

Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 9 March 2016

Notice of meeting / Hysbysiad o gyfarfod:

Special Meeting of Strong Communities Select Committee

**Thursday, 17th March, 2016 at 10.00 am,
County Hall, The Rhadyr, Usk, NP15 1GA**

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

1.	Apologies for absence	
2.	Declarations of Interest	
3.	People Strategy and a County that Serves To scrutinise the the People Strategy together with “A county that Serves”	1 - 56
4.	Volunteering Strategy	57 - 82
5.	Month 9 Budget Monitoring To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	83 - 186
6.	Strategic Equality Plan Monitoring Report Final monitoring report on progress to date prior to new SEP being implemented.	187 - 264

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

S. Howarth
V. Smith
D. Dovey
A. Easson
S. Jones
P. Jordan
A. Webb
S. White
K. Williams

Public Information

Access to paper copies of agendas and reports

A copy of this agenda and relevant reports can be made available to members of the public attending a meeting by requesting a copy from Democratic Services on 01633 644219. Please note that we must receive 24 hours notice prior to the meeting in order to provide you with a hard copy of this agenda.

Watch this meeting online

This meeting can be viewed online either live or following the meeting by visiting www.monmouthshire.gov.uk or by visiting our Youtube page by searching MonmouthshireCC.

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.



PEOPLE & ORGANISATIONAL
STRATEGY
PROGRESS REPORT
2015/16



monmouthshire
sir fynwy

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

Monmouthshire People: Connecting People to Purpose



Our people will always be at the heart of everything we do. The collective purpose, passion and talents of our colleagues, on and off the payroll are the foundations to our success as a council and a county.

We believe that people join public service to make a difference. The purpose of Monmouthshire People, our People & Organisational Development Strategy, is to better enable our people to do exactly that, make a difference.

Monmouthshire People has helped us focus our efforts towards engaging, supporting and developing our workforce and ensuring a greater synergy between all facets of people and organisational development.

The purpose of this report is to provide an update on our progress to date in a holistic approach, to share with you the story behind the numbers and to outline the next steps.

We listened; we'll keep listening and making changes.....

When we received responses and equally non-responses to the staff survey, time was spent talking to people and finding out what thoughts sat behind those responses. Hearing "I couldn't be bothered because nothing ever changes" made us sit back and think. Through our work in People & Organisational Development across the Authority we believe we do listen and do change, yet we need to get better at sharing the stories that demonstrates this.

You said.....



Deliver training not only in locations appropriate to me but also at convenient times

To meet the needs of our colleagues and to provide flexible training opportunities, we have been out and about in the county delivering a variety of workshops. These courses, including Leadership Skills, Wellbeing sessions and Confidence Boost workshops, have been facilitated at various locations and times. We even offer 1:1 coaching sessions upon request. Working collaboratively across People Services and the wider organisation to deliver training means we can make the most of our shared knowledge and experience to further enhance the training. We continue to respond to both individual and team request and needs in order to provide the best training possible,

We listened; we'll keep listening and making changes.....

You said.....



Staff feel disconnected from Senior Leaders

Members of the Senior Leadership Team (SLT) spent time in service areas that aren't part of their remit to get a better understanding of what happens in other areas of the Council and how decisions made in one area can affect another and what this means to those receiving services. It was an opportunity to share what it feels like working for the organisation, to talk about what gets in the way of doing the job but also what matters to our colleagues most about working for Monmouthshire. We aim to encourage more of our colleagues to do this throughout the year so that they take responsibility for getting to know other parts of the business.

When we do staff surveys lots of people never see or hear about the results



..... You Said

The staff survey responses were brought together in to a one page poster that was distributed throughout the Authority to provide a simple and quick to read update. The results can also be accessed via the Hub.

2014/15 Staff Survey Responses



719 Responses
Received

This is how you all responded out of 5:

Q1: Do you have a clear understanding of what Monmouthshire County Council is trying to achieve?

3.51

Q2: Do you feel the Authority lives and breathes its corporate values of openness, fairness, flexibility & Teamwork?

3.0

Q3: Do you understand your purpose and contribution to the Authority?

4.28

Q4: Do you feel valued & listened to?

3.28

Q5: Do you feel kept up to date?

3.18

Q6: Do you feel you are able to share ideas in work & suggest areas for improvement?

3.77

Q7: Do you have everything you need to do your job effectively (e.g. equipment, IT, policies & procedures)?

3.48

Q8: Do you feel you have access to training that is relevant and appropriate to your job?

3.92

Q9: If you have received training in the last 12 months, have you been able to use what you have learnt?

4.06

Q10: Have you completed your check-in, check-out staff appraisal?

3.76

Q11: Would you be interested in taking part in volunteering opportunities in Monmouthshire (e.g. events in your town) if the Authority were to provide appropriate incentives?

2.58

OPENNESS
FLEXIBILITY
FAIRNESS
TEAMWORK



Communication

Livestreaming

In the staff survey we asked the question "Do you feel kept up to date?". The average response to this was 3.18 out of 5. Whilst this is a reasonable response, we still feel that this could be improved. We needed to find new ways of keeping our colleagues up to date and informed. Which is why we introduced interactive, live streamed sessions. These sessions enabled us to share updates and hold discussions on policies, for colleagues to ask questions directly to the People Board. All sessions are stored on the Hub and can be accessed after the event. By utilising the live streaming functions in the Council Chamber, colleagues didnt even have to leave their desks to be part of the discussions. We will continue to hold these sessions throughout the year.

MonTalks & MonDelivers



Following on from the success of the live streaming sessions, MonTalks and MonDelivers was introduced. The idea around these session was to hold our own version of TEDtalks, to share insights, information and updates. These talks have also had the benefit of giving our colleagues the opportunity to get to know some of our Senior Leadership Team better as well as showing examples of strong female leadership roles.

MonMinds



As the strapline of Monmouthshire People states, the aim of the strategy is to continue to "connect people to purpose" by linking our development of people to our core purpose and business approach. Yet how can we do this if we aren't continually connecting with staff to discuss their views and what matters to them? This is why Monminds was established, to give staff an opportunity to have a voice and to share their opinions on key issues and activities that affect them.

Monminds has been instrumental in ensuring that the strategy continues to be relatable to our workforce. The strategy was never intended to be static, it is a living and breathing document that continues to adapt and change over time. One of the earlier points made collectively by Monminds was that they do not have time to read the lengthy strategy and all they really wanted to know was what it meant to them. In response to this a one page summary version of the strategy was created and shared across the Authority to provide a clear and easily understandable translation of what the strategy means and why it is important.

Monminds will continue to play a critical role in the People and Organisational Development Strategy through regular meetings to discuss key topics and activities that develop from the 2016//17 Programme Plan. They will help shape how we continue to move forward as an organisation based on the ideas and opinions of our colleagues and our shared purpose and values.

PEOPLE & ORGANISATION STRATEGY



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

Everyone who's part of Monmouthshire makes it a special place to be. Our People & Organisational Strategy 'Monmouthshire People' has been created to keep our people at the heart of everything we do.

