors can do to get closer to effective action on reducing childhood obesity. It is for the bodies accountable to the LSBs/PSBs and the partnerships themselves to set the pace and priorities which they can achieve. This strategy is clear though, as previously mentioned, there is no one single or even small number of actions from a small number of individuals, that will change things. The actions recommended in this strategy are grouped under the following themes:

- **Disrupt obesogenic social norms** – a sustained and targeted media strategy developed in consultation, particularly in deprived communities where rates of obesity are highest, which engages people and begins to challenge current status quo. Enabling parents, families and professionals to recognise the benefits of a healthy weight and the harms of overweight and obesity to children and their futures. Enabling children and young people to recognise the power of big brands and multi-billion pound targeted marketing on their choices.
- **Support a healthy start in life** – the first 1000 days of a child’s life are crucial for future wellbeing; from dedicated weight management services for pregnant women, through breastfeeding and parenting support programmes, to the key actions of early years childcare and education providers; standard effective messages and more coordinated action in from a range of early years professionals, programmes and settings to promote and sustain healthy weight.
- **Coordinate and improve the efforts in early years and schools settings** – practical policy and activity which maximises contribution from children, parents, staff, the curriculum and the environment which promote healthy eating, sport, active recreation and active travel throughout the school day.
- **Influence healthy food choices in our communities** – maximising the community cooking assets as part of coordinated programmes to improve healthy eating, working with local food vendors, including public services who provide food for the public, to increase and promote healthier options. Make the most of planning guidance and local policy to regulate the growth in fast food outlets particularly in close proximity to schools.
- **Encourage active recreation and play for families** – prioritising the needs of families and children, particularly in the early years, getting the most out of open space assessments and play sufficiency audits to plan and promote shared spaces for active recreation and play. Services engaging with parents and families, particularly to identify barriers to participation of provided active recreation and play opportunities.
- **Create active and safe communities** –improving the walkability and cyclability of specific communities and new developments: creating, maintaining and promoting the attractive option of walking and cycling in the natural and built environment, prioritise plans which connect communities to places of community interest, prioritise traffic calming measures in deprived communities and close to schools.
- **Provide community and healthcare based weight management interventions for families who need them** – Ensuring weight management programmes are based on evidence of effectiveness and are multi-component, develop Level 2 and 3 childhood weight management services in line with NICE guidance, developing and testing new models of

community-based level 2 weight management programmes and prioritising young women and parents of young children in existing adult weight management services including evidence-based commercial providers.

Mobilising to deliver

In addition to the striking similarity of the priority areas for action, a small number of vitally important messages about how we should organise to implement. It is unequivocal that:

- No single intervention or organisation can offer a unilateral solution
- The main answer does not lie with another sector in another organisation
- There is the potential for big savings and benefits to society and public services but they are spread across sectors and organisations.
- Reversing the current obesity trend requires multiple interventions, from multiple sectors, at the same time
- This is hardly about new investment, it is about a renewed focus on coordination to harness and reorient current work with incidental impact, towards effective and synergistic action.
- Leadership, accountability and governance are crucial and should be provided by both partnership and organisations.

Systems improvement approach

As well as systems of causes there are also systems of assets – people, places and services – in different settings which need to collaborate, reorienting towards the solutions described. These systems have existing organising structures with strategic, managerial and operational activity; these are the leaders who can generate the scale of reorientation we need at both policy and operational levels. Key systems would be: Antenatal; pre-school and school settings; those who manage the food and physical activity environment; communities, Communities First and the third sector; Neighbourhood Care Networks including early years healthcare professionals and; public service communications professionals and the media. We have to reach and inspire and empower the leaders within these systems to act differently.

Leadership for change

If we are going to achieve the scale of change required to realise our vision then we need to enable people from all levels across the important public service systems that can make that change possible. Engendering and enabling leadership at all levels across those systems from Cabinet and Board through operational management and front-line personnel to the people who live work and play in our communities today will be important to our success. Building the commitment for change through collaboration and inspiring others with our shared purpose has to come from within the system itself, with the mutual respect only the inside knowledge of shared values and shared experiences can bring. Internal system leaders also enable a better spread of innovation through existing networks and, their ideal placement to locate the resources, risk takers, knowledge, tools, and relationships essential for spreading innovation and change at scale and pace. The ‘bodies’ we recommend are accountable for delivery against this strategy need to be able to harness that potential for change. The action list accompanying this strategy provides the evidence based actions

which partnerships and organisations can work towards together to have the best chance of turning the curve on childhood obesity.

Using an improvement method

Gaining large scale change across the systems will require small scale process changes by leaders and teams within the systems. Using an improvement method will enable change to be rigorously delivered in discrete parts of the system in a managed way, improvement methods are essentially concerned with: agreeing what success looks like and how that can be measured; with the system identifying and agreeing the timely implementation of appropriate and realistic changes and actions; re-measuring using comparators and benchmarking and reacting with different or greater intervention. There are many methodologies to choose including Lean, Total Quality Management or Model for Large Scale Change.

To manage this work will require senior level leadership and, sound accountability and governance frameworks. The accountable structures will agree the performance and delivery measures they will use to assure themselves that requisite change has followed and will be at the requisite level, ensuring barriers and conflicts are removed with necessary facilitators put in place.

Suggestions for using existing governance and accountability structures are provided in the next section but the urgent first task for each accountable body is to agree the relevant actions from the list, the measures they will use to demonstrate progress and the timescales. The agreed accountable bodies should agree and report on a three-year rolling plan with annual refresh.

Accountability and governance structures

The Public Service Leadership Group, NICE guidance and the All-Wales Obesity pathway recommend different structures to be accountable for making these actions happen in Wales. The PSLG specifically acknowledges the risk in collective accountability. However, due to the public service wide response required to turn the curve on childhood obesity, and the different roles and competence of partnership and organisational leadership, single accountability and governance would likely fail. There are also different governmental reporting structures for organisations and Partnerships.

Therefore this strategy recommends, whilst ABUHB are providing the initial leadership and call to organise, that the accountability and governance should be at senior strategic levels *both* within organisations and Partnerships (LSB/PSG) providing assurance to Council Cabinet, ABUHB Board and LSB/PSB on sufficient progress. This strategy recommends that the UHB, the five local authorities and the five local service boards adopt childhood obesity as a priority piece of work and as a “Wellbeing Objective” under the Wellbeing of Future Generations (Wales) Act 2015.

Partnerships will not currently be the most efficient place, for example, to enable all Midwives to receive training in *brief intervention* for weight management but they are much more able than organisations to assess the variation of need in their local communities and coordinate activity in particular areas or settings. Through the Wellbeing of Future Generations (Wales) Act 2015 Public Service Boards will develop stronger mechanisms for holding composite organisations to account for delivery against jointly agreed priorities. Public Service Boards will also be able to ensure sustainability of this strategy through public service organisational change. LSB/PSB must be

accountable for the *coordination* of actions to meet local priorities, reduce inequalities in health and ensure maximum integration with partnership action on the other six *wellbeing goals*.

Organisational accountability and governance will be required to reorient to provide activity contained within single sectors. Within the ABUHB the Public Health and Partnerships Committee, will provide assurance to the University Health Board for the actions of a *healthy weight delivery group* with representation from the relevant Divisions including NCNs. The strategy recommends a Board-level champion is nominated as a senior leader for this work within the UHB and as an advocate with partners.

This strategy calls for the five local authorities in Gwent to identify the relevant existing internal cross-organisational structure(s) who can provide: 1) assurance to Cabinet on progress against the childhood obesity “wellbeing objective”, 2) hold local authority departments and other providers accountable for delivery and 3) provide the appropriate cross-policy scrutiny for policy and activity which could impact on childhood obesity. Each local authority may have different structures which can perform this function. We recommend a Cabinet champion be nominated as a senior leader for this cross-government agenda.

Local Service Board (and future Public Service Boards) structures predominantly concerned with health and equality should provide the locality partnership accountability for directing and coordinating local delivery to local need also considering the activity on the other wellbeing goals. These groups already have governance arrangements in place through to LSB and have the existing networks of practitioners.

Outcomes and delivery framework

Outcomes

- Proportion pregnant women gaining more than recommended weight gain during pregnancy
- Breastfeeding rates: initiation and 10 days
- Proportion of children aged 4 and 5 years overweight or obese and obese (CMP)
- Percent of children reporting walking or cycling to school (National Survey for Wales, WG)
- Percent of adults walking or cycling for active transport (National Survey for Wales, WG)
- Percent of children Hooked on Sport, School Sports Survey Sport Wales

Delivery

Appropriate indicators drive change and measure delivery and performance. The data and information on progress will need to be selected at an action-based level and will often be system or product completion based on the action plan. There are also data currently available or which can be captured which can show improvement over time. Examples of such indicators are provided below, but, as with the actions, the indicators used in delivery will need to be agreed with the accountable delivery team.

- Implementation reports against actions in plan.
- Pregnant women referred and treated by antenatal weight management services
- Percent of parents satisfied with child play areas (National Survey for Wales (LA area?))
- Proportion of pregnant women with a BMI at booking, at 36 weeks
- Proportion solely breastfeeding at 10 days and six weeks
- Proportion of children aged 0-3 with a recorded BMI
- Introduction of solids guidelines implemented
- Numbers of midwives, health visitors and school health nurses trained in weight management BI annually
- Numbers of Primary Care and other front line professionals trained in weight management Brief Advice
- Numbers AWMS participants who are parents of children in the early years or school age
- Number of parents of children in early years or of school age participating in Foodwise
- Live within a 10 minute walk of green or blue space (NSW)
- Safe for children to play outside in local area (NSW)
- WIMD of target areas for
- Walkability of new developments
- Inclusion of healthy environment criteria in CIL or S106/nos HIA carried out on planning

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CONSULTATION DRAFT

REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2015/16 MONTH 9 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Children & Young People Select Committee
DATE	11th February 2016
DIVISIONS/ WARD AFFECTED	All Authority

PURPOSE

The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of reporting period 3 which represents month 9 financial information for the 2015/16 financial year.

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 third period of revenue monitoring in 2015/16 (£162,000 overspend), and seek assurance that Chief Officers will continue to work on delivering the £1.6 million Recovery Plan reported to December 2015 Cabinet.
- 2.2 That Senior officers follow the requirement of the Protection of Employment Policy which requires that all redundancy and pension costs must be reported to and agreed by Cabinet before final approval.

- 2.3 Members consider the position concerning period 3 (Month 9) Capital Monitoring 2015/16 of an estimated £23.8million spend against a net budget of £23.9million, after proposed slippage of £37.7 million, notes the improvement in a need for slippage reported by managers (after excluding 21c schools), and the reservation that this necessitates managers incurring £12.5million expense during the last quarter, when collective they only spent £11.3 million in preceding periods this year.
- 2.4 Requests the addition of two wholly funded section 106 funded capital schemes to the capital programme, which managers report will be fully utilised by the end of March 2016:
- A capital budget of £40,000 to allow for the construction of a Puffin crossing in the vicinity of the development at Saw Mill house funded from S106 contributions from the development at Saw Mill house, Little Mill.
 - A capital budget of £6,800 to continue the implementation of the Monmouth Links Connect 2 walking and cycling network funded from Section 106 contributions received from the development at the Almshouses, St James' square Monmouth.

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 3

Table 1: Council Fund 2015/16 Outturn Forecast Summary Statement at Period 3 (Month 9)	Annual Forecast @ Month 9	Revised Annual Budget @ Month 9	Forecast Over/(Under) Spend @ Month 9	Forecast Over/(Under) Spend @ Month 6	Forecast Variance Month 6 to Month 9	Forecast Over/(Under) Spend @ Month 2	Forecast Variance Month 2 to Month 6
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Social Care & Health	39,475	38,247	1,228	1,101	127	519	582
Children & Young People	51,491	51,351	140	197	(57)	274	(77)
Enterprise	10,162	10,140	22	601	(579)	338	263
Operations	16,148	16,308	(160)	339	(499)	634	(295)
Chief Executives Unit	6,810	7,002	(192)	(31)	(161)	(120)	89
Corporate Costs & Levies	18,115	18,215	(100)	(61)	(39)	63	(124)
Net Cost of Services	142,201	141,264	937	2,146	(1,209)	1,708	438
Attributable Costs – Fixed Asset Disposal	150	233	(82)	(51)	(31)	0	(51)
Interest & Investment Income	(100)	(51)	(49)	(33)	(16)	(30)	(3)
Interest Payable & Similar Charges	3,275	3,662	(387)	(382)	(5)	(202)	(180)
Charges Required Under Regulation	5,536	5,776	(241)	30	(271)	74	(44)
Contributions to Reserves	90	95	(5)	0	(5)	0	0
Contributions from Reserves	(1,862)	(2,773)	911	108	803	(90)	198

Capital Expenditure financed from reserves	210	210	0	0	0	0	0
Amounts to be met from Government Grants and Local Taxation	149,500	148,416	1,084	1,818	(734)	1,460	358
General Government Grants	(67,642)	(67,642)	0	0	0	0	0
Non-Domestic Rates	(26,737)	(26,737)	0	0	0	0	0
Council Tax	(60,844)	(60,094)	(750)	(600)	(150)	(500)	(100)
Council Tax Benefits Support	5,925	6,097	(172)	(152)	(20)	(93)	(59)
Net Council Fund (Surplus) / Deficit	202	40	162	1,066	(904)	867	199
Budgeted contribution from Council Fund	-40	(40)	0	0	0	0	0
	162	0	162	1,066	(904)	867	199

3.1.3 The bottom line situation, a £162k potential overspend needs some further analysis to understand the underlying position. This overspend includes £620k overspend in relation to non school redundancy costs (which are still subject to member approval). Setting these one off costs aside would reduce the overspend to an underspend of £458k.

3.1.4 However the position reported above also includes £778k of underspends relating to reserve funded projects which are now going to be deferred to 2016/17. Taking this into account results in an **overspend of £320k overall and a £1.096 million overspend in net cost of services.**

3.1.5 The analysis in the table below takes the “simple” outturn prediction for services and adjusts for the unbudgeted redundancy costs that Directorates are forecasting, and the extent of reserve usage planned that instead Directorates request is deferred to a later year:

Directorate Cost	Outturn Reported based on month 9 data	Redundancy costs not budgeted for not falling to schools	Adjusted Outturn	Reserve funded expenditure requested deferred	Adjusted budget	“Real” variance against budget
Social Care & health	39,475	(11)	39,464	(97)	38,150	1,314
Children and young people	51,491		51,491		51,351	140
Enterprise	10,162	(557)	9,605	(662)	9,478	127
Operations	16,148	(52)	16,096		16,308	(212)
Chief Executives	6,810		6,810	(19)	6,983	(173)
Corporate Costs & levies	18,115		18,115		18,215	(100)
Net Cost of Services	142,201	(620)	141,581	(778)	140,485	1,096

3.1.6 The main overspending areas are:

- Social Care and Health (£1.3m), although the main pressure continues to exhibit in Childrens Services (£1.5m) and is compensated in part by the beneficial situation in Adult, Commissioning and Community Care
- CYP Directorate exhibits a slightly worsening position (£140k overspend) relating to the Primary Schools, CYP Management and the Youth Service
- Enterprise overspend of £127k relating to recovery plan savings not met and further pressures in some service areas
- Operations, Chief Executive’s and Corporate are all now exhibiting an underspend forecast which in part offsets the overspends above.

3.1.7 The expectation of the Recovery Plan approved by Cabinet in December was to reduce the net cost of service overspend at month 6 from £2.146 million to £800k with the remaining overspend being met from Treasury and Council tax surplus. The above analysis shows that progress is being made to deliver on the plan.

3.1.8 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year and deliver on the recovery plan agreed by Cabinet. The outturn report will contain information on what has been done to manage the over spends identified and the positive action that has been undertaken to ensure that the outturn comes in on budget.

3.1.9 Slippage on Reserve funded projects

The following table indicates the extent of budgeted reserve funding anticipated utilised by Directorates and that element of approved expenditure they request to be deferred.. These include,

Directorate	Project	Reserve Source	Reserve funding utilised in 2015-16	Reserve funding deferred to 2016-17
Enterprise	Superfast Broadband facilitation	IT transformation	53,200	20,000
	Centre of Innovation funding for Magor 2 building	Invest to Redesign	90,000	40,000
	Reserve funding to facilitate 14-15 mandates	Invest to Redesign	0	49,000
	Eisteddfod	Priority Investment	145,000	430,455
	Local development plan	Priority Investment	0	100,000
	HR restructure	Invest to Redesign	0	22,500
	Innovation and marketing assistance to deliver mandates	Invest to Redesign	105,000	0
	Informing the future of Cultural services	Invest to Redesign	24,000	0
	City Deal Contribution	Priority Investment	30,300	
	CMC2 shortfall 14-15	Priority Investment	140,000	
Sub Total Enterprise			587,500	661,955
Social Care & Health	Service Transformation Adult Social Care	Invest to Redesign	103,000	57,125
	Childrens Services Temporary Staff	Priority Investment	113,347	40,000
Sub Total Social Care			216,347	97,125
Children & Young People	Innovation and marketing assistance to deliver mandates	Invest to Redesign	60,000	0
	CYP development fund	Priority Investment	273,422	
	Restorative Approaches	Priority Investment	61,000	
	Raising Education standards	Priority Investment	56,000	
Sub Total Children & Young People			450,422	0
Sub Total Operations	Bus lease repayments	Grass Routes Buses	25,913	0

Chief Executives	Council Tax Recovery	Invest to Redesign	28,817	0
	Innovation and marketing assistance to deliver mandates	Invest to Redesign	26,000	19,000
	Reserve funding to facilitate 14-15 mandates	Invest to Redesign	13,000	0
	NNDR hardship case	Priority Investment	18,750	
Sub Total Chief Executive's			86,567	19,000
Sub Total Corporate	Redundancy Strain Costs	Redundancy & pension	325,434	0
Appropriations	Fixed asset disposal	Capital receipts generation reserve	100,369	132,988
	Vehicle leasing	Invest to Save Advances	8,583	
	Prudentially borrowed vehicle repayments	Invest to Redesign	60,737	0
Sub Total Appropriations			169,689	132,988
Total			1,861,872	911,068

3.1.10 Redundancy costs

In support of the summary table redundancy column included in para 3.1.5 above, the following provides greater detail for members of the redundancy costs incurred by Sections during the year.