OUR FOCUS

- To react and adapt as rapidly as the communities we serve
- To be innovators and problem solvers, continually seeking and responding to challenges



OUR VALUES

- OPENESS
- FAIRNESS
- FLEXIBILITY
- TEAMWORK



PEOPLE

We attract and recruit great people. We retain and develop great people.

We do this by working hard to:

Provide training / learning opportunities, develop people, equip people with the capability to redesign and repurpose services. Create formal work experience and apprentices, to provide mentoring, develop succession planning and widen our award winning recruitment process. Enable us to attract, retain and develop great people who want the opportunity to make a difference.

OUR ENVIRONMENT

We are working towards :

- Policies & Procedure that are timely and relevant
- Mechanisms to enable us to communicate, listen and respond effectively.
- Re-visiting and reminding colleagues that Agile working is about working where our customers are, to have the right equipment whilst recognizing we must meet our customer's needs we are embracing virtual working styles, social media and more near to real-time reporting
- Enhancing volunteer development and co-ordination



Diversity, Inclusion & Wellbeing - Our action on equalities, colleague welfare, managing attendance and introduction of the living wage, are all components of this and we prioritise difference and diversity, enabling people to be their unique selves.

Bringing it all together - We will connect our people to all of the things that matter: one another, purpose and resources, in order to yield improved performance.

Visit www.monmouthshire.gov.uk/monmouthshirepeople to see details about the People & Organisational Strategy

Staff Conference 2015

The 2015 Staff Conference was held on the 28th September. As with the 2014 conference, it was another packed out event with a large number of our colleagues making the effort to attend.



We listened to the feedback that we received from the 2014 staff conference and held discussions with MonMinds to shape the format for the 2015 event. Whilst colleagues were keen to hear the key messages around issues facing the Authority, they also wanted the opportunity for more interaction and two-way conversations.

The timing of the conference allowed for it to be an opportunity to focus on the significant budgetary pressures and allowed for staff engagement around the proposed budget mandates. It was a useful and informative session and allowed us to capture valuable comments and questions from across the Authority. The main themes were brought together into a one page infographic which was shared after the event.

The feedback identified a need for directorate conferences that feed into the larger staff conference. We have taken that on board and are developing a programme for 16/17 that will include these events.

Top 5 Positive Themes

Teamwork 27 	Managers/SLT 18
Team all pulling together	Supportive
15 Adult's Social Services	Education 14
Integrated Services	Results improving
Still have a job 13	

Top 5 Negative Themes

 36 Increased workload	Officers Leaving/ Not Replaced
Ability to take time off - less staff, more pressure	Losing expertise/ knowledge
23 IT 	25 EXIT 
Still lacking/ complicated/ slow	Communication 16
18 Budgets 	Lack of
Limited. Depth of cuts	

Top 5 Question Themes

MANAGERS/SLT 11	 IT 7
Ratio of senior managers to staff	When is it going to improve?
Adult's Social Services 5	Children's Social Services 5
What are the next steps for integrated services?	Level of provision & resources
	MERGER 4
	Do we have a strategy?

'Felt proud... Huge challenges but confident Paul & his team will meet them'

A County That Serves: Volunteers



In the early part of 2015, Owen Wilce was appointed as the Programme Lead for A County That Serves. This programme was put in place to develop and enhance both the opportunities available for volunteering in Monmouthshire and the level of support offered to those who volunteer.



A vast amount of progress has been achieved to date. A comprehensive mapping exercise was undertaken to gain vital insight into the level of volunteering in Monmouthshire and the impact that this was having on the community to better understand how it can be supported and developed.

An online volunteer toolkit has been developed to offer guidance and to set a clear level of standards for volunteers and in the short time this has been live the site has already received over 800 visits.

A Network for Volunteer Coordinators has been established and this has developed into four working groups focusing on Digital Volunteering, Social Isolation, Indirect Volunteering and Safe and Effective Recruitment to discuss areas of best practice and to coordinate support and training around these key aspects. Through the mapping exercise it became clear that training was a key area of need for supporting volunteers and in response to this the training offer has been developed, which includes the creation of the "Leading Volunteers" training workshop.

Another area of success has been in being the only Authority in Wales to achieve coalition status with the Cities of Service programme.



Please see the Volunteering Strategy 2016-2019 for more in depth information about A County That Serves

Volunteer Mapping

Current Volunteers



Co-ordinators

MCC 58

External 27

Outcomes



Toolkit
100%



Network
100%



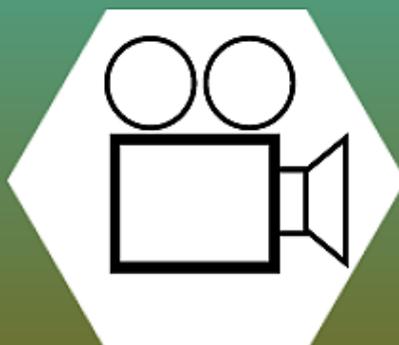
Publicity
80%

Development Priorities

Training



Digital Outcomes



Support and Brokering

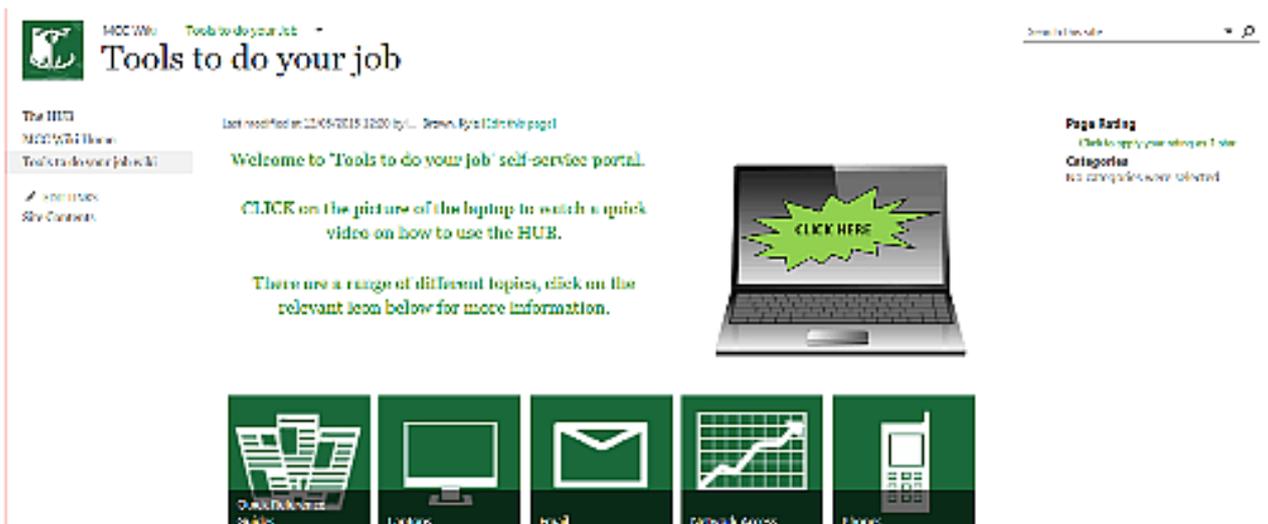


Tools to do your job

One of the key questions in the staff survey was "Do you have everything you need to do your job effectively?"