Directorate	Service	Redundancy Costs 2015-16 to date
Enterprise	Strategic Management	85,279
	Community Hubs	300,973
	Community Education	96,317
	Leisure	18,081
	Markets	24,519
	Whole Place	31,392
	Sub total	556,561
Operations	Transport	9,131

	Building Cleaning	1,091
	Resources	7,271
	Grounds	30,752
	Highways	3,978
	Sub total	52,223
Social Care & Health	Supporting People	1,932
	My Day	8,783
	Sub total	10,715
Children & Young People	Schools	465,742
Total		1,085,241

33 Page 132 .11 When managers initially highlight the re-engineering of services, there is often a potential for redundancy payments, but it is not possible to quantify the extent of these costs without prejudicing the outcome of the interview process or the success of redeployment. A second report is required to quantify these costs prior to being incurred for member approval. The Protection of Employment Policy states that:

All redundancy and Pension costs must be reported to and agreed by Cabinet before final approval. All costs associated from redundancy and/or re-deployment will be borne by the service budget.

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 2 Red= Adverse (Green) = Favourable	Headline Comment
Social Care & Health (SCH)					
ADULT SERVICES					
Severn View DC & My Day DC	(13)	0	(13)	12	Increased use of temporary staff to cover long term sickness has led to reduction in savings.
Mardy Park Rehabilitation Unit	(12)	0	(12)	0	Section 33 income is running ahead of budget but has reduced
MardyPark	60	0	60	12	Due to low level of income as a result of falling long term clients. A recently approved transformation model will look to readdress this position.
Severn View Residential	93	0	93	32	Combination of mandate savings not being achieved plus lower income charges from less full paying clients.
Direct Care	(71)	0	(71)	8	Reflects increased income from client referrals and Management vacancy
Transition Co-operative	(24)	0	(24)	0	Relates to income from staff seconded to an external agency.
Adult Services Man/Support	(103)	0	(103)	(4)	Current Disabilities team manager vacancy plus ICF grant meeting costs of the Direct Care team manager.
CHILDREN SERVICES					
Fostering Allowances and Payments For Skills	144	0	144	(12)	Reflects financial support to the current number and age mix of children in foster care and skills payments to carers with SGO's
Younger People's Accommodation	(66)	0	(66)	30	This budget is prone to volatility and since month 6 we are supporting two more placements costing £1,600 per week.

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 2 Red= Adverse (Green) = Favourable	Headline Comment
Ty'r Enfys	(52)	0	(52)	0	This facility with now remain closed for the entire year.
Counsel Costs	18	0	18	0	This service has received extra budget provision during the period of reporting
Therapeutic Service	(28)	0	(28)	0	Under spend due to vacant Play Therapist post being filled on a part time basis from 07/09/15
External Placements – LAC	1,094	0	1,094	174	Current activity is 70 placements (64 at M6) 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	(96)	0	(96)	1	This cost centre is generally used to fund the over spend within S026.
GWICES (Gwent Wide Integrated Community Equip Services	(26)	0	(26)	0	Forecast based on GWICES report for November 2015 received from the host Torfaen CBC
Other Children's Services –appendix 6	(4)	0	(4)	(8)	
SCYP - Placement & Support Team	122	0	122	(6)	Over spend due to use of agency staff, contact and assessment costs and home to school transport. More recently this budget has funded building work to create in house contact centres.
Children Services Safeguarding Unit	(27)	0	(27)	(6)	Under spend relates to a vacant part time Independent Reviewing Officer post not expected to be filled until 2016/17.
SCYP - Supporting Children & Young People Team	233	0	233	35	Overspend relates to the employment of 7 agency workers to cover staff sickness and capacity issues and a 77% increase in transport costs since last year.
Disabled Children	91	0	91	3	Large part of overspend relates to the continued use of agency staff to cover sickness and the employment of a Student Placement Social Worker.
FRS – Family Support Team	42	0	42	15	This budget is currently employing the services of 12 social workers to cover for various staff absences.

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 2 Red= Adverse (Green) = Favourable	Headline Comment
Bus Cases / Temp Funding - Cabinet 06/05/15	(77)	0	83	(161)	Underspend relates to delayed appointment to social worker posts connected with approved business cases
COMMUNITY CARE					
Aids for Daily Living	(9)	0	(99)	22	Forecast based on GWICES report for August 2015 received from the host Torfaen CBC
Adult Transformation	(57)	0	(57)	0	Delay reserve funding by £57K into 2015/16. Head of Service to make formal reserve slippage request.
Other Social Care	9	n/a	9	(16)	See appendix 6
COMMISSIONING	(15)	0	(15)	(7)	See appendix 6
RESOURCES	2	0	2	3	See appendix 6
Total SCH at Month 9	1,228	0	1,228	127	Total SCH Outturn at Month 9

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Children & Young People (CYP)					
ISB	115	0	115	87	Additional costs of protection at schools, adverse school rateable value change and additional professional fees
Management	24	n/a	24	(12)	Professional fees relating to schools moved to ISB
Financial Management Services	30	n/a	30	14	vacancy has been temporarily filled earlier than previously anticipated at M6

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 2 Red= Adverse (Green) = Favourable	Headline Comment
Support Services	19	n/a	19	(18)	Legal costs incurred by the Authority offset by saving in H&S assessments in transport.
Additional Learning needs	(152)	n/a	(152)	(50)	Recoupment income increased due to price increase w.e.f. from January and vacancy left open. The departmental recovery plan stated that £60,000 extra would be recovered in relation to recoupment charges. This has been received, however there is an overspend on the contingency budget which has offset some of this. We are still anticipating a further £20,000 saving on our collaborative arrangements. This will not be known until year end.
Early Years	(45)	0	(45)	(45)	Due to the establishment of a new LA nursery there are less children attending a non-maintained setting.
Primary Breakfast Initiative Grant	55	n/a	55	0	Take up continues to increase and therefore resulting in additional staffing requirements.
Community Education Youth General	(26)	137	111	(26)	Funding from Torfaen Training has since reduced in 15-16, however the ESF grant will now start on the 1 st February allowing this grant to be claimed for two months of 15-16 The departmental recovery plan anticipated a further £60,000 in grant income, notification has been received that this has been delayed until 2016-17 financial year.
Other CYP	(17)	n/a	(17)	(7)	See Appendix 7. The departmental recovery plan indicated a saving of £44,000. While a proportion of this will have been made, some vacancies were filled earlier than anticipated. All budget holders are ensuring that no non-essential spend it being made.

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 2 Red= Adverse (Green) = Favourable	Headline Comment
Total CYP at Month 9	3	137	140	(57)	Total CYP Outturn at Month 9

Enterprise (ENT)					
Sustainability	65	33	98	15	Sections' inability to achieve the expected income targets. Therefore, recovery plan target unlikely to be met
Strategic Property Management	(50)	0	(50)	7	Under spend relates partly to a staff vacancy, and a reduction in budgeted professional fee's. The departmental recovery plan included a £33,000 saving on asset rentals and maintenance, at month 9 only £6,000 has been achieved.
Cemeteries	(76)	n/a	(76)	(33)	Continuing increase in budgeted income along with lower than anticipated expenditure,
County Farms Unit	(15)	n/a	(15)	(24)	Variance from month 6 to month 9 is a reduction is expected maintenance along with higher than anticipated income from recovered outstanding rentals. The departmental recovery plan set at month 6 included a reduction in maintenance spend of £50,000, currently £25,000 has been achieved
Markets	105	33	138	30	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) Redundancy cost increased
Community Education	178	0	178	88	£50,262 relates to one off redundancy costs which the section requests reserve funding. The remaining £40,000 due to the reduction in franchise income. M6 to M9 increase due to unbudgeted Hanbury House costs and delayed restructure
Community Hubs	261	125	386	71	due to £328k one off redundancy costs which have already been incurred at month 9 and £58k of redundancy costs which will be incurred by year end,
Eisteddfod	(430)	0	(430)	(430)	This years spend is likely to be around £145k but there is still uncertainty around these costs with the remaining £330k needing to be rolled forward into 16-17 as the agreed project runs over two financial years.

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 2 Red= Adverse (Green) = Favourable	Headline Comment
Homelessness	(46)	0	(46)	3	Funding of the Financial Inclusion Officer coming from the Implementing the Housing Act Grant £28,000 and a reduction in expenditure against B&B accommodation offset by bad debt write offs since M6
Renovation Grants	18	0	18	18	Overspend relates to unbudgeted overheads on DFG grant income
Lodgings Scheme	(40)	0	(40)	5	Occupancy levels being forecast at a fairly high level therefore increasing the amount of rental income and HB benefit.
Spend to Save	(27)	0	(27)	2	Saving due to unexpected one-off grant funding
Whole Place	(20)	n/a	(20)	22	Staff vacancies - Delayed appointment, reduction since M6 due to redundancy costs
People Services, Innovation & Business	(201)	0	(201)	(201)	Savings due to reduced budgeted calls on reserves
General Overheads	1	112	113	3	The 100k savings that were to be achieved through in-house software development and the sale of products will not occur. This formed part of the departmental recovery plan set at month 6 and it is currently anticipated that none of these savings will be achieved. Other options to look for alternative savings are being actively sought.
Development Plans	(150)	0	(150)	0	LDP savings as scheme unlikely to be implemented in 2015-16
Leisure Services	(20)	30	10	(85)	20k over spend from Children's Services. 30k relates to a learning Co-ordinator post that is not grant funded anymore, 15k 3G pitch income issues with the lighting and electricity supply. The £35,000 saving built into the departmental recovery plan from increased income has not materialised see Appendix 8 for further detailed comments
Museums, Shirehall, Caldicot Castle & Country Parks	99	45	144	(6)	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. Of the £30,000 built into the recovery plan £8,000 has been achieved through the winter closure of Chepstow TIC, the remaining £22,000 is yet to be found.

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 2 Red= Adverse (Green) = Favourable	Headline Comment
Other Enterprise	(8)	0	(8)	(64)	See Appendix 8
Total ENT at Month 9	(356)	378	22	(579)	Total ENT Outturn at Month 9

Page 139	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 2 Red= Adverse (Green) = Favourable	Headline Comment
	Operations (OPS)					
	Transport Policy	(19)	0	(19)	(14)	Increase in income due to favourable winter weather conditions
	Highways	(360)	50	(310)	(295)	Highways is forecasting to underspend by £310,000 due to SWTRA income £250k, Operations savings £40k and increase in Fixed Penalty notices on street works £20k. The advertising income target is now unachievable this financial year due to approval delays. Currently the section has achieved £140,000 of the £215,000 targeted savings included in the month 6 Recovery Plan. It is now anticipated that certain income targets set in the plan will not be met, in particular road closure and pre-app planning fees and also advertising.
Public Transport Subsidy LTSG Grant	37	0	37	32	Un-budgeted staff costs, mainly on salaries and overtime and an increase in transport costs.	

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Public Transport Subsidy Grant	(44)	0	(44)	4	Administering the Bus Services Support Grant is claimable against the grant £50,000, this has been off set by small over spend on vehicle and transport costs of £5,000 in quarter 3.
Home To School Transport	335	0	335	0	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.
School Transport – external	(92)	0	(92)	(92)	Vacant post £11,000 and reductions in transportation costs and season tickets £81,000. The £15k listed in the departmental recovery plan at month 6 is expected to be achieved by year end.
Special Educational Needs	(32)	0	(32)	(32)	Vacant post £11,000 and reductions in transportation costs and season tickets £21,000.
Building Cleaning	25		25	0	Overspend due to delayed implementation of the mandate saving - transferring public conveniences to town councils.
Schools Catering	42	n/a	42	7	Increased costs due to the councils need to comply with Healthy Eating In Schools agenda, M6 to M9 relates to additional staffing costs to cover sick absence.
Resources	119	n/a	119	16	Forecasted deficit position is due to a reduction in income as a result of a shortfall in capital fees.
Accommodation	(159)	n/a	(159)	(9)	Underspend due to a continued reduction in premises and supplies and services costs on all accommodation
Grounds Maintenance	(75)	0	(75)	(75)	Increase in external income. A target of £70,000 was included in the departmental recovery plan, the unit is expected to exceed this by £5k.
Refuse & Cleansing Operations	(25)	25	0	(20)	pressures of the budget mandates are still real, however have been mitigated by a reduction in fuel costs (£80k benefit from budget) and a reduction in Superannuation as about 20 staff have opted out of the Council provided pension (£96k). Managers are to engage with staff to ensure that their decision to opt out of the pension is what they want to do, so

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					this may not be a recurring saving. All of the £30k listed in the departmental recovery plan is expected to be found by year end.
RAG Training	46	0	46	0	Has seen demand fall due to both increasing competition from other training providers and Council's facing major budget pressures only undertaking mandatory training.
Other Operations	(33)	0	(33)	(11)	See Appendix 9 – A £10,000 building maintenance saving included in the recovery plan will be achieved by year end.
Total OPS at Month 9	(235)	75	(160)	(499)	Total OPS Outturn at Month 9

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Chief Executive's Office (CEO)					
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 2 Red= Adverse (Green) = Favourable	Headline Comment
Customer Relations	12	0	12	0	Professional fees incurred during a complaint investigation.

Members Costs	17	0	17	17	Mainly inability to make vacancy factor savings
Democratic Services	(43)	0	(43)	(43)	Savings in supplies & services and unfilled staff vacancy
Legal	(25)	0	(25)	(25)	Savings in supplies & services and unfilled staff vacancy
Public Protection	(36)	0	(36)	(30)	Savings in supplies & services and unfilled staff vacancy
Benefits	(67)	n/a	(67)	(37)	Savings in Housing Benefit expenditure and reduced administration costs.
Council Tax & NNDR Administration	55	0	55	(10)	Forecast shortfall in income from court fees slightly improved from M6, includes potential redundancy costs for Officer
Cashiers	14	0	14	(2)	Overspend is largely attributable to estimated annual card fees
Revenues Systems Administration	(33)	0	(33)	10	Vacant post, reduced petrol costs and reduced system costs as proportion now charged to Housing Benefits. Decrease due to service costs for CIVICA system
Financial Systems Support and VAT	(5)	0	(5)	2	additional income from Schools following the renegotiation of contract costs
Communications	30	0	30	30	due to an under recovery of costs for the post of Digital Media Designer
Policy and Partnership Management	(43)	0	(43)	(14)	Mainly £32,000 of one off LSB grant attributable to a post which is currently vacant. £10k for other vacant post.
Other CEO	(68)	0	(68)	(59)	See Appendix 10
Total CEO at Month 9	(192)	0	(192)	(161)	Total CEO Outturn at Month 9

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position net of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Corporate (COL)					
Audit Commission Fees (Certification Grant Claims)	(36)	n/a	(36)	14	Forecasted saving in relation to the auditing of grant claims
Drainage Levies	10	0	10	10	Drainage Levy original budget insufficient for service cost
Coroner Fees	16	0	16	0	Original budget insufficient for service costs

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 2 Red= Adverse (Green) = Favourable	Headline Comment
HMRC Rate Reimbursements	(29)	0	(29)	7	VAT rebates exercise
Early Retirement Pension Costs	161	n/a	161	11	Additional cost of redundancies notified in latter part of 2014/15 & during 2015/16
Insurance Premium Payment(Direct)	(67)	n/a	(67)	(7)	Based on reduction in premium costs as a result of the tender completed in September 2015.
Insurance Settlement Expenditure	(65)	0	(65)	(65)	Insurance settlement claims predicted to be lower due to reduced claims activity
Indirect Revenue Gains Reserve	(97)	0	(97)	17	Rate rebates from MCC Properties
Other Corporate	7	0	7	1	See appendix 11
Total COL at Month 9	(100)	0	(100)	(40)	Total COL Outturn at Month 9

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Appropriations (APP)					
Attributable Costs - Fixed Asset Disposal	(82)	0	(82)	(31)	12 Schemes delayed mainly due to a rethink of disposal strategy to optimise receipts
Interest and Investment Income	(49)	0	(49)	(16)	Increased cash income due to increased cash balances - in turn due to temporary borrowing taken out when rates were advantageous to prevent concentrated borrowing at difficult times.
Interest Payable and Similar Charges	(387)	n/a	(387)	(5)	saving against budget due to long term debt not being taken out and temporary borrowing being at a lower rate than budgeted
Charges Required Under Regulation	(241)	n/a	(241)	(271)	Consistent with recovery plan intentions, a planned set aside of £6m of capital receipts in 2016/17 will be brought forward a year from 16/17 as there is a balance of receipts available to do this and this will achieve a saving on MRP payments due.
Earmarked Contributions Reserves (Revenue)	906	n/a	906	799	£911k of budgeted spend expected to be slipped to 16/17; offset by additional reimbursement (£5k)

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 2 Red= Adverse (Green) = Favourable	Headline Comment
Other Appropriations	0	0	0	0	
Total APP at Month 9	147	0	147	528	App Outturn at Month 9

Financing (FIN)					
Council Tax	(750)	n/a	(750)	(150)	Surplus due to projected better Council Tax Collection rates as a result of increasing Council Tax base.
Benefit Support	(172)	n/a	(172)	(20)	The forecast reflects the current commitments within the system. Caseloads continue to reduce, a trend that is expected to continue through to year end.
Total Financing	(922)	0	(922)	(170)	
Grand Total @ Month 9	(325)	590	265	(801)	

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 9 projections.