IT was a fundamental part of this.

Based on the feedback from the staff survey and conferences, the Digital Projects Team created the "Tools to do your job" help site on the HUB.



The site includes help sections with guidance and support to answer the FAQs. Video tutorials are available to help colleagues with day-to-day activities and colleagues can request replacement equipment through simple request forms.

The Shared Resource Service (SRS) now provide drop-in ICT surgeries on a weekly basis, at various locations to assist with repairs, service desk queries and training.

Equipping our workforce with the IT skills and tools they need is a vital part of ensuring we have connected and agile teams.

Digital Champions

Comments received through staff conferences and the staff survey showed that there was a perception that IT services needed improving. To help with this, the Digital Champions group was formed.



Digital Champions have been established so that service areas and teams have their own representatives who are able to respond and assist with IT-related issues. This means staff have technological expertise on hand for a rapid response and also Digital Champions are able to be the point of call to refer more complex problems to the Shared Resource Services.

The Digital Champions meet on a regular basis to ensure that they have the information and skills needed to keep service areas and teams up to date with IT changes and the new tools that are being made available to them.

With time it is hoped that this connected support of the Digital Champions and the regular SRS ICT surgeries will help resolve some of the perceptions around IT and enable colleagues to make best use of the tools to do their jobs.

Talent Lab

2015/16 was an important year for our Corporate Training team. At the beginning of 2015 permission was given to explore delivering corporate training in a very different way and from this the Talent Lab was born.

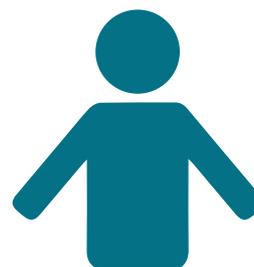


Operating as the Talent Lab has enabled the team to work collaboratively with external partnerships to deliver learning. This has allowed us to expand both the variety and frequency of learning opportunities that we provide.

New ways of advertising our events has made it even easier for colleagues on and off our payroll to access training. Part of our ethos has also been to reinvest in those who give their time voluntarily to their communities by offering free places on our courses to volunteers. Using alternative methods for advertising our courses has also allowed us to open up the training to external clients to generate income and expand our networks.



**Courses in
2015/16**



**860+
Attendees**

RESULT Coaching



286 delegates so far

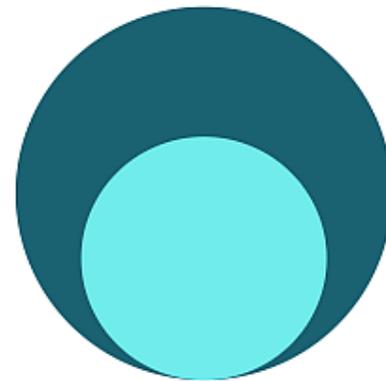
1 day RESULT course created to provide flexible opportunities

7 RESULT Coaching Refresher & Update workshops held to date

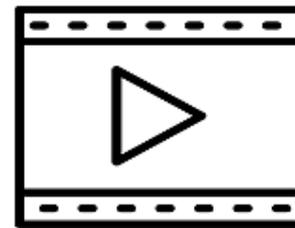
Cost of course per person for internal staff ranges from £75 - £92



Average increase in skill level of 26%



■ Precourse Skill Level ■ On completion of Course



Audio course material created & available online to support learning

Global coaching study by CIPD states the ROI is 7 x Cost of Course

ROI £166,152

People Services HUB

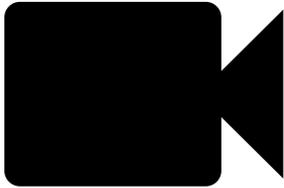
One of the key actions of the People and Organisational Development Strategy, and the programme plan supporting it, focused on providing staff and managers with a toolkit to provide support and a consistent approach across the Authority based upon our shared values . 2015/16 has seen the development of the People Services HUB. which connects managers and staff to the guidance and policies needed to help them in their roles.

The screenshot shows the top navigation bar with 'BROWSE' and 'PAGE' on the left, and 'SHARE', 'FOLLOW', and a refresh icon on the right. Below the navigation bar is a menu with items: 'People Services HUB', 'Hub', 'Working for MCC', 'Recruiting & Resourcing', 'Pay & Benefits', 'Your Wellbeing, Your Rights', 'People Services in MCC', and 'Policy & Guidance Library'. The main heading is 'People Services HUB' with a logo. Below this is the text 'Welcome to the People Services Hub'. A paragraph follows: 'This is your "one-stop-shop" for topics related to People Services, which covers HR, Payroll, Training and Organisational Development. This is a self-service tool to support your employment journey with Monmouthshire. Select from the menus above to navigate the various topics or you can go straight to the Policy and Guidance Library.' A large green-bordered box contains the 'CICO CHECK IN CHECK OUT PERFORMANCE APPRAISAL' banner with a checkmark and a link: 'CLICK HERE TO UPDATE THE DETAILS FOR YOUR TEAM MEMBERS'. To the right is the 'People Toolkit' section with icons for 'My View', 'Safe Recruitment', 'eForms', 'Contact Us', 'Talent Lab', and 'Volunteers'.

The People Services HUB enables access to Frequently Asked Questions on popular topics, advice and support on HR policy, payroll and training information. Part of this online "toolkit" has been to develop key organisational process workflows.

The organisational process workflows clearly outline the key roles that managers are responsible for and helps them understand not only the process but also what is expected from a leadership role. Examples of these process workflows are the Attendance and Wellbeing Workflow and the Safe Recruitment workflow.

These clear and understandable workflows are also supported through the continued development of the 21st Century Future Leaders Coded pathways and through ongoing support, guidance and training provided by People Services as a whole.



Another key aspect of the People Services Hub has been the creation of short video tutorials based on FAQs. This enables staff to access the advice, guidance and training that they need in an easily accessible way at a time that suits them.

The response to the People Services Hub has been positive and it has received excellent feedback and reviews. Feedback, a clear focus on what matters and our ever increasing connectivity across all of People Services will direct the continued development of the Hub and the tools available within it.