Draft Council Fund Outturn 2015/16– Schools Summary outturn position at Month 9 (Period 3)	(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 @ Month 9 £'000	Forecasted Reserve Balances at 2015-16 Outturn (A+D) £'000	(D) Draw Forecasted on School Balances @ Month 6 £'000	Variance Month 6 To Month 9 £'000	Draw Forecasted on School Balances @ Month 2 £'000	Variance Month 2 To Month 6 £'000
Clusters									
Abergavenny	(412)	124	(24)	46	(366)	(19)	63	(312)	(119)
Caldicot	(426)	275	(23)	112	(314)	153	(41)	(174)	(99)
Chepstow	98	36	9	80	178	63	17	143	18
Monmouth	(424)	166	27	138	(286)	154	(16)	(231)	(39)
Special	24	(18)	(10)	116	140	105	11	(4)	133
Total	(1,140)	583	(21)	491	(649)	457	(34)	(578)	105

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 £491,000 for 2015/16, therefore leaving £649,000 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, Chepstow Comprehensive school have a recovery plan in place, the latest forecast indicates an increase in the deficit for the school. This is due to the contribution to redundancy costs that the school has incurred. The recovery plan is currently being reviewed and given the number of pupils on roll this deficit will still be met over the duration of the plan.

3.2.4 5 schools exhibited a deficit position at the start of 2015/16; Llanvihangel Crocorney (£15,039), Castle Park (£39,730), Chepstow Comprehensive (£388,687) Llandogo (£12,347) and Mounton House Special School (£25,955). Of these five schools the following three have seen an increase in their deficit balance at month 9, Llanvihangel Crocorney (£30,947), this is due to the pupil numbers in the school increasing and therefore an additional teacher needed to be employed, Mounton House Special School (£142,391) due to significant staffing changes and a delay in grant funding through the ESF project and Chepstow Comprehensive (£399,926). Overmonnow are now projected to have a surplus closing school balance after the implementation of a recovery plan since month 6.

3.2.5 An increase in Chepstow’s deficit is inconsistent with Governors recovery plan aspirations that the Council had endorsed, which continues to be monitored closely in consideration of whether the Council continues to endorse such proposals. The situation has been adversely affected by “catch up” water charges which had historically been estimated and the payment of 2 compromise agreements for staff affected by the redundancy exercise. Colleagues in CYP are currently modelling changes in post 16 apportionments between the 4 secondary schools, to establish whether this will have an unanticipated positive effect on the balance position. Irrespective of this, Governors remain confident that recovery will still take place in the original year set.

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)	(649)

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 no more than £50,000 for a primary school and £100,000 for a secondary school. Members may wish to seek a comfort that balances aren’t being used to subsidise and sustain core costs such as staffing.

3.2.7 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 9

DIRECTORATE	Specific Savings Initiatives 2015/16 £'s	Savings Identified @ Month 9 £'s	Percentage Progress In Savings Achieved %	Delayed Savings to 2016/17 £'s	Savings Unachievable in 2015/16 £'s
Children & Young People	1,514,000	1,377,000	91%	0	137,000
Social Care & Health	274,000	274,000	100%	0	0
Enterprise	1,392,983	1,015,983	73%	125,000	253,000
Operations	1,513,000	1,438,000	95%	50,000	25,000
Chief Executives Office	85,000	85,000	100%	0	0
Total Budgeted Savings	4,778,983	4,189,983	88%	175,000	415,000

3.3.2 Forecasted mandated savings are currently running at 88%, with £415,000 being deemed unachievable at the end of month 9, and a further £175,000 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 against the original and revised delivery recovery plans. The following savings mandates are still reported to be high or medium risk.

Operations (OPS)

- Highways advertising income is forecasting a £50,000 delayed saving due to planning issues in regard to the implementation of the scheme.
- Trade Waste are indicating that the sale of extra trade waste re-cycling bags (£25,000) is likely to be unachievable within the remainder of the financial year.

Enterprise (ENT)

- Utility supply issues at the Caldicot 3G sports pitch has resulted in reduced income of £15,000 and £15,000 for caretaker charges at Abergavenny Leisure Centre. Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K.
- Sustainable Energy Initiatives is reporting £33,000 of unachievable income targets
- Museums, Shirehall & Castles and Tourism – £15,000 shortfall due extra staffing requirements at Chepstow TIC and unattainable green screen savings (£10,000) and conservation income (£20,000). There has been no positive impact as a result of the alternative delivery plan as at month 9.
- In House development of ICT systems and associated income generation estimated at £100,000 will not occur with additional savings of £12,000 still be found from software contracts.
- MCC Markets are indicating that the extra income of £33,000 from the Markets and associated activities is unachievable due to budget pressures relating to the Borough theatre. The service is forecasting to achieve 37k against the alternative delivery plan of ceasing all repair and maintenance work to the asset portfolio.
- The delayed implementation of the Community Hubs project has led to a £125,000 savings shortfall.

Children and Young People (CYP)

- The Youth Service are forecasting to achieve £63,000 of the mandated savings (£200,000) and have identified the shortfall as being two grants that have been delayed until 2016/17 that were also part of the alternative delivery plan agreed in December by Cabinet

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 9 is as follows

MCC CAPITAL BUDGET MONITORING 2015-16 AT MONTH 9 by SELECT COMMITTEE						
CAPITAL BUDGET SELECT PORTFOLIO	Annual Forecast	Slippage Brought Forward	Total Approved Budget 2015/16	Provisional Capital Slippage to 2016/17	Revised Capital Budget 2015/16	Forecasted Capital Expenditure Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Children & Young People	15,200	7,267	51,351	(36,041)	15,310	(110)
Adult	337	35	353	(15)	337	0
Economic & Development	758	531	1,186	(458)	728	30
Strong Communities	7,531	2,940	8,723	(1,197)	7,527	4
Capital Schemes Total	23,826	10,773	61,613	(37,713)	23,900	(76)

MCC CAPITAL BUDGET MONITORING 2015-16 AT MONTH 9 BY SCHEME CATEGORY

CAPITAL BUDGET SCHEME	Annual Forecast	Slippage Brought Forward	Total Approved Budget 2015/16	Provisional Capital Slippage to 2016/17	Revised Capital Budget 2015/16	Forecaste d Capital Expendit ure Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management Schemes	3,751	889	4,079	(338)	3,741	10
Future Schools	13,551	6,699	48,896	(35,235)	13,661	(110)
Other School development Schemes	269	219	1,075	(806)	269	0
Infrastructure & Transport	3,174	670	3,242	(68)	3,174	0
Regeneration Schemes	936	947	1,554	(644)	910	26
Sustainability Schemes	94	81	126	(29)	96	(2)
County Farm Schemes	226	152	352	(123)	230	(4)
Inclusion Schemes	1,354	348	1,354	0	1,354	0
ICT Schemes	277	188	288	(11)	277	0
Other Schemes	193	581	646	(457)	189	4
Capital Schemes Total	23,825	10,773	61,612	(37,711)	23,901	(76)

3.5 Proposed Slippage to 2016-17

- 3.5.1 The only major proposed slippage apparent at month 9 relates to 21c schools initiative, a further £1.585 million in addition to that reported at month 6 and reflects the latest cashflow profile provided by CYP colleagues.
- 3.5.2 So ignoring the slippage which pertains to 21c schools, this means that service managers have requested far lower slippage levels £2,433,000 and £38,000 for services managers and property services respectively in comparison to the outturn levels last year of £4,031,000 and £532,000.

The risk associated with reporting far lower slippage levels is the pressure this puts on managers to convert their commitments during the last quarter into actual expenditure. Indicatively actual expenditure incurred is £11.3m and will require managers to convert £5.1m commitments and incur a further £7.4m in the last quarter, combined £12.5m, which is more than they incurred in the previous 8 months.

The more significant areas have been reminded of this, and that there will be no automatic right to slippage at year end. However all are intent to stand by their predictions. The same discipline will be applied at outturn to consider whether to recommend slippage to Members, i.e.

- whether there has been little or no progress in 12 month,
- the level of expenditure incurred this year has been less than in year budget and slippage b/fwd., to consider any opportunity to realign the budget to more realistic levels or reprofile budget more accurately over multiple years,
- or where there are identified problems/barriers to progress e.g. no agreement over scheme, archaeological considerations, planning considerations not yet satisfied or where the manager hasn't clearly evidenced why this should be slippage in the request made.

- 3.3 Potentially the Council has costs to incur in remediating the ex-community education building in Usk. This situation is still being quantified, but officers have suggested utilising the slippage associated with County Farms maintenance should it prove necessary rather than create further pressures on the capital programme. This change, should it be necessary, wouldn't be made without future report to members for consideration.

3.6 Capital Outturn

- 3.6.1 After allowing for the indicative slippage volunteered by services, the capital programme for 2015-16 is forecasting to be £76,000 under spent at Month 9. This is predominantly a saving on the Raglan element of 21c schools programme, and shouldn't be viewed as available for redistribution as members may recall agreeing a call upon this underspend to part afford the ICT schools refresh during 2016-17. Tenders have been received in respect of the two main secondary school builds and evaluation and benchmarking being undertaken before contracts can be agreed.
- 3.6.2 The other net underspend refers to sc106 resources which are presumed to return to sc106 pot for re-allocation should the outturn prove as forecast.
- 3.6.3 This leaves potentially £40,000 worth of net overspends to be afforded, and in being consistent with previous treatment it is recommended these be capital receipt funded at outturn if there are no additional underspends manifest at outturn.

3.6.4 Members have been considering a pressure to increase the disabled facilities budget that has remained pretty static over the years. It was hoped that underspends apparent at month 6 would be able to be directed to DFGs to mitigate the extent of forward commitments that potentially carry forward to 2016-17 (the service forecasts this to be circa £428,000). However service managers indicate no significant capital underspends likely at outturn from this month 9 activity, but this will require them to convert significant levels of uncommitted expenditure by the end of March 16 as mentioned in para 3.5.2 above. That hasn't been the reality in past years, and any increase in slippage reported at outturn not already identified in this report will be reviewed particularly closely.

3.6.5 During monitoring the addition of 2 section 106 schemes was requested by service managers. The expenditure associated with such would be complete by the end of 2015-16, therefore it is proposed to recommend their approval. The two schemes are,

- A capital budget of £40,000 to allow for the construction of a Puffin crossing in the vicinity of the development at Saw Mill house. The Puffin crossing was a requirement of the Section 106 agreement relating to the approval of planning permission at the site. The budget of £40,000 will be funded from S106 contributions from the development at Saw Mill house, Little Mill.
- A capital budget of £6,800 funded from Section 106 contributions received from the development at the Almshouses, St James' square Monmouth. The Section 106 agreement specifies the funding is to be used for 'Continuing implementation of the Monmouth Links Connect 2 walking and cycling network'. The expenditure proposed is consistent with that aim.

Capital Financing and Receipts

3.7.1 Given the anticipated capital spending profile reported in para 3.4.1, the following financing mechanisms are expected to be utilised.

MCC CAPITAL FINANCING BUDGET MONITORING 2015-16 AT MONTH 9 BY FINANCING CATEGORY								
CAPITAL FINANCING SCHEME	Annual Forecast Financing	Slippage Brought Forward	Original Budget	Budget Revisions	Total Approved Financing Budget 2015/16	Provisional Budget Slippage to 2016/17	Revised Financing Budget 2015/16	Forecasted 2015/16 Capital Financing
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Supported Borrowing	2,420	0	2,420	0	2,420	0	2,420	0
General Capital Grant	1,462	0	1,462	0	1,462	0	1,462	0
Grants and Contributions	8,897	3,952	16,816	477	21,246	(12,349)	8,897	0
S106 Contributions	643	690	0	602	1,292	(647)	646	(3)

Unsupported borrowing	320	1,274	15,311	(5,411)	11,174	(10,854)	320	0
Earmarked reserve & Revenue Funding	837	409	489	350	1,248	(411)	837	0
Capital Receipts	9,015	4,414	11,134	7,032	22,581	(13,453)	9,128	(113)
Low cost home ownership receipts	189	33	0	156	189	0	189	0
Unfinanced	40	0	0	0	0		0	40
Capital Financing Total	23,825	10,773	47,633	3,206	61,613	(37,711)	23,901	(76)

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.

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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	5,536	16,354	4,655
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 6	(6,877)	(149)	6,050	2,000
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	(6,250)	(7,274)	(1,732)	0

Less: Receipts to be applied - General	(2,092)	(1,373)	(509)	(509)
Less : Receipts to be applied - 21C Schools	(6,923)	(5,908)	(17,662)	(3,962)
TOTAL Actual / Estimated balance c/f 31st March	5,536	16,354	4,655	2,188
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	(6,124)	(4,751)	(6,888)	(8,200)

Points to note:

- The reduction in the capital receipts forecast in 15/16 is due to the delay in an LDP receipt & the Coed Glas receipt from 15/16 to 16/17 (£7.9m) offset by early collection of the Abergavenny cattle market receipt **deposit** (£1.6m). The increase in forecast receipts in 17/18 is due to slippage of a second LDP receipt from 16/17 to 17/18 (£6.2m).
- The decrease in the Capital receipts balance of £6.1m compared to the MTFP at 31/3/2016 is due to: the reduction in forecast receipts (£6.9m); an early application of capital receipts in respect of those being actively stockpiled for the 21C schools program (£6.2m) and corresponding decrease in borrowing - approved in the 1617 capital mtfp; and a set aside of capital receipts to reduce MRP payments (£6.2m) approved by Cabinet; offset by forecast slippage of capital receipt funded budgets (mainly 21C schools) to 1617 (£13.5m).
- The balance of receipts forecast to be available at the end of the mtfp window at 31/3/2019 (£2,2m) is reduced against the forecast in the 15/16 MTFP by £8.2m mainly due to the increase in total set aside of capital receipts from £10.5m to £15.2m and an increase in budgets funded by capital receipts, including virements from borrowing within the 21C schools program (£5.0m).

3.8.2 The Council has agreed to the inclusion of 21c schools initiative within the Capital Program and this relies on utilising £29.7 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.

3.9 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 AT MONTH 9

Earmarked Reserves	2014-15	Revenue Approved Usage		Capital Usage	2015-16	Revenue Approved Usage		Capital Usage	2016-17
	b/fwd	Replenishment of Reserves	Draw on Reserves			Replenishment of Reserves	Draw on Reserves		c/fwd
Invest to Redesign	(1,483,522)	(49,396)	519,138	261,278	(752,502)	(72,508)	465,067	150,000	(209,943)
IT Transformation	(639,840)		53,200	97,341	(489,299)		20,000	250,000	(219,299)
Insurance & Risk Management	(2,250,388)				(2,250,388)				(2,250,388)
Capital Receipt Regeneration	(460,342)		100,369		(359,973)		132,988		(226,985)
Treasury Equalisation	(990,024)				(990,024)				(990,024)
Redundancy & Pensions	(599,936)		325,434		(274,502)		192,126		(82,376)
Capital Investment	(1,620,945)	(15,500)		489,541	(1,146,904)			489,541	(657,363)
Priority Investment	(1,973,294)		837,819		(1,135,475)		639,316		(496,159)
Museums Acquisitions	(59,798)				(59,798)				(59,798)
Exhibitions	(83,183)	(25,000)			(108,183)	(25,000)	100,000		(33,183)
Grass Routes Buses	(160,615)		25,913		(134,702)	(5,000)			(139,702)
Sub Total	(10,321,888)	(89,896)	1,861,872	848,160	(7,702,750)	(102,508)	1,549,497	889,541	(5,365,220)
Restricted Use Reserves									
Chairman's	(36,754)				(36,754)				(36,754)
Youth Offending Team	(382,226)				(382,226)				(382,226)
Building Control Trading	(490)				(490)				(490)
Outdoor Education Centres	(190,280)				(190,280)				(190,280)
I Learn Wales	(48,674)				(48,674)				(48,674)
Total Earmarked Reserves	(10,980,311)	(89,896)	1,861,872	848,160	(8,360,174)	(102,508)	1,549,497	889,541	(6,023,644)

3.9.2 This indicates that by the end of 2016-17 the Council is likely to utilise over 45% of the useable earmarked reserves brought forward from 2014-15, based on approvals to use reserves so far. No assumption has been made concerning the reserve funding of redundancy costs identified in para 3.1.10 above as yet.

3.9.3 Given the forecast use of earmarked reserves, Cabinet approved the following change in practice to ensure adequacy of reserves for the MTFP:

- Increase workforce planning and redeployment to reduce the need for reserves to cover redundancies
- Any request for reserve funding must first explore whether existing budgets, or external funding sources can be used for the proposal accepting this may require a change in priorities if existing budget are used
- Use of reserves to implement budget savings must use the saving first to repay the reserve
- IT investment bids will need to be considered in the core capital programme when the IT investment reserve is extinguished, this may necessitate displacing some of the core capital programme allocations depending on the priorities agreed

3.9.4 A revaluation of the insurance reserve requirement has been commissioned and the work is being undertaken so that the figures will be current and available for 2015/16 closure. This may give scope to re-designate some of this reserve but this is subject to the outcome of the work outlined.