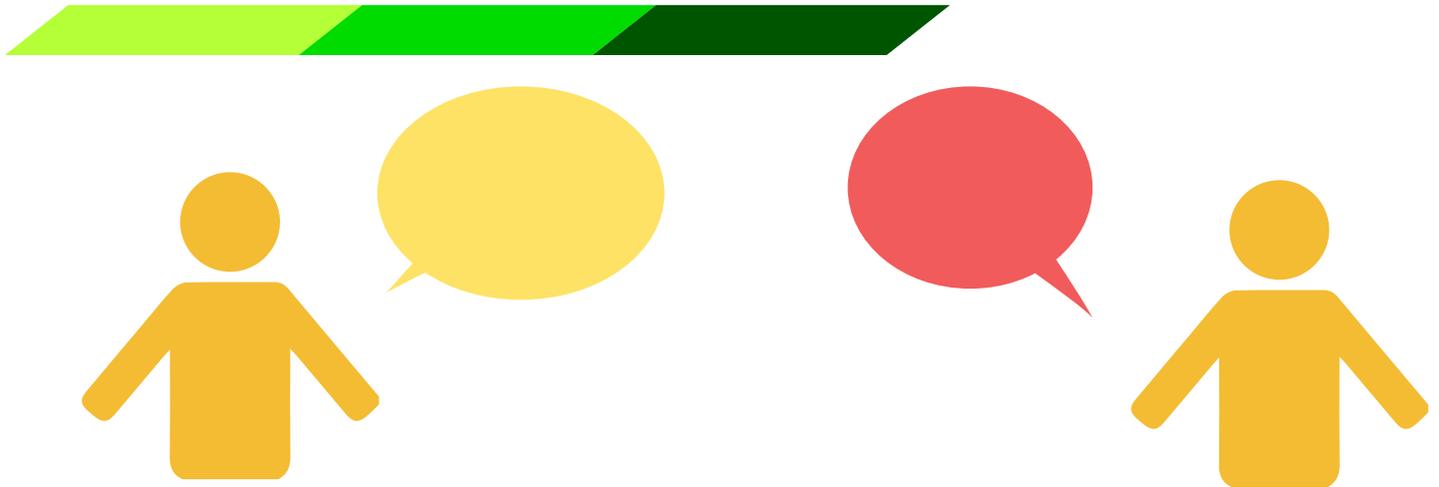
Right Person, Right Role



Attracting the right person to the right role has been a priority for People Services. We want our colleagues to both love and excel in their roles and a big part of this is aligning the right skills and the right behaviours with the right role.

Our award-winning "Select the Best" model ensures a bespoke approach to recruitment and selection rather than a "one size fits all" approach. Our ethos has always been very much about "bringing your whole self to work". Where the more traditional interview process suits some roles, our more in depth model allows us to find out more about individuals and how they react to different situations. Our Safe Recruitment workflow and video help support this and provide the tools to do the job. Page 19

Performance Appraisal: Check In Check Out



The introduction of the Check In Check Out performance appraisal during 2014/15 saw us move away from the traditional "tick box exercise" that previously existed and saw a move towards a more "human" approach. It is important that our colleagues to feel supported in their roles and also that they have a clear understanding of their roles and how they fit into the wider organisation and effective, honest 1:1 conversations will help this happen.

Whilst we had positive feedback, conversations held with individual managers and colleagues, and feedback from the Staff Survey and Monminds, highlighted the need for greater clarity and guidance in terms of performance feedback and expectations.

The revised and updated approach has now been developed and further training sessions have been advertised via the Talent Lab. Whilst the changes needed have been minor, the revised approach will provide a clearer process for capturing the advice, support and training requirements that are identified during the performance appraisal conversations. These emerging needs will feed into the wider organisational Training Needs Analysis to ensure a connected proactive approach is maintained and that the impact of the advice, support and training continues to be measured effectively.

People Services Data

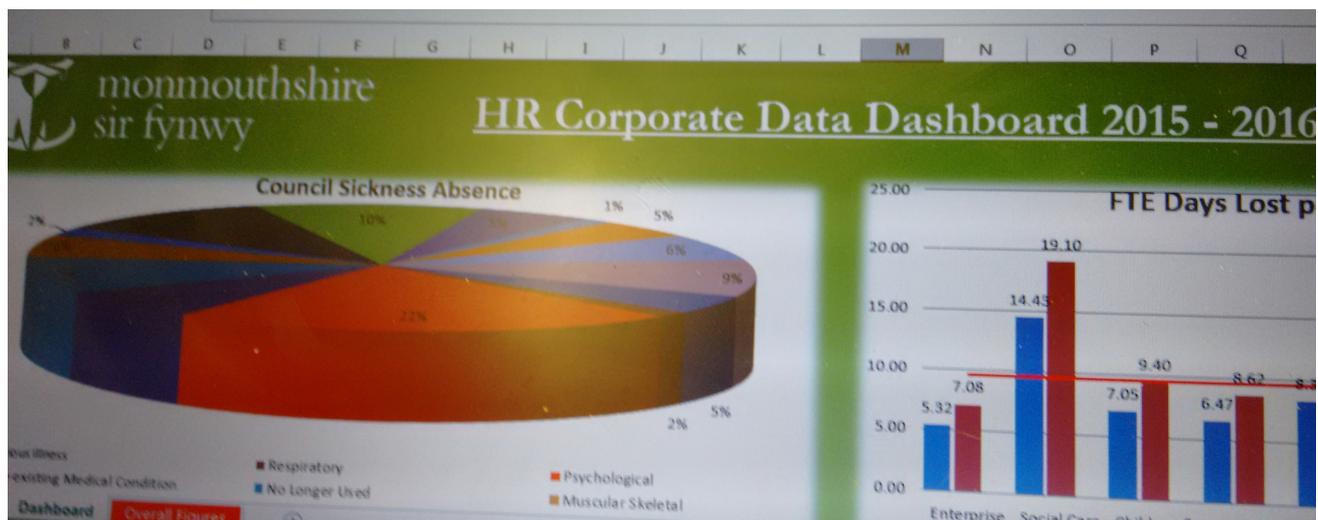


In order to effectively support our organisation, we must first be able to understand it. How "healthy" are our staff and our teams? How well are we meeting the needs of our citizens? How do we know what we need to improve? Utilising the data that we already collect can answer these questions and more.

Data plays a key part in helping us more fully understand emerging needs and sets the direction for our work. This is not about duplication or replacing existing measures. It is about bringing data and information together to provide clear governance and direction to ensure a proactive rather than reactive approach.

A great deal of work has already been undertaken to improve the accuracy of data. The People Services Data Dashboard has been completed and published on the HUB to ensure that HR data is delivered to the organisation in the most effective way. Continued work is ongoing to develop further reporting to equip our colleagues with information they need to lead their teams and services effectively.

People Services Data



One of the greatest areas of work that has taken place to develop the People Services Data Dashboard has been to not only improve the accuracy of sickness data but also to make that data available in a readable and useable format.

Effective monitoring of sickness data is a vital part of leading a team and can be utilised to identify areas where actions can be put in place to assist colleagues and reduce sickness levels through early intervention and support. It also allows us to respond collectively to ensure that the organisation receives the right support in the most practical way possible, whether that be advice or training or a more intensive programme of support.



Next Steps.....

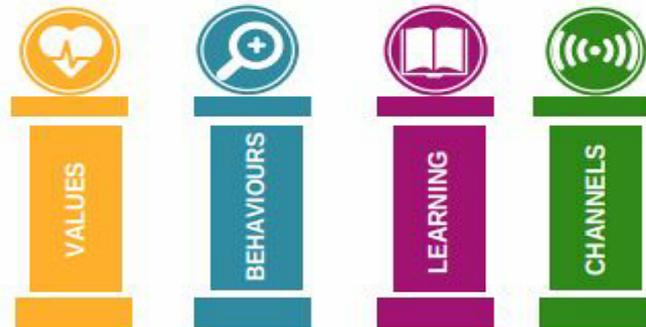
Wherever our colleagues are on their journey within Monmouthshire County Council, we want them to be supported, engaged and encouraged to bring their whole self to work. From recruitment to retirement, our People Services Offer will allow us to provide a cohesive pathway of support, training and engagement throughout their time working within the organisation to enable them to work with purpose and passion to continue to provide services that matter.

OUR PURPOSE



Our purpose remains the same, what differs will be how we deliver our service. As individuals, we are all doing great work yet we recognise that we are at our best when we work together, making best use of our shared knowledge and experience with a connected and cohesive approach.

Next Steps.....



Equipping our people and organisation to meet the oncoming challenges and opportunities through training and support that embodies the values and behaviours of a 21st Century Council.

We all know what our values are as an Authority. Values are personal to us all and can mean many things to many people. What truly embodies our values is how we behave, our actions. Through comprehensive coded pathways of training we can clearly outline our expectations of the behaviours of both colleagues and leaders that reflect the values of our Organisation. The pathways will include comprehensive programmes of support and training to ensure that our people and organisation are equipped to meet oncoming challenges and opportunities.

Consequences



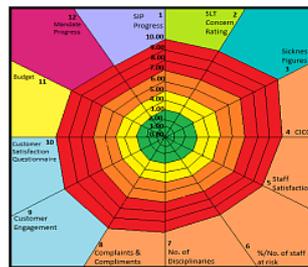
A recurring theme of both staff surveys and staff conferences has been that there is a perception that there are no consequences for our behaviour. Whether that be a well deserved "Thank you" or a clear channel for dealing with poor behaviour. There will be consequences in place to ensure a supportive and proactive approach

Our proactive approach as People Services will allow us to clearly align with the strategic direction of our organisation with a clear focus on horizon scanning and future proofing.



Governance

"Demand Drives Design"



In the past, through necessity, our approach has been very reactive in its nature. To best meet the needs of our colleagues and communities a proactive and planned approach is needed based on evidence and data.

As an organisation, we collect a wealth of data and information through many different channels. Our approach will bring this data together into a scorecard based on "Health" measures for the Authority. This will allow us to better understand our teams and services and to make decisions based on areas of concern or risk identified by the data. Regular summary reports will be brought to DMT's/SLT, People Board, Select and Cabinet to allow for collective decisions around the actions to be taken and the level of support and/or intervention required.

REPORT

SUBJECT:	People and Organisational Development Strategy 2014 – 2017 Progress Report
MEETING:	Special Strong Communities Select
DATE:	17 th March, 2016

1. PURPOSE:

- 1.1 The purpose of this report is to present a progress report for the People and Organisational Development Strategy for Member scrutiny and to seek approval for the next steps for the concluding year of the current strategy.

2. KEY ISSUES:

- 2.1 Modern day local government is moving at pace, and our people and organisation need to keep up with the changes in order for the Council to support sustainable communities and economies. The People and Organisational Development Strategy was agreed through the Council's committee approval process and is rapidly changing to meet the ever emerging needs, in essence demand is driving design.
- 2.2 This being the ultimate year of implementation, the business plan has evolved and has been refined through learning and experience, as well as sharing working practices with other organisations to ensure the strategy is robust, sustainable and fit for purpose.
- 2.3 Whilst we have achieved significant outcomes in the last twelve months, through our collation of evidence we are now in a position to present a new way of working across the whole of People Services. We have created an offer to meet the needs of those people both on and off our payroll and organisation, permitting us to future proof our approach.

3. REASONS:

- 3.1 Our people will always be at the heart of everything we do, they are our greatest resource. The collective purpose, passion and talents of our colleagues are the foundations of our success as a council and county.
- 3.2 The 'People Services Offer' will allow us to provide our people with a cohesive pathway throughout their time working with the organisation and to enable them to work with purpose in delivering sustainable and resilient communities.

- 3.3 The business plan for 2016 – 2017 aligns with the iCounty Strategy, Draft A County that Serves Strategy, Engagement Strategy, Enterprise Strategy, Corporate Service Improvement Plan, Single Integrated Plan and has a strong focus on the Wellbeing and Futures Generation Act.

4. RESOURCE IMPLICATIONS:

- 4.1 None arising from this report.

5 CONSULTTEES:

- a) Senior Leadership Team
- b) People Programme Board
- c) MonMinds
- d) Feedback from managers, supervisors and our colleagues on and off our payroll.

6 BACKGROUND PAPERS:

- a. The People and Organisational Development Strategy
- b. The Draft A County That Serves Strategy
- c. The Progress Report of the People and Organisational Development Strategy 2015-2016

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<p>Name of the Officer completing the evaluation Lisa Knight-Davies</p> <p>Phone no: 07814139878 E-mail: lisaknight-davies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To present a progress report for the People and Organisational Development Strategy.</p>
<p>Name of Service</p> <p>People Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>8/03/16</p>