3.9.5 If action is not taken to slow down the use of ear marked reserves through the above mechanisms, consideration would need to be given to budgeting to replenish reserves or including in the base budget, requests that would normally have been funded by reserves, both of which will increase the resource gap in the MTFP.

REASONS

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

RESOURCE IMPLICATIONS

5.1 The forecast overspend and use of earmarked reserves, requires action to be taken to ensure that the budget is kept on track and earmarked reserves are maintained at an adequate level for the MTFP.

6 WELL BEING OF FUTURE GENERATIONS IMPLICATIONS

6.1 The decisions highlighted in this report have no future generations 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 9 monitoring reports, as per the hyperlinks provided in the Appendices

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Appendices (attached below)

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

[Appendix 2C to 5C \(click link to reports page on Hub\)](#)

[Appendix 2C M9 Capital Monitoring Strong Communities Select 2015-16](#)

[Appendix 3C M9 Capital Monitoring Economic & Development Select 2015-16](#)

[Appendix 4C M9 Capital Monitoring Adult Social Care & Health Select 2015-16](#)

[Appendix 5C M9 Capital Monitoring Children & Young People Select 2015-16](#)

[Appendix 6 to 14 \(click link to reports page on Hub\)](#)

[Appendix 6 M9 Social Care & Health Revenue Budget Monitoring 2015-16](#)

[Appendix 7 M9 Children & Young People Revenue Budget Monitoring 2015-16](#)

[Appendix 8 M9 Enterprise Revenue Budget Monitoring 2015-16](#)

[Appendix 9 M9 Operations Revenue Budget Monitoring 2015-16](#)

[Appendix 10 M9 Chief Executive Office Revenue Budget Monitoring 2015-16](#)

[Appendix 11 M9 Corporate Revenue Budget Monitoring 2015-16](#)

[Appendix 12 M9 Appropriations Revenue Budget Monitoring 2015-16](#)

[Appendix 13 M9 Financing Revenue Budget Monitoring 2015-16](#)


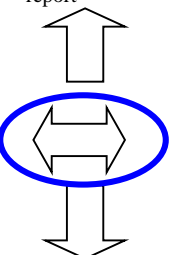
[Appendix 14 M9 School Movement on Reserves 2015-16](#)

[Appendix SM M9 Savings Mandates 2015-16](#)

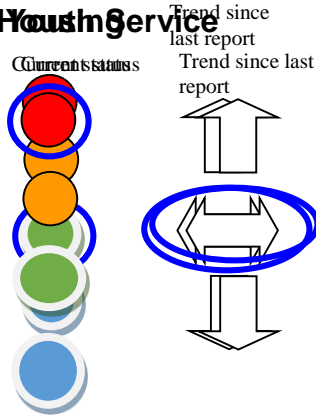
Budget Mandates

Progress and Next Steps at Month 9 –

(including Recovery Plan actions agreed by Cabinet 2nd December 2015)

Mandate RAG	Progress up to month 9	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
Mandate 1 Leisure. Current status  Trend since last report 	Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction caretaking Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k. 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. 15k Caretaker savings will not be achieved as the school failed to invoice until 15-16. Consequently the full years charge in this year.	Continue to review the 3 G pitch project and review its income generation targets. Review business plans for swimming and fitness to ensure mitigating pressures for 16/17 onwards.	Income	155,000	135,000	15,000	Ian Sanders
			Savings	265,983	250,983	15,000	
			Total	420,983	385,983	30,000	
		Alternative Delivery Plan (agreed by cabinet 2nd Dec*) - £35K achievable Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K. Increase income against swimming and fitness not achieved. This has resulted in a £5K improvement since month 6.	Alternative Delivery Plan based on variance reported against original mandate at Month 6	Total	,420,983	385,983	

**Mandate 2
Mandate 42
Youth Service**



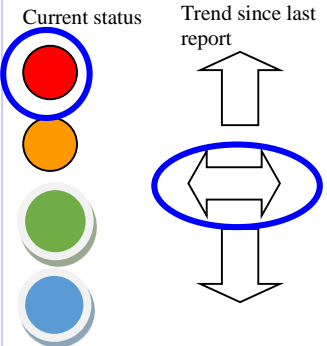
Replace Commercialisation of the core line sources service.
 The Youth Service is exploring new ways of working with the YCBC embracing this opportunity in an innovative way. Smaller housing schemes & G&B reduction.
 • Management restructure.
 Detailed plans in place for all projects to ensure they remain on track.
 The long term average ECF funding does not be reversed up to a period of 3 years and is definitely positive and if maintained over a period of 70k will be a growth of 300 clients.
 Projections indicate the service will generate £600k across supporting the 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

Meetings with valuers to get into place and bespoke for staffing and campaigns require developed with YCBC criteria
 Team of 10 and training of 10 in the festival courses to be completed link with key dates
 For registration of a Certificate for work Sept 2015
 21k Sept 2015
 teams to raise awareness of the service SEP
 for registration of a Certificate for work with YCBC to develop project solutions
 Project in July 2015
 evaluation valuation work undertaken during Oct
 in a package available
 for in benefits kitchen period of Sept to Dec 2015 for March/April
 Set income targets once steady business flow is established.

Income	25,000	25,000	0
Savings	30,000	30,000	0
Income	200,000	63,000	137,000
Total	55,000	55,000	0
Savings	0	0	0
Total	200,000	63,000	137,000

Ian Bakewell
 Tracey Thomas

**Mandate 5 *
Sustainable Energy Initiatives**

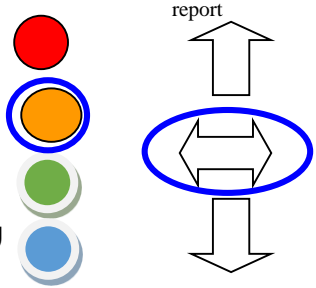


2014/15 & 2015/16 - Abergavenny is near opening
 Investing in biomass boilers, solar farms and reductions in Carbon Commitment.
 Audit and accounts have been set up
 Marketing ready targets not achieved.
 Solar Farm Catnip project approved 15 July 2015
 Courses ready to advertise
 Staffing New Refurb solar projects have generated additional revenue in line with our projections
 Wellbeing of our employees
 Government policy changes to the Staff who have expertise in this area are finding installations unlikely as well as impact of tariff changes on a Solar Farm project.
 - Biomass installed at Cross Ash operational and generating heat.

Shop to be operational by September 2015
 Additional revenue streams for 2015/16 are lower than forecast due to a combination of delays and changes to funding, FIT and RHI tariff reductions will affect existing installations
 Meeting with staffing team to look at where time can be found in order to free staff up
 cuts have rendered new projects unviable until further review.
 Review on going expenditure on repairs and maintenance.

Income	0	0	0
Savings	33,000	0	33,000
Total	33,000	0	33,000

Ben Winstanley

	<p>£63,000 the savings have been met, but the Alternative Delivery Plan (agreed by cabinet 6th Dec) - £33K achievable Aim to increase income target on rental portfolio and reduce expenditure on repairs and maintenance. At month 9 these savings have not been realised and therefore the £33,000 budget pressure remains. Alternative Delivery Plan (agreed by cabinet 2nd Dec) - 60k achievable Combination of increase in Grant income and savings on staff vacancies.</p>	<p>Alternative Delivery Plan – based on variance reported against original mandate at month 6.</p> <p>Amendment to delivery plan.</p>	<p>Total</p> <p>Total</p>	<p>33,000</p> <p>200,000</p>	<p>0</p> <p>63,000</p>	<p>33,000</p> <p>137,000</p>	
<p>Mandate 6</p> <p>Museums & Castles</p>	<p>Grant income delayed to new financial year 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>Museums - 30,000 of savings will not be achieved. Green Screen income of 10,000 and 20,000 conservation income.</p>	<p>Income</p> <p>Savings</p>	<p>81,000</p> <p>109,000</p>	<p>51,000</p> <p>94,000</p>	<p>30,000</p> <p>15,000</p>	<p>Ian Saunders</p>
<p>Current status</p> <p>Trend since last report</p> 	<p>Income generation target for 15/16 10K shortfall. Weddings – Amber Countryside savings – Green Savings from Volunteers – Red Income made by fundraiser – Green. Fundraiser in place. Income from learning – Green. Savings from shared service model at Chepstow TIC – Red, Income from green screen – Red Income from rental of Abergavenny Red Square window - Green TIC at Chepstow has had considerable lone working pressure which is why the budget is overspent.</p> <p>Alternative Delivery Plan (agreed by cabinet 2nd Dec*) - £30k achievable Winter closure of Chepstow TIC and application of museums acquisition reserve for purchases made in year.</p>	<p>The Green Screens have yet to be utilised. The conservation income in the mandate was higher than agreed the total income from conservation was initially agreed as 30,000 not 50,000, the museums are looking at other ways to raise this income but the additional 20,000 will not be achieved this year. Castle - Achieving in year savings of 9k but reporting total overspend of 100k due to historic budget assumptions and savings from 14-15 of 20,000. Tourism - 15,000 savings not achievable. The use of volunteers is not available at the moment.</p> <p>Alternative Delivery Plan</p>	<p>Total</p> <p>Total</p>	<p>190,000</p> <p>190,000</p>	<p>145,000</p> <p>145,000</p>	<p>45,000</p> <p>45,000</p>	

Mandate 14

Home to School Transport

Current status Trend since last report

The current staffing budget runs until the end of October 2015, the TIC has been closed for December and planned for January. Income amounting to £5k has been secured from the Town Council. Following legal advice the acquisition reserve can only be used to fund the purchase of artefacts and not to off-set operational expenditure.

At month 9 these savings have not been realised and therefore the £30,000 budget pressure remains.

Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.
 Post 16 travel grant removed. - Green
 Removal of the non-statutory element of travel grants to post 16 students by July – Green

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.

Transport Policy on hold.

There is currently no progress on change of policy on statutory distances and pick up points due to members exploring other options.

**Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £30k achievable
 A reduction in the fuel budget to reflect reduced diesel prices.**

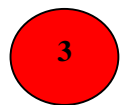
Consultation on the transport policy is currently on hold and consequently the current budget was insufficient to operate the current 'home to school transport policy'.

A pressure mandate has been submitted to address current underfunded budget for 16/17.

Alternative Delivery Plan revised budget –based on variance reported mandate at month 6.

Income	0	0	0
Savings	101,000	72,000	29,000
Total	101,000	72,000	29,000
Revised Total* (101k + 1k)	102,000	102,000	0

Roger Hoggins/
Richard Cope



The savings are on target to be realised in line with the alternative delivery plan as at month 9.

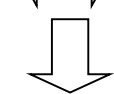
Mandate 15 *

Facilities - transfer functions to other providers

Current status



Trend sin



2014/15 mandate*

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. 15/16

Activities during 2015/16 have been challenging. We will not achieve full year savings on this for 2015/16.
PC Cleaning - Overspend mainly due to delayed implementation of the mandate saving - transferring public conveniences to town councils".

Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £90k achievable A reduction in grounds and highways, fuel and manpower budget (45k/45k split respectively)

Mandate B21 has been included in the budget proposals for the financial year 2016/17.

Engagement with the community and town councils commenced on October 2015 and further consultation is scheduled.

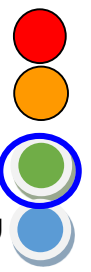
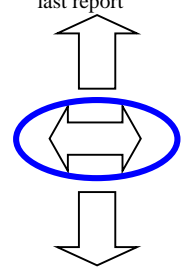
Will remain red with the limited savings until end of the year.

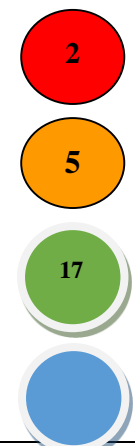
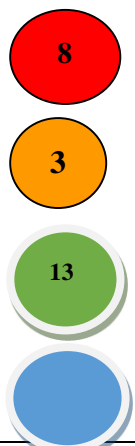
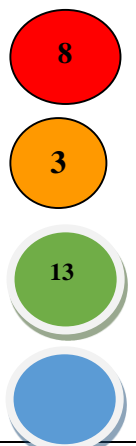
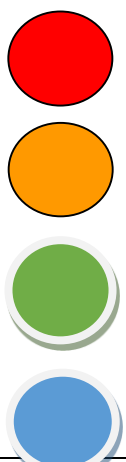
Alternative Delivery Plan – based on variance reported against original mandate at month 6.

Income	100,000	10,000	90,000
Savings	0	0	0
Total	100,000	10,000	90,000

Total	100,000	100,000	0
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Roger Hoggins

	<p>The alternative delivery plan is forecast to achieve the mandate budget shortfalls at month 9 within the service.</p>						
<p>Mandate 16</p> <p>schools delegated budgets</p> <p>Current status</p>  <p>Trend since last report</p> 	<p>Schools budgets will be protected at cash limit, this means no pay inflation and or non-pay inflation is provided for in funding, This is about finding opportunities to reduce costs in schools.</p> <p>Schools continue to be supported to seek opportunities for savings. Cluster led meetings. 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. Schools who need more significant support have been identified and support delivered action to mitigate any financial challenges. 'Quick wins' have been developed and continue to be published, shared and evaluated throughout all schools. Mandate savings delivered.</p>	<p>Continue to review resource impact for foundation phase.</p> <p>Monitor schools closely to ensure they follow their budget plans and more schools do not fall into a deficit.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>1124,000</p> <p>1124,000</p>	<p>0</p> <p>1124,000</p> <p>1124,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nikki Wellington</p>

<p>Current status</p> 	<p>Current status</p> 	<p>Current status</p> 		 <p>Not on target Concerns identified with delivery of target. Continue to closely review & monitor.</p> <p>Monitoring & required to keep on track</p> <p>On target to achieve budget and action Plans.</p> <p>On target and over achieve.</p>
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Mandate 18 *

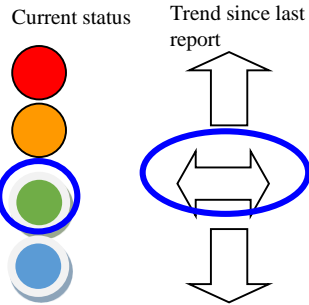
School library service - combine with general library service

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



Mandate 20 Gwent Music

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 :-
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.

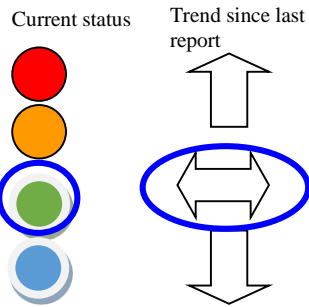
Access fund launched from September 2015.

To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the reductions.

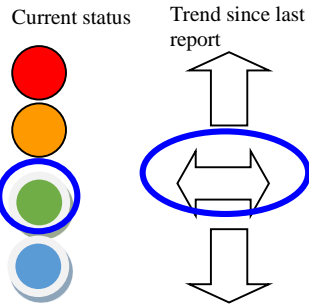
Gwent music have worked very successfully on income generation and very closely with Monmouthshire to achieve this.
Gwent music continues to work with MCC to ensure the finding is used to support the need.

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

Nicky Wellington



Mandate 24 *
Transition - Bright New Futures (SC&H)



2014/15 mandate*

In 2014 we combined our Transitions Project Team within Bright New Futures Project. (based in Bridges)

This has established a shared service model.

No action necessary in relation to the mandate savings.

We continue to deliver savings with this partnership working.

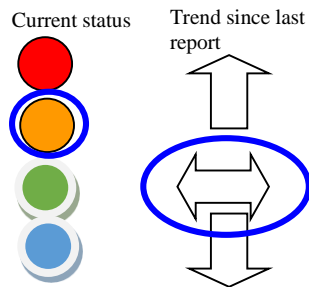
Plan to review near the end of the five year project.
 Review to include :-
 Budgets
 Service Resource / secondments.
 Etc...

Income	0	0	0
Savings	14,000	14,000	0
Total	14,000	14,000	0

Julie Boothroyd

Page 166

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 due to no funding for the ICT project.

No next steps for fleet reduction as complete.


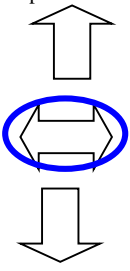

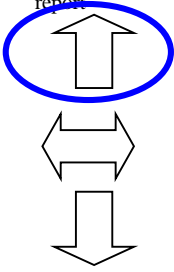
Continue to review the 2 ICT projects and report progress.

The 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

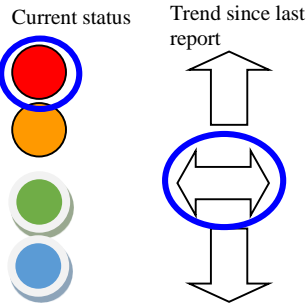
Debbie Jackson

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<p>Mandate 26</p> <p>Property rationalisation</p> <p>Current status </p> <p>Trend since last report </p>	<p>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. The Accommodation Working Group is charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.</p> <p>Rental of buildings – Green Rates Savings on vacant buildings - Green Rental Grant reductions – Dedicated member of staff now responsible for this.</p>	<p>The Accommodation Working Group continues to review all property usage and the delivery of the rationalisation plan. 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. The overall Service area has achieved its target at month 9 and is tracking to Green for year end on its overall financials.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>20,000</p> <p>80,000</p> <p>100,000</p>	<p>20,000</p> <p>80,000</p> <p>100,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Ben Winstanley</p>
<p>Mandate 28</p> <p>Community Hubs</p> <p>Current status </p> <p>Trend since last report </p>	<p>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.</p> <p>Increase staffing costs are due to the delayed implementation of the of the Community Hubs restructure. The mandate savings of £250k related to a full year saving and it was only possible to achieve 6 months of reduced costs as the community Hubs opened on the 5th October 2015." Delays were as a result of in internal processes. This outturn includes £125k of mitigating underspends including keeping a post vacant until April 2016 to help offsets the delayed mandate saving.</p>	<p>15/16 No next steps</p> <p>16/17 – (50K) The Abergavenny Hub Project plan requires continuous monitoring, updating and adjusting to reflect the project developments.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>250,000</p> <p>250,000</p>	<p>0</p> <p>125,000</p> <p>125,000</p>	<p>0</p> <p>125,000</p> <p>125,000</p>	<p>Deborah Hill-Howells</p>

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 made 138k of their proposed 150k saving - still 20k saving to be found on software contracts however further savings of 20k have been found from vacancies.

The 100k savings that were to be achieved through in-house software development and the sale of products will not occur in 2016/17. Work continues to generate commercial returns from the sale or licencing of FLO, the Authority's social care app, though the app will only be marketable from Q1 in 2016/17 based on the most recent updates.

Alternative Delivery Plan (agreed by cabinet 2nd Dec*) – £110k achievable Continue to do work that is required to support the sale/licencing and commercialisation of FLO.

Work continues at month 9. The service is currently reviewing all budget areas and update on savings achievable will be known at Month 11.

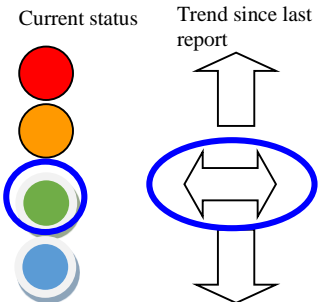
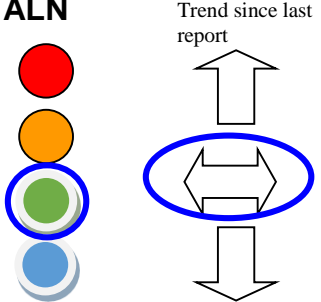
Restriction of non-essential spend across the People and Commercial Development division, together with a further review of ICT capital and revenue budgets, aims to identify scope to mitigate the existing £112k pressure.

Alternative Delivery Plan – based on variance reported against original mandate at month 6.

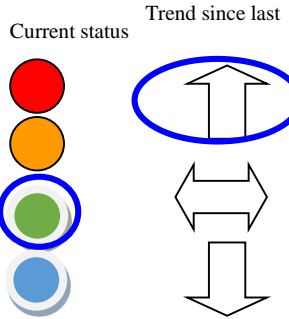
Income	0	0	0
Savings	250,000	138,000	112,000
Total	250,000	138,000	112,000
Total	250,000	138,000	112,000

Peter Davies

Mandate Summary		RAG Month 10	RAG Month 2	RAG Month 6	RAG Month 9
1	Leisure				

<p>Mandate 33&34</p> <p>Adult Social Care</p> <p>Current status Trend since last report</p> 	<p>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.</p> <p>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.</p> <p>All targets currently on track to deliver. Dementia care matters training roll out continues with vigour and there is full commitment that this training will support the changes in practice required.</p>	<p>Continue to review the structures and workforce to establish the resource, knowledge and skills moving forward.</p> <p>Service transformation will continue to evolve and approval sought as the programme develops.</p> <p>Continue to deliver and ongoing evaluation of the DCM training and other training that supports the workforce to change practice.</p> <p>Continue to capture and work with teams to further develop ideas and drive practice change.</p> <p>IT build continues further development (i.e reporting) and there remains positive feedback from users of FLO.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>260,000</p> <p>260,000</p>	<p>0</p> <p>260,000</p> <p>260,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Julie Boothroyd</p>
<p>Mandate 35</p> <p>Transformation of ALN</p> <p>Trend since last report</p> 	<p>We are undertaking a review of Additional Learning Needs. Its forms a 3 stage process.</p> <p>Savings fully met for this year. Stages 1 and 2 are complete.</p> <p>The team have commenced consultation with families as part of the stage 3. (Mandate B20 for 16/17).</p>	<p>All timescales of delivery of the mandate to stay in line with the 'complete review' timetable.</p> <p>All future stages of the ALN review will be monitored via the future mandates.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Sharon Randall-Smith</p>

Mandate 36 *
Route Optimisation



Mandate from 2014/15

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

£86k of the £250K will not be achieved on this mandate. Leasing costs were built into the saving yet the vehicles to be removed from the fleet were owned and therefore no revenue savings from leasing could be delivered. In addition the project established that the £250 was too ambitious and we were unable to release the number of vehicles and staff as initially projected.

Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 86k achievable Reduced fuel and labour budget to reflect reduced diesel prices and staff not joining the Local Government Pension Scheme. The alternative plan is on target to achieve revised savings at month 9.

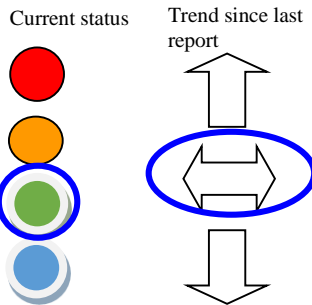
Review the on-going operation and budgets and re-align in line with service needs. The pressure from this mandate has been mitigated by suppressed fuel process and savings in superann (pension) within the department and this is reflected in the month 6 and 9 financial monitoring reports. The route optimisation pressure will not be carried into 2016-17 as the pressure mandate rectifies this position.

Alternative Delivery Plan – based on variance reported against original mandate at month 6

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

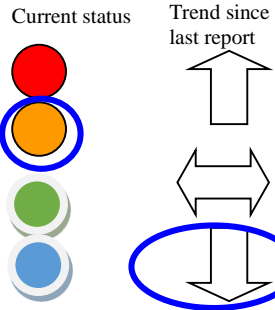
No relevant Next Steps

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

Rachel Jowitt

2	Housing				
5	Sustainable Energy Initiatives				

**Mandate 37b
Trade Waste**



Modernising Trade Waste Services
This has 2 elements:-
The introduction of trade waste recycling and realignment of 2 schedule changes.

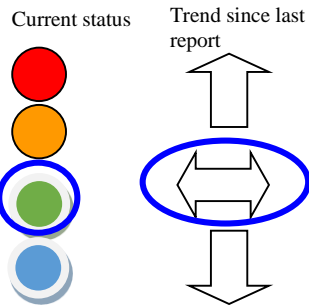
To date £10K has been generated through the sale of trade recycling bags yet it is anticipated that further income will be forthcoming as business replenish stock. At month 9 £15K has been forecasted as total income. .

Continue to review operational impact.

Income	40,000	25,000	15,000
Savings	10,000	0	10,000
Total	50,000	25,000	25,000

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.

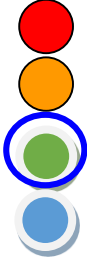
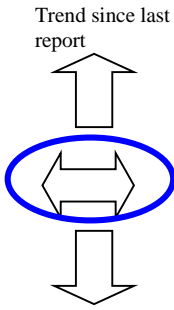

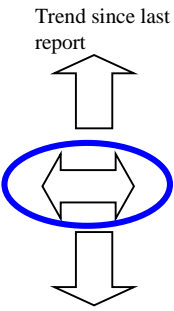
The mandate has been delivered the savings have been achieved.

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

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				

<p>Mandate 40a Democracy</p> <p>Current status  Trend since last report </p>	<p>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.</p>	<p>In relation to budget delivery no next steps</p> <p>Non budget Service improvements.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>24,000</p> <p>85,000</p> <p>109,000</p>	<p>24,000</p> <p>85,000</p> <p>109,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Tracy Harry</p>
<p>Mandate 41 Highways</p> <p>Current status  Trend since last report </p>	<p>This mandate was made up of both savings and income generation :-</p> <p>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.</p>	<p>Savings - on target to be delivered. Income - Advertising scheme has been put on hold whilst a planning issue around advertising signs is resolved so it is assumed that the remaining will not be achieved this year.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>55,000</p> <p>395,000</p> <p>450,000</p>	<p>5,000</p> <p>395,000</p> <p>425,000</p>	<p>50,000</p> <p>0</p> <p>50,000</p>	<p>Roger Hoggins</p>

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				

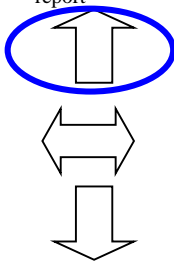
Mandate 41a

Abergavenny Markets

Current status



Trend since last report



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. New Structure in place for January 2016.

**Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 50k achievable
Cease all repair and maintenance work to asset portfolio.**

The service is forecasting achieving 37k against the alternative delivery plan.

To build an income generation plan for future years.

Alternative Delivery Plan – based on variance reported on original mandate at month 6.

Income	70,000	0	70,000	Ben Winstanley
Savings	0	0	0	
Total	70,000	0	70,000	
Total	70,000	37,000	33,000	

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Strong Communities Select Committee Portfolio Position Statement Month 9 (2015/16)

Head of Operations Commentary

Obviously as the report moves into the second half of the financial year we become increasingly confident in the forecasting. The forecast at the 3rd quarter indicates the Operations department overall moving to a small underspend of £10,000. The recovery plan included various actions of which major items such as SWTRA and external trading (grounds/landscaping) are improving and the generic benefit of lower fuel prices is now making a material difference to the out turn. Waste modelling is now benefiting from clarity on recycling costs (post tender) and again fuel savings are contributing. The PTU position has also improved as the outcome of tendering in September is reflected in the out turn rather than the estimates used previously. County Highways is on budget and with the exception of gales and flooding over Christmas and new year the winter weather has been quite mild. However we will respond to bad weather and floods so the potential for extra spending remains. Overall officers are increasingly confident that Operations will return a balanced budget in 2016/17

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Strong Communities Service Area	Budget @ Month 6	Budget Revision Virements	Budget @ Month 9	Forecast Outturn	Variance @ Month 9	Variance @ Month 6	Variance @ Month 2	Forecast Movement Months 6 to 9
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive's	6,856	146	7,002	6,810	(192)	(31)	(120)	(160)
Operations	16,384	(76)	16,308	16,148	(160)	339	634	(499)
Corporate	18,251	(36)	18,215	18,115	(100)	(61)	63	(39)
Appropriation	8,260	(1,108)	7,152	7,352	200	(328)	(248)	618
Financing	(148,376)	0	(148,376)	(149,298)	(922)	(752)	(593)	(170)
Total Strong Communities Select	(98,625)	(1,074)	(99,699)	(100,873)	(1,174)	(833)	(264)	(251)

1.2 The most significant over and under spends are

Strong Communities Service Area	Overspend Predicted £000's	Underspend Predicted £000's	Forecast Movement Mth's 6 to 9 (Positive)/ Negative £000's	Commentary on forecasted outturn
CEO				
Benefits		67	37	The underspend is a combination of a £37,000 saving against the HB budget plus a £30,000 in year saving for administration costs
Council Tax	48		12	Shortfall in income from court fees and potential redundancy costs
Systems and Exchequer		24	10	Staff vacancies of 50k offset by increase in annual card fees of 15k
Audit		10	10	Savings from vacancies
Democracy and Regulatory Services		84	82	Savings from vacancies and from spending restrictions to assist with the recovery plan
Policy & Partnerships		55	29	19k of the underspend relates to reserve funding for a Communications post as the appointment was delayed and additional one off grants from LSB and Home Office offset by unbudgeted additional staff

OPERATIONS				
Service	Overspend Predicted £000's	Underspend Predicted £000's	Forecast Movement Mth's 6 to 9 (Positive)/ Negative £000's	Commentary on forecasted outturn
Operations – Highways		310	295	Restrictions placed on essential spend to meet the target set by the departmental recovery plan, additional income from SWTRA for non-scheduled works and increased income from fixed penalty notices on street works
Operations – Fleet Transport		19	14	Additional car parking income through increased usage
Operations – Passenger Transport Unit	187		106	Assumed ALN transport savings have proven unachievable (335k) 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. Offsetting savings have been achieved through holding vacancies, reduction in transportation costs and season tickets.
Operations – Building Cleaning	27		7	Delayed implementation of mandate saving of transferring public conveniences to Town Councils.
Operations – School Catering	42		7	Increased costs to comply with Healthy Eating in Schools Agenda and a reduction in budgeted meals

Operations – Property Services	101		6	A reduction in fee income generated from capital projects. The change from month 6 relates to increase in fees that are chargeable to the 21 st Century schools programme offset by a reduction in third party expenditure on procurement
Operations – Accommodation costs		159	9	Maintenance costs for Magor and Usk are underspent mainly due to reduced costs as buildings are relatively new.
Operations – Waste and street scene		29	95	46k over spend in Raglan Training Centre, where there has been a fall in demand, Grounds maintenance is forecasting a 75k under spend because income expectations, as listed in the recovery plan have now materialised. Waste is forecasting a balanced budget, but the pressures on Waste are still real as they have been mitigated by a reduction in fuel costs and a reduction in superannuation costs as about 20 staff have opted out of the Council provided pension (96k).

Corporate Services	Overspend Predicted	Underspend Predicted	Forecast Movement Mth's 6 to 9 (Positive) / Negative	Commentary on forecasted outturn
	£000's	£000's	£000's	
CORPORATE				
Audit Commission Fees (Certification Grant Claims)		(36)		Forecasted saving in relation to the auditing of grant claims
HMRC Reimbursements		(29)		MCC Vat rebates exercise

Early Retirement Pension Costs	161			Additional cost of redundancies notified in latter part of 2014/15 & during 2015/16
Indirect revenue Gains		(97)		Rate rebates on MCC properties
Insurance Settlement Expenditure		(65)		Insurance settlement claims predicted to be lower due to reduced claims activity
Insurance Premium Payment(Direct)		(67)		Based on reduction in premium costs as a result of the tender completed in September 2015.
APPROPRIATIONS				
Attributable Costs - Fixed Asset Disposal		(82)		12 Schemes delayed mainly due to a rethink of disposal strategy to optimise receipts
Interest Payable and Similar Charges		(387)		saving against budget due to long term debt not being taken out and temporary borrowing being at a lower rate than budgeted
Charges Required Under Regulation		(241)		A planned set aside of £6m of capital receipts in 2016/17 will be brought forward a year from 16/17 as there is a balance of receipts available to do this and this will achieve a saving on MRP payments due.
Interest and Investment Income		(49)		Increased cash income due to increased cash balances - in turn due to temporary borrowing taken out when rates were advantageous to prevent concentrated borrowing at difficult times.
Net Contribution from Reserves	906			£911k of budgeted spend expected to be slipped to 1617; compensated by small reimbursement
FINANCING				
Council Tax		(750)		Surplus due to projected actual CT Collection rate of 99.3% over budgeted 98% and increased CT recovery

Benefit Support		(170)		Forecast extrapolated from CT Benefits system based upon benefits awarded to date. Caseloads continue to reduce, a trend that is expected to continue through to year end
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1.2 Please see Appendix 9,10,11,12 and 13 for further analysis of the directorate expenditure at month 9.

2. 2015-16 Savings Progress

2.1 The savings required by the 2015-16 budget mandates have not yet been fully secured.

Operations Budgeted savings were £1,513,000 and at month 9, £1,438,000 have been identified. Of the remaining savings, £50,000 are delayed until the 2016/17 financial year and currently £25,000 are deemed to be unachievable.

Chief Executives budgeted savings were £85,000. These have all been achieved.

Man. No.	Mandate Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Forecasted Savings Variance Since Month 6 £'s
	STRONG COMMUNITIES					
14	Home to School Policy Changes	101,000	101,000	0	0	(29,000)
15	Facilities - Transfer functions to other providers	100,000	100,000	0	0	(90,000)
25	Transport Review and Rationalisation	62,000	62,000	0	0	0

36	Cost Neutral Waste Service	270,000	270,000	0	0	(86,000)
37	Project Gwyrdd	250,000	250,000	0	0	0
37a	Waste Mgt - Efficiency & Realignment	50,000	50,000	0	0	0
37b	Waste Mgt - Modernising Trade Waste Services	50,000	25,000	0	25,000	0
37c	Waste Mgt - Collection changes, Grey bags and nappies	180,000	180,000	0	0	0
41	Highways	450,000	425,000	50,000	0	0
	Total Operations	1,513,000	1,438,000	50,000	25,000	205,000
	CHIEF EXECUTIVES'					
40a	Democracy & Regulation	85,000	85,000	0	0	0
	Total CEO	85,000	85,000	0	0	0

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

Budget Mandates

Progress and Next Steps at Month 9

Mandate RAG	Progress up to month 9	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
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Mandate 14

Home to School Transport

Current status



Trend since last report



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

Post 16 travel grant removed. - Green
Removal of the non-statutory element of travel grants to post 16 students by July – Green

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.

Transport Policy on hold.

There is currently no progress on change of policy on statutory distances and pick up points due to members exploring other options.

**Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £30k achievable
A reduction in the fuel budget to reflect reduced diesel prices.**

The savings are on target to be realised in line with the alternative delivery plan as at month 9.

Consultation on the transport policy is currently on hold and consequently the current budget was insufficient to operate the current 'home to school transport policy'.

A pressure mandate has been submitted to address current underfunded budget for 16/17.

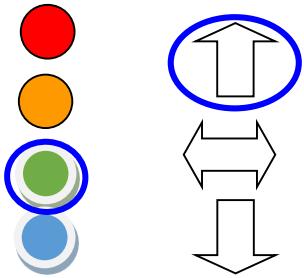
Alternative Delivery Plan revised budget – based on variance reported mandate at month 6.

Income	0	0	0	Roger Hoggins/ Richard Cope
Savings	101,000	72,000	29,000	
Total	101,000	72,000	29,000	
Revised Total* (101k + 1k)	102,000	102,000	0	

Mandate 15 *

Facilities - transfer functions to other providers

Current status



2014/15 mandate*

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.