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This People and Organisational Development Strategy aims to bring the many facets of people and organisational development we run and promote into one composite piece. Some of these activities and programmes have achieved great outcomes already, whilst others are a work in progress and that's important because this is a learning process and an investment in continually improving performance. Our people must be enabled with the right tools to operate optimally in what is a permanent state of transition and this is no easily 'measurable' task. The aim is for this strategy to make a key contribution to ensuring people development initiatives support our</p>	<p>Develop bespoke solutions to support both volunteers and staff supporting to improve efficiency and impact measurement.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>core purpose and business approach in a systematic and sustained way. We aim to provide a cohesive People Services Offer that meets the needs of our people before and throughout their journey with Monmouthshire.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The way we support people, our core training and supportive pathways ensures that the appropriate advice, support and guidance is available to help individuals focus on resilience and sustainability.</p> <p>Our Volunteers are active in a variety of different ecological projects across the county from Path care and Bridge surveys, volunteers supported by our countryside department making a positive impact on our county. We have been supporting voluntary groups that have taken ownership of areas in Monmouthshire and are actively reinstating wild flower gardens across the county.</p>	<p>Supporting the collaboration between all parties involved will contribute to future proofing our offer. Sharing expertise, networks and resources will ensure quality is evident.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>We aim to increase the level of support for volunteers in Monmouthshire, directly improving the experience for the volunteer through leading Volunteers training and the Volunteer Toolkit. The clear guidance ensures that we are supporting volunteers at the same standard across the authority. Within the programme we will use a distance travelled tool to measure the impact of the opportunity on the Volunteer.</p>	<p>The way in which we support our volunteers through regular supervision sessions will allow us to shape the opportunity to the needs of the individual. Setting agreed goals and reinforcing recognition and achievements. Reduction of barriers to participation is a key aim to the programme, allowing more volunteers to be engaged and supported. The level of the support offered will be high and consistent.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>In 2009 the University of Ulster carried out a study looking at the impact on volunteers' health the research showing that, under certain circumstances, volunteering has a positive effect on volunteers' health. Some of these health benefits found were: -</p> <ul style="list-style-type: none"> • Volunteering supports mental and physical health by providing stimulation, something to do, exercise, as well as routine and structure in life. • The social aspect of volunteering is highly valued. It provides the opportunity to be socially connected thus buffering the effects of depression, loneliness and social isolation. • Volunteering has a positive effect on attitudes, stress and coping style • Volunteering takes people out of their own environment, helps them to gain perspective and broaden their outlook • The additional benefits in terms of positive outcomes for volunteers are the feel good factor of making a contribution to the lives of others and being appreciated and feeling valued for what they do. <p>Our learning opportunities ensure that managers are able to assess and support colleagues to ensure that their physical and mental wellbeing needs are met. This programme of support includes positive psychology, emotional resilience and mental toughness workshops as well as workshops focusing on identifying signs and symptoms of stress to help early intervention and support. These learning</p>	<p>Wellbeing support and training is available to our colleagues on and off our payroll. Our wellbeing courses have strong emphasis on the benefits of mindfulness and exercise to help ensure our people look after both their mental and physical wellbeing.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>opportunities are also open to volunteers across the Authority to ensure that they have the same access to wellbeing support.</p> <p>We have plans in place to centralise and improve access to individual coaching and counselling services. Not only will this improve access to mental health support, it will also help to reduce the stigma surrounding mental health challenges.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Additions and updates to the policy suite – volunteering, capability procedure, mentoring and work experience We are working to integrate WFG into these policies e.g. volunteering has strong links with many of the Wellbeing Goals, especially a Wales of Cohesive Communities, and is a good example of working collaboratively.</p>	<p>The regular organisation of networking opportunities for Volunteers and the staff that support them. This reduces the silo mentality often found, agreeing a common purpose and working cohesively.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>As part of the research for this project we have highlighted the Cities of Service impact volunteering model as global best practice. Now achieving coalition status with the Cities of Service programme we are supported globally and learning how being part of a global movement can benefit Monmouthshire. We also feed our learning and achievements into the Cities of Service programme therefore globally we are making an impact on wellbeing through shared learning.</p> <p>Our RESULT Coaching Programme for managers, supervisors and anyone aspiring to leadership roles focuses on decision making</p>	<p>The mentoring we have received through the Cities of Service programme has allowed us to foresee potential concerns. The mentors we have received are four to five years into implementing their models and happy to share their learning. We are also aware that whilst Cities of Service provides a platform we acknowledge that one size does not fit all. We will take the learning and create a bespoke adaptable model for Monmouthshire.</p> <p>We continue to provide training that focuses on the triple context within decision making to ensure that consideration is given to all aspects of global well-being.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>within the triple context. By the triple context we mean that decisions take into account, economic, social, environmental and other impacts of decision making on individuals, communities and beyond. This approach to decision making ensures that whilst costs are minimized other impacts are mitigated.</p>	
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>We aim to produce our literature and online presence bilingually to promote the Welsh language and conform to the Welsh Language legislation (Welsh Language) (Wales) Measure 2011.and accompanying welsh language standards. Volunteering opportunities within Tourism Leisure and culture are strong and well established from Tourism Ambassadors to Young Ambassadors in sport, museums, libraries etc. We aim to build on this platform to improve participation with volunteers supporting the delivery of welsh language and culture to the citizens in Monmouthshire. The Eisteddfod is located in Abergavenny in 2016 therefore we will be heavily involved in the recruitment and support of volunteers for the event.</p> <p>There are regular opportunities for people to access information bilingually and further opportunities are available on request.</p>	<p>Clear communication within communities is key to developing a vibrant culture, enabling our residents to make impacts on the priorities within their community. For example in Caldicot they have we have just supported a community led fireworks display. Supported by 110 volunteers giving 1400hours delivering an event for 10,000 people.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	Our involvement in this year's Eisteddfod is a great opportunity for us to participate in and promote a thriving welsh culture.	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Volunteering offers a platform for people to gain new skills and experiences, this can often be a taster or a transitional route into a new career. Within our programme we have equal opportunities guidance within the Volunteer toolkit and follow fair and equal recruitment procedures of our volunteers.</p> <p>Our focus across the whole of People Services is upon supporting and enabling individuals to reach their full potential through support, advice, guidance and training. These opportunities are available to all.</p> <p>We also anticipate that our pathways for colleagues, managers and supervisors can assist with succession training and giving everyone equal access to learning opportunities. We measure the impact of all support to ensure that it is relevant and meeting the needs of each individual. We ensure that we appropriately monitor access to our services via completion of equal opportunities questionnaires linked to protective categories.</p>	<p>All of our policies and procedures are guided by the current local and national equal opportunities guidance and legislation.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<p>With the implementation of the programme and strategy we no longer have a scattergun approach to volunteering in Monmouthshire. With strategic investment and working closely with volunteers and communities to enable our rich social capital. The programme will develop and equip our communities effectively to contribute to their priorities. This in turn contributes to our organisational priority of creating resilient sustainable communities. As the programme is linked to strategy it gives it a solid base and credibility and longevity.</p> <p>The sustainability of the programme is supported by the investment in our volunteers and the staff that support them. This investment is through training for both volunteers and staff also the infrastructure with is focused around the developing Volunteer Toolkit. This toolkit sets out guidance for both volunteers and staff and provides the framework to support both parties. Many current volunteering projects contribute to environmental.</p> <p>Our focus is to provide support advice and guidance that is sustainable and linked to long term priorities. Our approach in terms of data led demand and decision making will enable us to keep up to date with current and future trends within the county and communities so that our ongoing planning is always linked to future demand and anticipated changes.</p>	<p>With the funding for the programme being two years we have the opportunity to build a sustainable programme underpinned by a robust infrastructure of support for Volunteers and community groups. The implementation of a Volunteer toolkit coupled with a training programme will give both staff and volunteer's clear guidance and improved confidence in joint working. The closer we can work with our communities the more strength and positive networks will improve the lives of Monmouthshire residents for the challenging future.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Working together with other partners to deliver objectives</p>	<p>The programme will collaborate firstly with communities and volunteers themselves. Internally within the council by promoting joint working and the Volunteering Managers Network supports this ethos. Our strongest partner in co-delivery is Gwent Association of Voluntary Organisations, our work is aligned and we are planning to co deliver training for volunteers in Monmouthshire. Currently a joint initiative with Community Connections has led to a Volunteer Coordinator being appointed at Mardy Park Resource Centre. We are working with other local authorities and public bodies both locally and nationally for example Aneurin Beavan Health Board. We are currently supporting WCVA with taking Volunteering forward in the public sector.</p> <p>The Cities of Service coalition is global and our mentoring comes from the United States so our collaboration is also global.</p> <p>People Services work in partnership with both internal and external partners. For example we have a range of internal and external partners that assist with the design and delivery of learning interventions. Our combined strategies involve shared priorities with partners and in many areas of People Services work in collaboration with other public and third sector bodies, private companies and individuals.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p data-bbox="349 309 517 491">Involving those with an interest and seeking their views</p> <p data-bbox="141 531 297 555">Involvement</p>	<p data-bbox="544 217 1328 555">The programme involves a variety of groups for development and feedback. We are linked with community networks to better understand priorities. Internally staff have been involved through network groups and other avenues. We continually seek involvement and views through Monminds, the staff conference, staff surveys and individual feedback. We also link in with national bodies like WCVA and SOLACE to better understand and take into account additional perspectives.</p>	
 <p data-bbox="349 724 506 1026">Putting resources into preventing problems occurring or getting worse</p> <p data-bbox="152 967 293 991">Prevention</p>	<p data-bbox="544 663 1317 962">Preventative measures can be implemented and supported by our connected programmes of work through early identification of priorities. Our updated People Services offer and method for performance appraisal (check In Check Out) ensures that priorities are established and any barriers and challenges are identified at the earliest opportunity and plans put in place to ensure ongoing and continuous improvement.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>With the development of MCC's Coaching Model we have ensured that more managers, supervisors and volunteers than ever have undertaken learning and development which is underpinned by our equal opportunities policy, supports the ethos of the Future Generations Act, by ensuring that all business and personal decisions are undertaken within the wider context and recognise the impact on people.</p> <p>Our priorities and actions have clear social, economic and environmental benefit and working with our partners will ensure an integrated approach. The way in which we support individuals and through our collaborative approach both internally and externally will maximise the impact of wellbeing goals.</p>	