15/16

Activities during 2015/16 have been challenging. We will not achieve full year savings on this for 2015/16. PC Cleaning - Overspend mainly due to delayed implementation of the mandate saving - transferring public conveniences to town councils".

Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £90k achievable
A reduction in grounds and highways, fuel and manpower budget (45k/45k split respectively)

The alternative delivery plan is forecast to achieve the mandate budget shortfalls at month 9 within the service.

Mandate B21 has been included in the budget proposals for the financial year 2016/17.

Engagement with the community and town councils commenced on October 2015 and further consultation is scheduled.

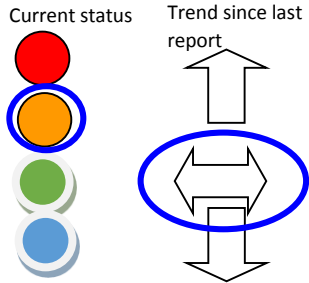
Will remain red with the limited savings until end of the year.

Alternative Delivery Plan –based on variance reported against original mandate at month 6.

Income	100,000	10,000	90,000	Roger Hoggins
Savings	0	0	0	
Total	100,000	10,000	90,000	
Total	100,000	100,000	0	

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 due to no funding for the ICT project.

No next steps for fleet reduction as complete.

Continue to review the 2 ICT projects and report progress.

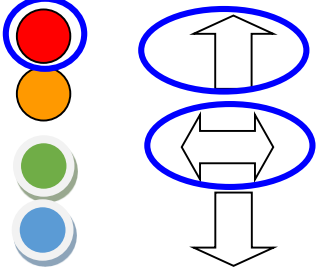
The shortfall in restructure savings are met within service area.

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

Debbie Jackson

Mandate 36 *
Route Optimisation

Current status Trend since last



Mandate from 2014/15

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

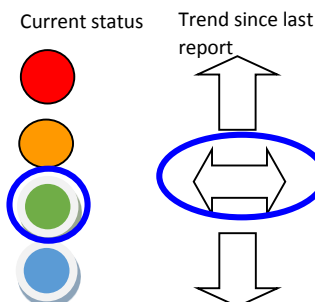
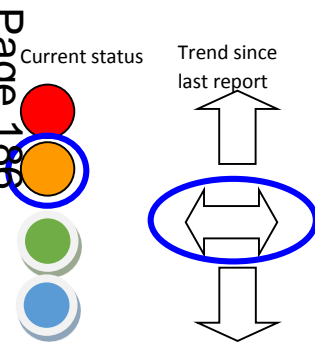
£86k of the £250K will not be achieved on this mandate. Leasing costs were built into the saving yet the vehicles to be removed from the fleet were owned and therefore no revenue savings from leasing could be delivered. In addition the project established that the £250 was too ambitious and we were unable to release the number of vehicles and staff as initially projected.

Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 86k achievable
Reduced fuel and labour budget to reflect reduced diesel prices and staff not joining the Local Government Pension Scheme. The alternative plan is on target to achieve revised savings at month 9.

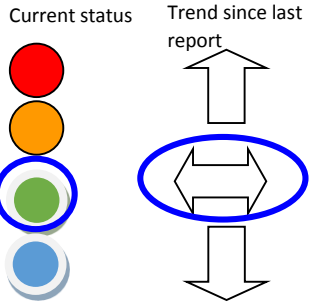
Review the on-going operation and budgets and re-align in line with service needs. The pressure from this mandate has been mitigated by suppressed fuel process and savings in superann (pension) within the department and this is reflected in the month 6 and 9 financial monitoring reports. The route optimisation pressure will not be carried into 2016-17 as the pressure mandate rectifies this position.

Alternative Delivery Plan –based on variance reported against original mandate at month 6

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

<p>Mandate 37a Waste Services</p> <p>Current status Trend since last report</p> 	<p>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.</p> <p>Vacancies have been deleted therefore savings have been achieved.</p>	<p>No relevant Next Steps</p>		<p>Income 0</p> <p>Savings 50,000</p> <p>Total 50,000</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>
<p>Mandate 37b Trade Waste</p> <p>Current status Trend since last report</p> 	<p>Modernising Trade Waste Services This has 2 elements:- The introduction of trade waste recycling and realignment of 2 schedule changes.</p> <p>To date £10K has been generated through the sale of trade recycling bags yet it is anticipated that further income will be forthcoming as business replenish stock. At month 9 £15K has been forecasted as total income. The £25K has been mitigated through fuel and superann contributions.</p>	<p>Continue to review operational impact.</p>	<p>Income 40,000</p> <p>Savings 10,000</p> <p>Total 50,000</p>	<p>15,000</p> <p>10,000</p> <p>25,000</p>	<p>25,000</p> <p>0</p> <p>25,000</p>		<p>Rachel Jowitt</p>

**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.

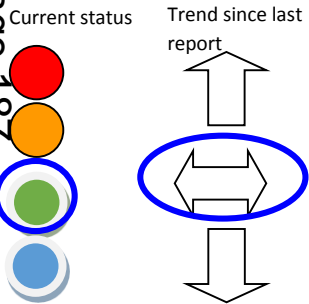
The mandate has been delivered the savings have been achieved.

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**



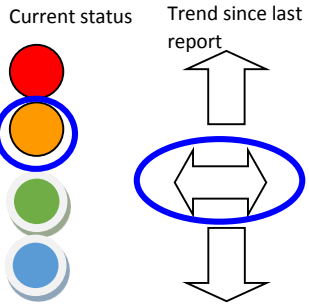
This mandate purpose was to reduce the budget requirement in a number of areas through a range of actions including :-
Management restructure – Green.
Increased income generation – Green
Removal of a vacant post – Green
Reduction in mileage budget – Green
All action plans delivered in order to achieve 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 both savings and income generation :-

- 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.

Savings - on target to be delivered.
Income - Advertising scheme has been put on hold whilst a planning issue around advertising signs is resolved so it is assumed that the remaining will not be achieved this year.

Income	55,000	5,000	50,000	Roger Hoggins
Savings	395,000	395,000	0	
Total	450,000	425,000	50,000	

Summary - Month 10 Current status	Summary - Month 2	Summary - Month 6	Summary - Month 9	Traffic Light Key
				Not on target Concerns identified with delivery of target. Closely review & monitor.
				Monitoring & required to keep on track
				On target to achieve budget and action Plans.
				On target and over achieve.

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Mandate Summary	RAG Month 10	RAG Month 2	RAG Month 6	RAG Month 9
14 Home to School Transport	Red	Red	Green	Green
15 Facilities	Yellow	Red	Red	Green
25 Fleet Rationalisation	Yellow	Yellow	Yellow	Yellow
36 Route Optimisation	Green	Red	Red	Green
37a Waste Services	Yellow	Green	Green	Green
37b Trade Waste	Green	Yellow	Green	Yellow
37c Grey Bag & Nappy Collection	Green	Green	Green	Green
40a Democracy	Green	Green	Green	Green
41 Highways	Green	Green	Yellow	Yellow

3. Capital Outturn Forecast

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	Original Budget	Slippage from 2014/15	Budget	Total Approved Budget	Provisional Slippage carried Forward 2016/17	Adjusted Budget	Forecast	Variance
				Virement or Revision	@ Month 9		@ Month 9	Over / (Under) Outturn @ Month 9	Reported @ Month 6
	£000's	£000's	£000's	£000's	£000's	£000's	£'000's	£'000's	£000's
Asset Mgt Schemes	688	365	38	275	678	0	678	10	0
Infrastructure and Transport	3,174	2,112	671	460	3,242	(68)	3,174	0	0
Regeneration Schemes	629	0	717	402	1,119	(486)	632	(4)	0
Sustainability Schemes	94	0	81	45	126	(29)	96	(3)	0
County Farms Schemes	226	201	152	0	352	(123)	230	(4)	0
Inclusion Schemes	1,354	850	348	156	1,354	0	1,354	(0)	0
ICT Schemes	142	0	153	0	153	(11)	142	0	0
Other Schemes	193	65	581	0	646	(457)	189	4	0
Maintenance Schemes – Property	1,030	893	200	(40)	1,053	(23)	1,030	0	0
Total Strong Communities	7,531	4,486	2,940	1,298	8,723	(1,197)	7,527	4	0

Further details of all the schemes are contained in the appendix 2C. A small net variance is indicated on the basis of present activity, caused primarily by the progression of Ifton Common sewerage works despite it being decommitted from the Capital Programme at the end of 2014-15. As is common with minor overspends they will be assessed against underspends apparent at end of year and any net cost borne in the first instance by capital receipts.

Appendix (links to Hub)

[Appendix2C M9 Capital Monitoring Strong Communities Select 2015-16.xlsx](#)

[M9 Chief Executive Office Revenue Budget Monitoring 2015-16 Appendix 10.xls](#)

[M9 Operations Revenue Budget Monitoring 2015-16 Appendix 9.xls](#)

[M9 Savings Mandates Appendix SM 2015-16.xls](#)

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**Economy & Development Select Committee
Portfolio Position Statement Month 9 (2015-16)**

APPENDIX 3

DIRECTOR'S COMMENTARY

The current position of an over spend of 22k is increased by reserve cover being delayed into the next financial year such as the LDP and reduced by the use of reserves to cover redundancies. This results in a net overspending of 217k.

This reflects continued pressures on income targets. In areas such as markets, leisure, museums and culture, we are generating more income than ever - but it is insufficient to meet annually uplifted targets. This reflects some of the issues we're experiencing whereby the current service formats, mean we have saturated the markets available to us and without considerable capital investment - it is not feasible to charge premium rates. This position which will not change as things currently stand, this is now part of the reason behind why we are having to explore alternative delivery vehicles which provide different freedoms and flexibilities & access to new investment.

Reflecting on the other huge changes in the section, Community Learning has undergone a large-scale restructure following the franchise changes, Community Hubs are going live and Housing is undergoing further transformation with the introduction of significant legislation and Planning changes are also in the melting pot.

Despite this - many areas are showing signs of strength and potential. The job of work continues to mitigate these pressures through holding vacant posts open, freezing non-essential spend, closing winter season TIC and continuing work to optimise income potential in the few areas where we believe some potential still exists.

1.1 The combined budget and outturn forecast for this portfolio is

E&D Service Area	Budget @ Month 6	Budget Revision Virements	Budget @ Month 9	Forecast Outturn	Variance @ Month 9	Variance @ Month 6	Variance @ Month 2	Forecast Movement Months 6 to 9
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Community led Delivery	1,813	575	2,388	2,485	97	340	138	(243)
Commercial and People Development	3,674	358	4,032	3,914	(117)	127	100	(244)
Enterprise Management	397	0	397	402	5	10	0	(5)
Development Planning	911	0	911	761	(150)	(150)	0	0
Tourism, life and Culture	2,504	(92)	2,412	2,600	187	274	100	(87)
ENT Select	9,299	841	10,140	10,162	22	601	338	(579)

1.2 The most significant over and underspends are:

E&D Service Area	Overspend Predicted	Underspend Predicted	Forecast Movement Mth's 6 to 9 (Positive) / Negative	Commentary on forecasted outturn
	£000's	£000's	£000's	
Asset Management	96		(12)	Redundancy costs of 28k, inability to achieve income targets for PV schemes 98k, inability to meet increased income targets for Markets 140k offset by increased Cemeteries income 76k and savings on reduced maintenance, professional fees and vacancies of 94k
Community Education	178		88	Redundancy costs of 96k, additional costs to the delay in implementing the restructure of 82k
Community Hubs	386		71	Redundancy costs of 386k
Eisteddfod		430	(430)	Reserve funding not required until 2016/17 financial year
Housing		113	18	Savings from one off grant funding, a reduction in expenditure against B&B accommodation and through increasing occupancy levels
Whole Place		20	22	Redundancy costs of 31k offset by vacancies
BusinessGrowth & Enterprise		23	(23)	20k reserve funding for Broadband will not be used in 2015/16 and other minor savings
Innovation		154	(154)	130k reserve funding will not be called on in 15/16 and vacancy savings
People Services		24	(24)	23k reserve funding will not be called on in 15/16
ICT Technology	84		(43)	49k reserve funding will not be called on in 15/16 offset by Inability to achieve 100k savings that were to be achieved through in-house software development and the sale of products and other minor overspend on software contracts.
Enterprise Management	4		(5)	Inability to find vacancy factor and full year impact of 15/16 pay award
Development Plans		150	0	Additional income 50k, reduced call on reserves £100k
Museums and Cultural services	33		4	Green screen savings will not occur and the additional budget mandate for savings of 20k from conservation income will not occur.

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

Leisure Services	10		(85)	Budget included pressure arising from closure of Monmouth Pool of 150k which will not be required in 15/16 offset by 20k budget vired to children's service but could not be found, caretaking costs of 15k, 3G pitch issues of 45k income on 3G pitch of 30k, loss of free swimming grant of 30k and additional staff costs of 30k
Tourism	144		(6)	100k historic underfunding of Caldicot castle, overspend due to staff costs of 34k. Efforts are being made to reduce this further by use of volunteers. Budget included additional income from the Town Council of 15k but only 5k secured
TOTAL	935	914	(579)	Net Total 21

2015-16 Savings Progress

The savings required by the 2015-16 have not yet been secured.

Enterprise budgeted savings were £1,392,983 and at month 9, £1,015,983 have been identified. Of the remaining savings £125,000 are delayed and currently £253,000 are deemed to be unachievable.

Man. No.	Mandate Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Forecasted Savings Variance Since Month 6 £'s
	ECONOMY & DEVELOPEMNT					
1	Dev of Leisure & Outdoor services	420,983	390,983	0	30,000	(5,000)


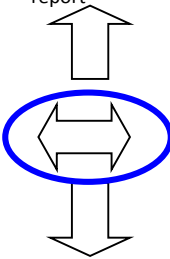
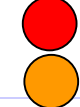

2	Collaboration of Housing services	55,000	55,000	0	0	0
5	Sustainable Energy Initiatives	33,000	0	0	33,000	0
6	Museums, Shirehall, Castles & Tourism	190,000	145,000	0	45,000	0
26	Property Review	100,000	100,000	0	0	0
28	Community Hubs & Contact Centre	250,000	125,000	125,000	0	0
31	ICT Savings	250,000	138,000	0	112,000	(2,000)
40	Planning income	24,000	24,000	0	0	0
41a	Market Income	70,000	37,000	0	33,000	(37,000)
	TOTAL ENTERPRISE	1,392,983	1,015,983	125,000	253,000	(42,000)

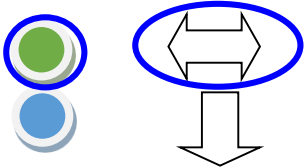
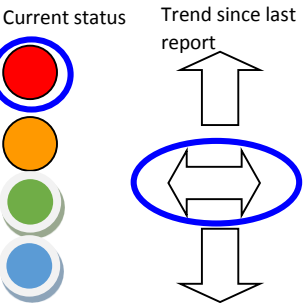
1.3 Further detailed analysis of Savings mandates are contained with Appendix SM

Budget Mandates

Progress and Next Steps at Month 9

Mandate RAG	Progress up to month 9	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
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<p>Mandate 1 Leisure.</p> <p>Current status </p> <p>Trend since last report </p>	<p>Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction caretaking Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k. 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. 15k Caretaker savings will not be achieved as the school failed to invoice until 15-16. Consequently the full years charge in this year.</p> <p>Alternative Delivery Plan (agreed by cabinet 2nd Dec*) - £35K achievable Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K. Increase income against swimming and fitness not achieved. This has resulted in a £5K improvement since month 6.</p>	<p>Continue to review the 3 G pitch project and review its income generation targets.</p> <p>Review business plans for swimming and fitness to ensure mitigating pressures for 16/17 onwards.</p> <p>Alternative Delivery Plan based on variance reported against original mandate at Month 6</p>					
<p>Mandate 2 Housing</p> <p>Current status </p> <p>Trend since last report </p>	<ul style="list-style-type: none"> • Commercialisation of the care line service. • One housing solutions service with TCBC. • Expansion of shared housing scheme & B&B reduction. • Management restructure. 	<p>Continue to drive marketing plan and bespoke marketing campaign being developed with Communications Team. Future intentions include further develop website and link in with key dates/events eg engagement</p>					<p>Ian Sanders</p>
			<p>Income</p> <p>Savings</p> <p>Total</p>	<p>155,000</p> <p>265,983</p> <p>420,983</p>	<p>140,000</p> <p>250,983</p> <p>385,983</p>	<p>15,000</p> <p>15,000</p> <p>30,000</p>	<p>Ian Sanders</p>
			<p>Total</p>	<p>420,983</p>	<p>385,983</p>	<p>30,000</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>	<p>Ian Bakewell</p>

	<p>Detailed plans in place for all projects to ensure they remain on track. The long term average trend continues to be reversed up to month 9 and 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.</p>	<p>forums; legislation. Continue to work with Social Care teams to raise awareness of care line's benefits and functionality. Continue to work with TCBC to develop joint Solutions Service. Interim review and evaluation valuation work undertaken during Q3 to inform development and clarify benefits. Joint review of pilot scheduled for March/April</p>					
<p>Mandate 5 *</p> <p>Sustainable Energy Initiatives</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>Solar Farm Cabinet report approved 15 July 2015</p> <ul style="list-style-type: none"> - New Rooftop solar projects have generated additional revenue in line with our projections. - Government policy changes to the tariff render further rooftop installations unlikely. - Impact of Tariff changes upon Solar Farm project is being reviewed. - Biomass installed at Cross Ash operational and generating heat. <p>Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £33K achievable</p>	<p>Additional revenue streams for 2015/16 are lower than forecast due to a combination of delays and changes to funding. FIT and RHI tariff reductions will affect existing installations yet to be completed and / or registered, while impending cuts have rendered new projects unviable until further review.</p> <p>Review on going expenditure on repairs and maintenance.</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>

Aim to increase income target on rental portfolio and reduce expenditure on repairs and maintenance. At month 9 these savings have not been realised and therefore the £33,000 budget pressure remains.

Alternative Delivery Plan – based on variance reported against original mandate at month 6.

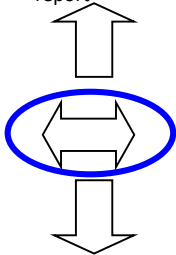
Mandate 6

Museums & Castles

Current status



Trend since last report



Fully integrate cultural services, tourism services and attractions within tourism, leisure and culture section. Maximise synergies & achieve a sustainable long term business footing.

Income generation target for 15/16 10K shortfall.
 Weddings – Amber
 Countryside savings – Green
 Savings from Volunteers – Red
 Income made by fundraiser – Green.
 Fundraiser in place.
 Income from learning – Green.

Museums - 30,000 of savings will not be achieved. Green Screen income of 10,000 and 20,000 conservation income. The Green Screens have yet to be utilised. The conservation income in the mandate was higher than agreed the total income from conservation was initially agreed as 30,000 not 50,000, the museums are looking at other ways to raise this income but the additional 20,000 will not be achieved

Income	81,000	51,000	30,000
Savings	109,000	94,000	15,000
Total	190,000	145,000	45,000

Ian Saunders

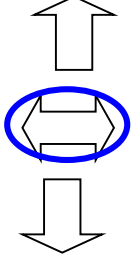
	<p>Savings from shared service model at Chepstow TIC – Red, Income from green screen – Red Income from rental of Abergavenny Red Square window - Green TIC at Chepstow has had considerable lone working pressure which is why the budget is overspent.</p>	<p>this year. Castle - Achieving in year savings of 9k but reporting total overspend of 100k due to historic budget assumptions and savings from 14-15 of 20,000. Tourism - 15,000 savings not achievable. The use of volunteers is not available at the moment. The current staffing budget only runs until the end of October but as a decision has not been made on the future of the TIC has been closed in December and January. 5,000 has been secured from the Town Council.</p>					
	<p>Alternative Delivery Plan (agreed by cabinet 2nd Dec*) - £30k achievable Winter closure of Chepstow TIC and application of museums acquisition reserve for purchases made in year. The current staffing budget runs until the end of October 2015, the TIC has been closed for December and planned for January. Income amounting to £5k has been secured from the Town Council. Following legal advice the acquisition reserve can only be used to fund the purchase of artefacts and not to off-set operational expenditure.</p>	<p>Alternative Delivery Plan</p>	<p>Total</p>	<p>190,000</p>	<p>145,000</p>	<p>45,000</p>	

Mandate 26
Property Rationalisation

Current status



Trend since last report



At month 9 these savings have not been realised and therefore the £30,000 budget pressure remains.

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. The Accommodation Working Group is charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.

Rental of buildings – Green
Rates Savings on vacant buildings - Green
Rental Grant reductions – Dedicated member of staff now responsible for this.

The Accommodation Working Group continues to review all property usage and the delivery of the rationalisation plan. 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. The overall Service area has achieved its target at month 9 and is tracking to Green for year end on its overall financials.

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

Ben Winstanley

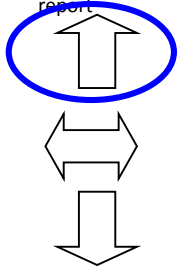
Mandate 28

Community Hubs

Current status



Trend since last report



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.

Increase staffing costs are due to the delayed implementation of the of the Community Hubs restructure. The mandate savings of £250k related to a full year saving and it was only possible to achieve 6 months of reduced costs as the community Hubs opened on the 5th October 2015." Delays were as a result of in internal processes.

This outturn includes £125k of mitigating underspends including keeping a post vacant until April 2016 to help offsets the delayed mandate saving.

15/16
No next steps

16/17 – (50K)
The Abergavenny Hub Project plan requires continuous monitoring, updating and adjusting to reflect the project developments.

Income	0	0	0	
Savings	250,000	125,000	125,000	Deborah Hill-Howells
Total	250,000	125,000	125,000	

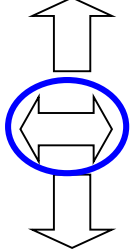
Mandate 31

ICT Savings (SRS & custom built software solutions)

Current status



Trend since last report



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 made 138k of their proposed 150k saving - still 20k saving to be found on software contracts however further savings of 20k have been found from vacancies.

The 100k savings that were to be achieved through in-house software development and the sale of products will not occur in 2016/17. Work continues to generate commercial returns from the sale or licencing of FLO, the Authority's social care app, though the app will only be marketable from Q1 in 2016/17 based on the most recent updates.

Alternative Delivery Plan (agreed by cabinet 2nd Dec*) – £110k achievable Continue to do work that is required to support the sale/licencing and commercialisation of FLO.

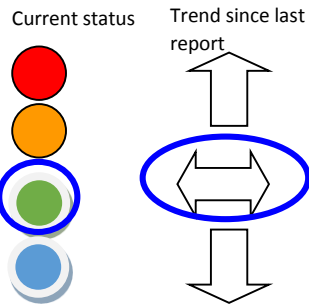
Work continues at month 9. The service is currently reviewing all budget areas and update on savings achievable will be known at Month 11.

Restriction of non-essential spend across the People and Commercial Development division, together with a further review of ICT capital and revenue budgets, aims to identify scope to mitigate the existing £112k pressure.

Alternative Delivery Plan – based on variance reported against original mandate at month 6.

Income	0	0	0	Peter Davies
Savings	250,000	138,000	112,000	
Total	250,000	138,000	112,000	
Total	250,000	138,000	112,000	

**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.

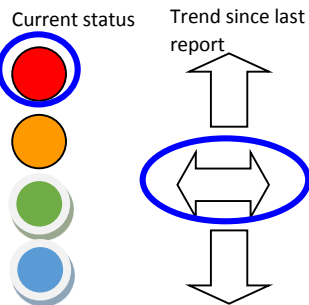
In relation to budget delivery no next steps

 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 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. New Structure in place for January 2016.

**Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 50k achievable
 Cease all repair and maintenance work to asset portfolio.**

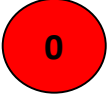



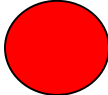




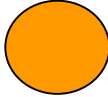










The service is forecasting achieving 37k against the alternative delivery plan.





































To build an income generation plan for future years.

Alternative Delivery Plan – based on variance reported on original mandate at month

Income	70,000	0	70,000
Savings	0	0	0
Total	70,000	0	70,000
Total	70,000	37,000	33,000

Ben Winstanley

Summary - Month 10 Current status	Summary – Month 2	Summary – Month 6	Summary – Month 9	Key
				 Not on target Concerns identified with delivery of target. Closely review & monitor.
				 Monitoring & required to keep on track
				 On target to achieve budget and action Plans.
				 On target and over achieve.

Mandate Summary	RAG Month 10	RAG Month 2	RAG Month 6	RAG Month 9
1 Leisure				
2 Housing				
5 Sustainable Energy Initiatives				
6 Museums & Castles				
26 Property Rationalisation				
28 Community Hubs				
31 ICT savings				
40a Democracy				
41a Abergavenny Markets				

2. Capital Outturn Forecast

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	Original Budget	Slippage from 2014/15	Budget	Total Approved Budget	Provisional Slippage carried Forward 2016/17	Adjusted Budget	Forecast	Variance
				Virement or Revision	@ Month 9		@ Month 9	Over / (Under) Outturn @ Month 9	Reported @ Month 6
				£000's	£000's	£000's	£'000's	£'000's	£000's
	£000's	£000's	£000's	£000's	£000's	£000's	£'000's	£'000's	£000's
Asset Mgt Schemes	450		300	450	750	(300)	450	0	0
Regeneration Schemes	308		231	205	436	(158)	278	30	30
Grand Total E&D	758		531	655	1,186	(458)	728	30	30

Further details of all the schemes are contained in the appendices. Overrun in costs are noted to the replacement cattle market and extra solicitor costs anticipated in regard of Abergavenny regeneration scheme. As is common with minor overspends they will be assessed against underspends apparent at end of year and any net cost borne in the first instance by capital receipts.

Appendices (click link to Hub)

[M9 Enterprise Revenue Budget Monitoring 2015-16 Appendix 8.xls](#)

[Appendix 3C M9 Capital Monitoring Economic and Development Select 2015-16.xlsx](#)

[M9 Savings Mandates Appendix SM 2015-16.xls](#)

Adult Select Committee Portfolio Position Statement Month 9 (2015-16)

DIRECTOR'S COMMENTARY

APPENDIX 4

In terms of adult services, we are confident in achieving a balanced budget position by year end resulting from the practice led transformation. This is helping to offset the pressures on budgets which are a consequence of the demographics and cost pressures in commissioned providers. It is important that we are well positioned by year end given the significant budget mandated savings due in 2016/17, which will continue to build on the success of the changing practice, changing lives programme. The pressure in the cost of providing community care services is being seen both within in-house services, and by external providers, with particular issues for the latter in retaining and recruiting workforce. There are a number of priorities for commissioning including new models of provision in learning disabilities to respond to a progression in practice, and the implementation of turning the world upside down in the independent care at home market.

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Adult Service Area	Budget @ Month 6	Budget Revision Virements	Budget @ Month 9	Forecast Outturn	Variance @ Month 9	Variance @ Month 6	Variance @ Month 2	Forecast Movement Months 6 to 9
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Adult Services	6,332	50	6,382	6,312	(70)	(131)	(18)	61
Community Care	20,370	(50)	20,320	20,268	(52)	(56)	(107)	4
Commissioning	1,984	0	1,984	1,969	(15)	(7)	(4)	(8)
Resources & Performance	906	(42)	864	866	2	(1)	(28)	3
SCH Directorate	29,592	(42)	29,550	29,415	(135)	(195)	(157)	60

1.2 The most significant over and underspends are

Adult Select Service Area	Overspend Predicted £000's	Underspend Predicted £000's	Forecast Movement Mth's 6 to 9 (Positive) / Negative £000's	Commentary on forecasted outturn
Disability Equipment (GWICES)		(9)	22	Advanced stock purchases in 2014/15 by the Intermediate Care Fund
Adult Transformation		(48)	9	This scheme refers to Community co-ordination and subject to reserve budget. A formal slippage request has been made to carry forward into 2016/17.
Management team		(100)	(4)	Current Disabilities team manager vacancy plus ICF grant meeting costs of the Direct Care team manager.
Direct Care		(71)	8	Team manager vacancy and additional income from client referrals.
Direct Residential Care	140		44	Employee efficiency and previous mandate savings not deliverable, additional staffing to cover sickness and falling client numbers resulting in lower income
Transition co-operative		(24)	0	Income from employee secondment
TOTAL ADULT SELECT	140	(252)	79	Net Total (112)

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

1 2015-16 Savings Progress


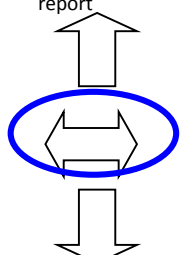
As at month 9, SCH are on track to meet our mandated savings as illustrated below: -

Man. No.	Mandate Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Forecasted Savings Variance Since Month 6 £'s
	SOCIAL CARE & HEALTH					
24	Bright new futures	14,000	14,000	0	0	0
33	Sustaining Independent Lives in the Community	260,000	260,000	0	0	0
	TOTAL SCH	274,000	274,000	0	0	0

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

Budget Mandates

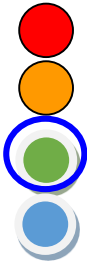
Progress and Next Steps at Month 9

Mandate RAG	Progress up to month 9	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
<p>Mandate 24 * Transition - Bright New Futures (SC&H)</p> <p>Current status</p>  <p>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>

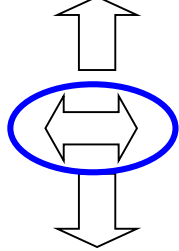
Mandate 33&34

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. All targets currently on track to deliver. Dementia care matters training roll out continues with vigour and there is full commitment that this training 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.

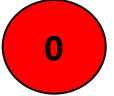
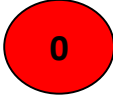
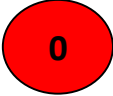
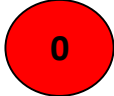
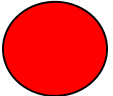
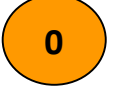
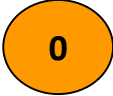
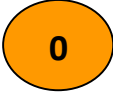
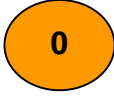
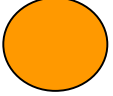










Continue to deliver and ongoing evaluation of the DCM training and other training that supports the workforce to change practice.









Continue to capture and work with teams to further develop ideas and drive practice change.

IT build continues further development (i.e reporting) and there remains positive feedback from users of FLO.

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

Julie Boothroyd

Summary - Month 10 Current status	Summary – Month 2	Summary – Month 6	Summary – Month 9	Traffic Light Key
				 Not on target Concerns identified with delivery of target. Closely review & monitor.
				 Monitoring & required to keep on track
				 On target to achieve budget and action Plans.
				 On target and over achieve.

Mandate Summary	RAG Month 10	RAG Month 2	RAG Month 6	RAG Month 9
24 Transition – Bright New Futures				
33 Adult Social Care (&34)				

2 Capital Outturn Forecast

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

Social Care & Health	Annual Forecast	Original Budget	Slippage from 2014/15	Budget	Total Approved Budget	Provisional Slippage carried Forward 2016/17	Adjusted Budget	Forecast	Variance
				Virement or Revision	@ Month 9		@ Month 9	Over / (Under) Outturn @ Month 9	Reported @ Month 6
	£000's	£000's	£000's	£000's	£000's	£000's	£'000's	£'000's	£000's
Asset Mgt Schemes	202	47		171	218	(15)	202	0	0
ICT Schemes	135		35	100	135		135	0	0
Grand Total SCH	337	47	35	271	353	(15)	337	0	0

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

APPENDIX (Links to Hub)

[M9 Social Care and Health Revenue Budget Monitoring 2015-16 Appendix 6.xls](#)

[Appendix 4C M9 Capital Monitoring Adult Social Care and Health Select 2015-16.xlsx](#)

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**Children & Young People Select Committee
Portfolio Position Statement Month 9 (2015-16)**

APPENDIX 5

CYP DIRECTOR'S COMMENTARY

The Directorate's month 9 position is a forecasted overspend of £242,000, this is £45,000 higher than anticipated at Quarter 2. The youth service remains a volatile area having been subject to a £200,000 savings mandate. The current forecast over spend for the youth service is £139,000. It is pleasing to note that the Additional Learning Needs service is underspent by £132,000, again an improvement of £30,000 since Quarter 2.

SCH DIRECTOR'S COMMENTARY

In terms of children's services, there are 2 key pressures: firstly, the pressure due to continued use of agency workforce resulting from vacancies in the permanent workforce. Recruitment campaigns have not been successful so alternative workforce plans are being developed including a scheme to recruit newly qualified social workers, linked to peer mentoring. The biggest cost pressure in children's services is the placement budgets. There has been an increase in the number of looked after children currently at 119, but there have also been an increase within that number of high cost residential placements, increasing the average weekly unit cost by £3,000 per placement. There are a number of strategies being employed to address this issue namely the fostering and SGO business cases, investment in commissioning capacity, and review of early intervention and prevention model and services.

1 Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Children & Young People Service Area	Budget @ Month 6 £000's	Budget Revision Virements £000's	Budget @ Month 9 £000's	Forecast Outturn £000's	Variance @ Month 9 £000's	Variance @ Month 6 £000's	Variance @ Month 2 £000's	Forecast Movement Months 6 to 9 £000's
21st Century Schools	0	0	0	0	0	0	0	0
Individual School Budget	43,797	121	43,918	44,033	115	28	0	87
Resources	1,402	0	1,402	1,451	49	74	61	(25)
Standards	5,434	0	5,434	5,298	(136)	(42)	99	(94)
Youth	597	0	597	708	111	137	114	(26)
CYP Directorate	51,230	0	51,351	51,491	140	197	274	(57)
Children's Services	8,543	153	8,696	10,060	1,364	1,297	675	67
Total C&YP Select	59,426	274	60,047	61,551	1,504	1,494	949	10

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The most significant over and underspends are

Children & Young People Service Area	Overspend Predicted £000's	Underspend Predicted £000's	Forecast Movement Mth's 6 to 9 (Positive) / Negative £000's	Commentary on forecasted outturn
STANDARDS				
Additional Learning Needs		152	(50)	Staff vacancy and higher than anticipated recoupment income.
Primary Breakfast Initiative Grant	55		0	Take up continues to increase and therefore resulting in additional staffing requirements.
Early Years		45	(45)	Due to the establishment of a new LA nursery there are less children attending a non-maintained setting
ISB				

ISB	115		87	Increased costs of protection at schools, changes in rateable value of a secondary school has incurred increased rates charge, also professional fees have been incurred by the directorate
RESOURCES				
Support Services	66		(11)	Efficiency savings for directorate to be identified. Directorate legal costs and a small saving now slightly higher than anticipated at Q2 due to a vacancy continuing to be held open.
Service Level Agreements		10	(10)	WJEC contributions less than anticipated.
YOUTH				
Community Education Youth General	111		(26)	Delay in the start of the ESF project will result in less income in this financial year.
CHILDRENS SERVICES				
Fostering Allowances and Payments For Skills	144		(12)	Reflects financial support to the current number and age mix of children in foster care and skills payments to carers with SGO's
Younger People's Accommodation		(66)	30	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 since month 6 we are supporting two more placements costing £1,600 per week.
2 Yr Enfys		(52)	0	This facility will remain closed for the entire year.
Therapeutic Service		(28)	0	Under spend due to part vacant Play Therapist post.
External Placements - LAC	1,094		174	Current activity is 70 placements compared to 64 at month 6. 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		(96)	0	This budget is generally used to fund the over spend within LAC.
SCYP - Placement & Support Team	122		(5)	There is a mixture of reasons for the overspend such as use of agency staff, contact and assessment costs and home to school transport. More recently this budget has funded building work to create in house contact centres.
SCYP - Supporting Children & Young People Team	233		35	Overspend relates to the employment of 7 agency workers to cover staff sickness and capacity issues and a 77% increase in transport costs since last year.
Children's Services Safeguarding Unit		(27)	(6)	Under spend relates to a vacant part time Independent Reviewing Officer post not expected to be filled until 2016/17.
Disabled Children	91		3	Large part of overspend relates to the continued use of agency staff to cover sickness.