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Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:

<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We aim to engage with all members of the community using a variety of channels without discrimination.		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Gender reassignment	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Marriage or civil partnership	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Pregnancy or maternity	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Race	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Religion or Belief	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Sex	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Sexual Orientation	We aim to tailor all opportunities to ensure access for all without discrimination. Meeting the needs of the individual and providing the relevant support where required.		
Welsh Language	We aim to set up Welsh speaking volunteering opportunities within the county to add value and better meet the needs of the Welsh speaking residents of Monmouthshire. Access to guidance and training can be available in the Welsh Language upon request.		

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<p>Safeguarding has been a priority and we have implemented safe recruitment processes and guidance across Monmouthshire. Through the wider training programme, volunteers have undertaken training for Safeguarding Level 1 and POVA for Volunteers in regulated activity. For young people volunteering under 16 we have implemented both safeguarding protocol and bespoke training.</p> <p>Our Safe Recruitment workflow and video help support our approach to safeguarding and provide the tools to do the job.</p>	<p>There is a risk that Safeguarding protocol could be seen as a barrier to Volunteering, however when working with children, young people and vulnerable adults there is little room for negotiation.</p>	
Corporate Parenting		<p>This has not currently implemented but has been highlighted as a potential area for future development.</p>	

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

The very ethos of our approach is based on data and evidence to make informed decisions. The data and evidence has been captured through staff surveys, conferences, service interventions and feedback from managers and colleagues. Monminds continues to provide wider perspectives and keeps us in touch with the thoughts and views of our colleagues.

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

Our collective work as People Services and our collaboration with the wider organisation has a positive impact on all of the wellbeing goals, and has been developed collaboratively help support our colleagues and communities and to maximise their contribution to improving social, economic, environmental and cultural wellbeing in Monmouthshire. There are no negative impacts. We are confident that we are delivering a model that is in response to what is required by our organisation, our colleagues and our communities.

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

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

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

The impacts of this proposal will be evaluated on:	1 st September 2016
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

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

1			

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Workforce Plan Update 2015/16

OUR PURPOSE



Our Progress

As the second year of the People & Organisational Development Strategy comes to a close, we have the opportunity to look back and reflect upon our progress to date. As promised, the Strategy has remained a living and breathing document that has flexed and changed based on the needs of our colleagues and individuals.

The Strategy is underpinned by a robust plan that is aligned to individual strategies and embedded in individual Service Improvement Plans. Each action is monitored through the individual service improvement plan to ensure that the expected impact is being achieved and that our actions continue to be relevant and necessary.

A brief summary of those actions and the progress can be seen overleaf. From the traffic light system it can clearly be demonstrated that progress has been made in all areas and that each action is either on target or steps have been put in place to deliver the requisite outcomes. In some cases the action focus has changed and this will be reflected in the revised actions for 2016/17. The attached project plan provides additional quarterly performance appraisals and the People & Organisational Development Strategy Progress Report provides a comprehensive update of the progress so far and outlines the next steps in taking the strategy forward.

WORKFORCE PLAN SUMMARY

ACTION:	Progress:
1. Develop accurate and robust systems, data and reporting to ensure a clear baseline of people and organisational data across all baseline activities to enable effective leadership	Yellow
2. Invest in systems, servers, infrastructures and intelligence to refine datasets, ensuring accuracy and veracity	Green
3. Agile Working Evaluation	Yellow
4. To continue analysis of policy work to ensure effective support to the business in terms of responding to the specific needs of the organisation and remaining compliant with legislative policy requirement’ and develop new policies where necessary e.g. volunteering, mentoring.	Green
5. Launch You Said: We Did week to include new approach to colleague communications	Green
6. Connecting the ‘enablers’	Yellow
7. Run and evaluate Monmouthshire Engages 2.0	Green
8. Launch and operate Monmouthshire Made Open	Green
9. Develop a People Handbook & Toolkit	Green
10. Commission and undertake a comprehensive staff survey and react to it.	Green
11. Operate the CMI Women in Leadership Programme appointing a WIM Ambassador	Yellow
12. Invest in volunteer development and coordination	Green
13. Hold Staff Conference 2.0	Green
14. Introducing formal work experience and apprenticeship programmes	Green
15. Developing and implementing a policy framework for mentoring	Green
16. Develop Succession Planning and Talent Management Framework	Yellow
17. Continue to adopt recruitment pilot in other service areas & continue to evaluate.	Green
18. Continue to rollout RESULT the coaching model to all supervisors/managers/leaders in order to continue to build a culture of coaching across the organisation and help equip leaders on how to solve problems and improve personal effectiveness. Measure ROI	Green
19. Continue to roll out and develop positive psychology mindfulness and wellbeing sessions as part of the Talent Lab	Green
20. Secure leadership development programme	Green
21. To introduce a simple, values based employee performance assessment system (“check in, check out”) and associated development support .Roll-out Check-in, Check-out to all staff, iterate & develop the approach as needed and assess Return on Investment	Green
22. Development of staff and community award scheme to recognise contribution and outstanding performance	Yellow
23. Bring together all training functions on a whole authority basis	Yellow
24. To review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems. Introduce new management system, process and training to improve sickness management linking with My View Leave Management module for accurate data collection.	Green
25. Ensure all staff changes developed are rigorously tested by the EQIA process	Green
26. Continue programme of staff equalities training	Green
27. Implementation of Time to Change Wales pledge	Yellow

MONMOUTHSHIRE PEOPLE – PROGRAMME PLAN
 (Performance to be monitored through measures embedded in individual relating Service Improvement Plans, with further measures to be developed as strategy progresses)