FRS – Family Support Team	42		15	This budget has utilised the services of numerous agency social workers to cover for various staff absences.
Bus Cases / Temp Funding - Cabinet 06/05/15		(77)	(161)	Underspend relates to delayed appointment to social worker posts connected with approved business cases

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

2 2015-16 Savings Progress

The savings required by the 2015-16 have not yet been secured.


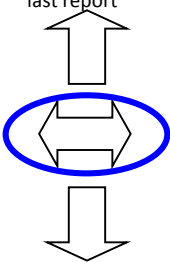
Children & Young People’s budgeted savings were £1,514,000 and at month 9 £1,377,000 have been identified. Of the remaining savings £137,000 are currently deemed to be unachievable.

Man. No.	Mandate Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed In year £'s	Unachievable £'s	Forecasted Savings Variance Since Month 6 £'s
	Children & Young People					
16	Delegated Schools Budget	1,124,000	1,124,000	0	0	0
18	School Library Service	20,000	20,000	0	0	0
20	School Music Service	50,000	50,000	0	0	0
35	CYP / Additional Needs / Mounton House	120,000	120,000	0	0	0
42	Youth Service	200,000	63,000	0	137,000	0
	TOTAL C&YP	1,514,000	1,377,000	0	137,000	0

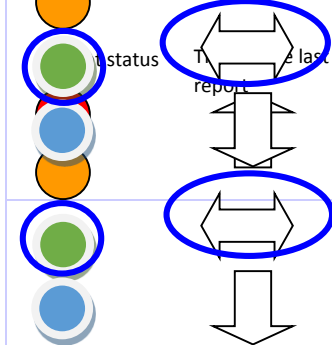
2.1 Further analysis of the Savings mandates can be found in Appendix SM.

Budget Mandates

Progress and Next Steps at Month 9

Mandate RAG	Progress up to month 9	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
<p>Mandate 16</p> <p>schools delegated budgets</p> <p>Current status </p> <p>Trend since last report </p> <p>Page 221</p>	<p>Schools budgets will be protected at cash limit, this means no pay inflation and or non-pay inflation is provided for in funding, This is about finding opportunities to reduce costs in schools.</p> <p>Schools continue to be supported to seek opportunities for savings. Cluster led meetings. 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. Schools who need more significant support have been identified and support delivered action to mitigate any financial challenges. 'Quick wins' have been developed and continue to be published, shared and evaluated throughout all schools. Mandate savings delivered.</p>	<p>Continue to review resource impact for foundation phase.</p> <p>Monitor schools closely to ensure they follow their budget plans and more schools do not fall into a deficit.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>1124,000</p> <p>1124,000</p>	<p>0</p> <p>1124,000</p> <p>1124,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nikki Wellington</p>

Mandate 35 *
Transformation of School library service - combine with general library service



We are undertaking a review of Additional Learning Needs. Its forms a 3 stage process.
 2017/18 fully done with 2016/17 savings*
 Stages 1 and 2 are complete.
 The team have commenced consultation with families as part of the stage 3. (Mandate B20 for 16/17).

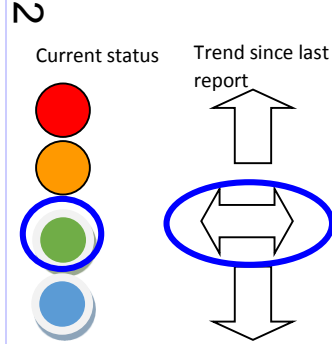
All timescales of delivery of the mandate to stay in line with the complete review timetable.
 No complete review necessary.
 All future stages of the ALN review will be monitored via the future mandates.

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

Sharon Randall-Smith
 Sharon Randall-Smith

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Mandate 20
Gwent Music



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 :-
 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.
 Access fund launched from September 2015.

To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the reductions.
 Gwent music have worked very successfully on income generation and very closely with Monmouthshire to achieve this.
 Gwent music continues to work with MCC to ensure the finding is used to support the need.

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

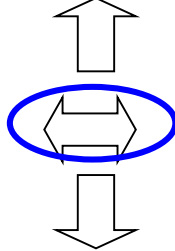
Nicky Wellington

**Mandate 42
Youth Service**

Current status



Trend since last report



Replace core funding with other income sources.
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
Community Kitchen opened September 2015.

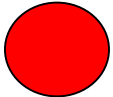
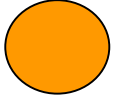


Set income targets once steady business flow is established.
Shop to be operational by September 2015
Set income targets once steady business flow is established

Still awaiting for HUB section to promote courses
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	63,000	137,000
Savings	0	0	0
Total	200,000	63,000	137,000

Tracey Thomas

	<p>£63,000 the savings have been met, but the service are reporting an £137k overspend at month 6.</p> <p>Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 60k achievable Combination of increase in Grant Income and savings on staff vacancies. Grant income delayed to new financial year</p>	Amendment to delivery plan.	Total	200,000	63,000	137,000	
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<p>Summary - Month 10 Current status</p> <p>1</p> <p>1</p> <p>3</p> <p></p>	<p>Summary – Month 2</p> <p>1</p> <p>0</p> <p>4</p> <p></p>	<p>Summary – Month 6</p> <p>1</p> <p>0</p> <p>4</p> <p></p>	<p>Summary – Month 9</p> <p>1</p> <p>0</p> <p>4</p> <p></p>	<p>Key</p> <p> Not on target Concerns identified with delivery of target. Closely review & monitor.</p> <p> Monitoring & required to keep on track</p> <p> On target to achieve budget and action Plans.</p> <p> On target and over achieve.</p>
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Mandate Summary	RAG Month 10	RAG Month 2	RAG Month 6	RAG Month 9
16 Schools Delegated budgets				
18 School Library Service				
20 Gwent Music				
35 Transformation of ALN				
42 Youth Service				

3. SCHOOLS

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

Draft Council Fund Outturn 2015/16– Schools Summary outturn position at Month 9 (Period 3)	(A) Opening Reserves (Surplus) / Deficit Position 2015/16 £'000	(B) Month 6 Draw on School Balances 2015-16 £'000	(C) Variance on Month 6 Reserve Draw £'000	(D) Draw Forecasted on School Balances @ Month 9 £'000	Forecasted Reserve Balances at 2015-16 Outturn (A+D) £'000	Forecasted Reserve Balances @ Month 6 £'000	Forecasted Reserve Balances @ Month 2 £'000
Clusters							
Abergavenny	(412)	(19)	65	46	(366)	(431)	(312)
Caldicot	(426)	153	(41)	112	(314)	(273)	(174)
Chepstow	98	63	17	80	178	161	143
Monmouth	(424)	154	(17)	137	(287)	(270)	(231)
Special	24	105	11	116	140	129	(4)
	(1,140)	456	35	491	(649)	(683)	(578)

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3.1.2 School balances at the beginning of the financial year amount to £1,140,000. The Schools budgeted draw upon balances is forecasted to be £491,000 for 2015/16, therefore leaving £649,000 as forecasted closing reserve balances.

3.1.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster, Chepstow Comprehensive school have a recovery plan in place, the latest forecast indicates an increase in the deficit for the school. This is due to the contribution to redundancy costs that the school has incurred and additional water rate. The recovery plan is currently being reviewed and given the predicted increase in number of pupils on roll this deficit will still be met over the duration of the plan.

3.1.4 5 schools exhibited a deficit position at the start of 2015/16; Llanvihangel Crocorney (£30,947), Castle Park (£36,380), Chepstow Comprehensive (£399,926) Llandogo (£11,391) and Mounton House Special School (£142,391). Of these five schools the following four have seen an increase in their deficit balance at month 9, Llandogo (£1,770), this is due to the sickness absence at the school, Chepstow School (£24,478) due to water charges and increase in exam fees, Castle Park (£6,168) due to changes in staffing, and Mounton House Special School (£6,247), due to significant staffing changes and a delay in grant funding through the ESF project.

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

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16 (Forecast)	(649)

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

3.1.7 Individual School Balances are available in Appendix 14 CYP School Select.

Capital Outturn Forecast

The total budget for Capital Schemes within the Children & Young People portfolio is £51,350,996 comprising an original budget of £43,100,948 together with authorised capital slippage from 2014/15 of £7,267,647 and virements or revisions of £982,401. The budget is separated under the following headings

CHILDREN & YOUNG PEOPLE	Annual Forecast	Original Budget	Slippage from 2014/15	Budget Virement or Revision	Total Approved Budget @ Month 9	Provisional Slippage carried Forward 2016/17	Adjusted Budget @ Month 9	Forecast Over / (Under) Outturn @ Month 9	Variance Reported @ Month 6
	£000's	£000's	£000's		£000's	£000's	£'000's	£'000's	£000's
Asset Mgt Schemes	19	0	19	0	19	0	19	(0)	0
Future Schools	13,552	42,197	6,699	0	48,896	(35,235)	13,661	(110)	(92)
School Development Schemes	269	50	219	806	1,075	(806)	269	0	0
Maintenance Schemes – Property	1,361	853	331	176	1,361	0	1,361	0	0
Grand Total	15,200	43,101	7,268	982	51,351	(36,041)	15,310	(110)	(92)

Further details of all the schemes are contained in the appendix 5C. There is an underspend anticipated in respect of Raglan 21c schools scheme, This is not available for redistribution at this stage, as there is a prior commitment to utilise this source to assist with IT capital replacement in schools during 2016-17.

APPENDIX (links to Hub)

[M9 School Movement on Reserves 2015-16 Appendix 14.xls](#)

[M9 Social Care and Health Revenue Budget Monitoring 2015-16 Appendix 6.xls](#)

[M9 CYP Revenue Budget Monitoring 2015-16 Appendix 7.xls](#)

Appendix [5C M9 Capital Monitoring Children and Young People Select 2015-16.xlsx](#)

Monmouthshire's Scrutiny Forward Work Programme 2016

Children and Young People's Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
11th February 2016	Estyn Feedback	To receive final feedback from the inspection.	Estyn: Gerard Kerlake	Inspection
	National Categorisation Report	Scrutiny of the report categorising schools.	Sharon Randall Smith	Performance Monitoring
	Quality Assurance Report EAS	To scrutinise the Quality Assurance Report to ensure an effective service is delivered by the Education Achievement Service (EAS).	Sharon Randall Smith Cabinet Member	Performance Monitoring
	Childhood Obesity	To consult the Committee on a Childhood Obesity Strategy for Gwent ~ Public Health Wales to Public Health Wales.	Public Health Wales	Consultation
Special Meeting in February **22nd Feb AM TBC **	Adoption and Fostering	Scrutiny of the performance of the South East Wales Adoption Service (SEWAS) ~ Annual Report.	Tracey Jelfs	Performance Monitoring
	Social Care and Well-being Act	Report on the likely implications of the act for the Council in terms of Children's safeguarding and The services' progress in meeting the responsibilities.	Claire Marchant	Policy Development
	Flying Start	Standard performance report requested.	Sharon Randall Smith	Performance Monitoring

Monmouthshire's Scrutiny Forward Work Programme 2016

Children and Young People's Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Provisional Special Meeting Mid March 2016	<u>Partnership Scrutiny:</u>		Nicola Bowen and...	Performance Monitoring
	Anti-poverty (Single Integrated Plan Theme 3)	Presentation of the Anti-poverty Statement of Intent	Will Mclean (Anti-poverty Champion)	
	Families First Programme	Digital Stories: What we are delivering and the impact on families	Andrew Kirby	
	Joint Assessment Family Framework (JAFF)	Report on "Families First" (the central WG funded programme of the JAFF (which has 7 family focussed projects in total)	Kirsten Major	
17 th March 2016	Draft Play Sufficiency Assessment 2016-19 and Action Plan 2016-2017	To consider whether the Action Plan addresses needs accordingly prior to submission to WG on 31 st March.	Matthew Lewis	Policy Development

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Standing /Future Items for Scrutiny:

- x **CYP Self-evaluation** - continued scrutiny
- x **Safeguarding Performance**
- x **21st Century Schools** - progress report
- x **Mounton House Review**
- x **Home to School Transport** - Cross party advisory panel established, recommendations to be considered by select and their feedback incorporated into the consultation process.

Monmouthshire's Scrutiny Forward Work Programme 2016

- × **Corporate Parenting Report** - Annual scrutiny together with discussion on the issues, actions proposed and strategies in place to manage placements and reduce MCC's dependency upon external agencies.
- × **Healthy School Meals Scheme** - Pre-decision scrutiny.
- × **Review of Collaborative Arrangements** - proposed reduction in spending on 16-17 and 17-18.
- × **ICT in Schools**
- × **Summer Play schemes**
- × **Youth Offending Service Report**

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Council and Cabinet Business – Forward Plan

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

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

Subject	Purpose	Consultees	Author
20TH JANUARY 2016 – COUNCIL			
Final Budget Proposals			Joy Robson
Council Tax Reduction Scheme 2016/17			Ruth Donovan
Affordable Housing SPG			Mark Hand
Community Infrastructure Levy			Mark Hand
27TH JANUARY 2016 – INDIVIDUAL CABINET MEMBER DECISIONS			
Allocation Policy – Amendment – Syrian Relocation			Ian Bakewell
3RD FEBRUARY 2016 - CABINET			
Budget Monitoring report – month 9	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2015/16 financial year.		Joy Robson/Mark Howcroft
Changes to school funding formula	To approve changes to the school funding formula for: Threshold payments, primary school		Nikki Wellington

Subject	Purpose	Consultees	Author
	top up and free school meal funding for primary schools.		
New Monmouthshire Carers Strategy			Deborah Saunders
10TH FEBRUARY 2016 – INDIVIDUAL CABINET MEMBER DECISIONS			
23rd FEBRUARY 2016 – SPECIAL COUNCIL			
SRS			Peter Davies
City Deal			Peter Davies
24TH FEBRUARY 2016 – INDIVIDUAL CABINET MEMBER DECISIONS			
Usk Play Lottery bid			Tim Bradfield
Poplars Road			Peter Woodrow
Proposed traffic regulation Tory St & Agincourt			Phaedra Cleary
Transfer of Post from Aneurin Bevan University Health Board to MCC			Bernard Boniface
Redundancy report			Ruth Donovan
Childcare Development Worker			Sue Hall
JAFF Project coordinator			Andrew Kirby
2nd MARCH 2016 – CABINET			
Flexi retirement request			Ian Bakewell
NEET strategy			Tracey Thomas
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16 meeting 5 held on the 21 st January 2016		Dave Jarrett
2015/16 Education & Welsh Church Trust Funds Investment & Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2016/17 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the		Dave Jarrett

Subject	Purpose	Consultees	Author
	Welsh Church Fund.		
New Monmouthshire Carers Strategy (Adults)			Deb Saunders
Mounton House Formula Change			Nikki Wellington
Proposed closure of Llanfair Kilgeddin CIW VA Primary School (23 rd March)			Debbie Morgan
Proposed establishment of an ALN facility and reduction in the capacity at Monmouth Comprehensive School (23 rd March 2016)			
Mardy Park			Colin Richings
Proposed closure of Deri View			Debbie Morgan
Removal of post from CYP			Sharon Randall Smith
9th MARCH 2016 – INDIVIDUAL DECISION			
Flexi retirement request			Ian Bakewell
10th MARCH 2016 – COUNCIL			
Final Composite Council Tax Resolution	To set budget and council tax for 2016/17		Joy Robson
Treasury Management Strategy 2016/17	To accept the annual treasury management strategy		Joy Robson
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
The Future Food Waste	for the Council to consider the inclusion of MCC	SLT	Rachel Jowitt

Subject	Purpose	Consultees	Author
Treatment Strategy: Outline Business Case & Inter Authority Agreement	in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	Cabinet	
Waste Strategy			Carl Touhig/ Roger Hoggins
City Deal (TBC)			Peter Davies
13TH APRIL 2016 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 6 held on the 25 th February 2016		Dave Jarrett
Food Plan			Dave Harris
Community Coordination evaluation of pilot			Matt Gatehouse
APRIL 2016 – INDIVIDUAL DECISION			
SHG Programme			Shirley Wiggam
4TH MAY 2016 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 7 held on the 24 th March 2016		Dave Jarrett
BUDGET MANDATE 2016/17 – PREPAREDNESS ASSESSMENT	To provide Cabinet with an assessment on the preparedness of services to deliver the 2016/17 budget mandates.		Deb Mountfield