OUR WORK ENVIRONMENT

Action	Expected impact of this action	Strategic Plan it aligns to (If directly applicable)	Relating Service Improvement Plan	Outcome it contributes to (If directly applicable)	Timescale	Officer responsible	Q1 Performance appraisal (narrative required)	Q2 Performance appraisal (narrative required)	Q3 Performance appraisal (narrative required)	Q4 Performance appraisal (narrative required)
Develop accurate and robust systems, data and reporting to ensure a clear baseline of people and organisational data across all baseline activities to enable effective leadership	Inform management decision making processes	People Strategy	People Services	Robust data and evidence base	May 2015	System & Support Lead (Interim Responsible Officer: Jenny Bradfield)	People Services Data Dashboard completed and published on the HUB via Finance and Performance Management Tile.	We continue to publish the Data Dashboard. Also in September 2015, People Services Hub launched providing organisation with access to further data, advice and guidance.	Development of MY View Reports has commenced. Work on the provision of HR data is ongoing alongside the development work on the People Services HUB. We will also work collaboratively with the Improvement Team to ensure that HR data is delivered to the organisation in the most effective way.	
							Ongoing	Ongoing	Ongoing	Select Progress
Invest in systems, servers, infrastructures and intelligence to refine datasets, ensuring accuracy and veracity	To ensure that our existing systems and processes are streamlined, efficient and fit for purpose	iCounty	Organisational Development	Tools to do job	2014/15 2015/16	Sian Hayward		Architecture for all of MCC has been listed along with the licence fees, renewal dates and user satisfaction. This can now be analysed for a renewal strategy. The two self- build systems (Flo and Connected worker) are being further developed to make the best use of their features in other service areas and avoid costs of buying more proprietary systems. Phase two of Flo is progressing in adult services and integration with Monicca is also being undertaken.	Have agreed to add further detail to systems architecture list which will then be shared with the SRS partners to provide an overall architecture replacement strategy in collaboration with other partners using standard, scalable platforms.	Several more team sites have been developed, growing the Data Hub as a useful resource. Following on from the success of the People Hub we will be developing a Digi Hub for people to find information on new and emerging digital projects, as well as providing a source of 'how to' video training guides.
							Several team sites have been developed in The Hub and , these are largely in response to teams that have restructured or newly formed, so that information is presented in a different way e.g. Community Hubs, Whole Place. The People Services Hub has been launched giving information and to assist self-service thereby increasing efficiencies. Also created the ability for internal live stream events and live chat to disseminate information to an agile workforce. Created a video for Staff conference to provide an			

								update on our progress. This is a direct link with the Digital and Technology plan for implementation of 'Tools to do the job'.		
								On Target	On Target	Select Progress
Agile Working Evaluation	Assessment of current agile working policy will form the basis for an updated agile working policy and arrangements.	iCounty, People Strategy & Asset Management Plans	Organisational Development	Tools to do job	Sept 2015 – March 2016	Sian Hayward	Have identified a mobile device management solution via the use of Windows devices and the introduction of Intune. Some proof of Concept still being undertaken to enable	The solution has been identified for MDM and has been trialled. A decision has been secured by the Digital Board to standardise on Windows products reducing the impact of MDM on Windows devices. InTune solution will be implemented for non-windows devices though it doesn't offer the same level of functionality.	MDM is in progress with a solution either being provided by EE for mobile phones or In Tune for other mobile devices. The Agile Working policy will be reviewed in QTR 4 for applicability and validity. The current accommodation strategy is being led by Ben Winstanley in Estates. However, this should not change the current policy materially as the concept and working practices required are still the same. Evaluation of how Agile Working is applied in individual teams has not been undertaken due to resource pressures, though promotion of the policy can be undertaken on the People Services hub	Select Progress
							Ongoing	Ongoing	Ongoing	Select Progress
To continue analysis of policy work to ensure effective support to the business in terms of responding to the specific needs of the organisation and remaining compliant with legislative policy requirement' and develop new policies where necessary e.g. Volunteering, mentoring.	Timely and relevant policies, procedures, protocols that reflect the needs of the organisation.	People Strategy	People Services	Tools to do job	Ongoing based on demand	Sally Thomas	The Shared Parental Leave policy is now completed and available. HR are working in partnership with the lead officer for Volunteering for the associated policy work. The Capability Policy for school based employees is now out for consultation.	Continued work on policy and protocol documents. Capability Policy for school based employees is still at consultation stage. This is a regional policy developed on a collaborative basis and has significant commentary from teaching regional trade union officials. We are developing a revised Grievance Policy, to be called Fairness at Work (Grievance) Policy.	Further development of protocol/ workflow documents. Currently we are developing a protocol workflow for the management of attendance & wellbeing issues. Such documents enable a quick response to be provided to the organisation and they aim to provide and equip managers with information to enable them to manage issues as effectively as possible, We are continuing to integrate the Wellbeing Future Generations Act into the policies that are being reviewed/ revised to ensure that strong links are maintained with many of the Wellbeing Goals, for example the Volunteering policy which has especially strong links with a Wales of Cohesive Communities.	Select Progress
							On Target	On Target	On Target	Select Progress

<p>Launch You Said: We Did week to include new approach to colleague communications</p>	<p>Show progress made on issues and priorities. Launch Colleague Communications</p>	<p>People Strategy</p>	<p>People Services and Comms and Engagement</p>	<p>Tools to do job. Listening and feedback loops</p>	<p>June 2015</p>	<p>Lisa Knight-Davies</p>	<p>You Said: We Did Week launched 29th June. MonTalks were launched as part of the week. A number of teams across the service worked together to deliver the week of events.</p>	<p>Collation of data and evidence to contribute to an annual rolling programme of events. Planning and preparation for a far greater whole service (People Services) approach to enable a rolling programme of our offer to be made available to the organisation (based on evidence and data).</p>	<p>Whole service (People Services) approach finalised in Dec 15 to be presented to SLT in January 2016. Once agreement has been given the roll out of the programme can commence. We are working with the internal communications team to establish how colleagues would like to be communicated with to ensure that the most effective approach is taken.</p>	<p></p>
										<p>On target</p>
<p>Connecting the ‘enablers’</p>	<p>Joining-up HR, IT, Performance Management, Finance and Assets to support service development</p>	<p>Improvement Plan</p>	<p>Organisational Development</p>	<p>Tools to do job</p>	<p>April 2015</p>	<p>SLT</p>	<p></p>	<p></p>	<p>The ‘enabling strategies’ Asset Management Plan, People Strategy, iCounty and Medium Term Financial Plan are key to supporting the delivery of the council’s vision, these will be reviewed, as part of their programmed reviews, to ensure they remain up to date, connected to each other and are explicit in their links to support the council’s priorities set out in key plans.</p>	<p></p>
										<p>Ongoing</p>

What we do to engage great people

<p>Run and evaluate Monmouthshire Engages 2.0</p>	<p>To put in place a new approach to regularly seek ideas from citizens to help people feel that they are able to share ideas and influence the direction of the local authority</p>	<p>Engagement Strategy & Whole Place</p>	<p>Partnership, Performance and Engagement</p>	<p>Meaningful Engagement</p>	<p>December 2014 January, 2015</p>	<p>Will Mclean & Engagement Team</p>	<p>We evolved our plans and incorporated learnings from 14/15 to develop our community engagement. We utilised more open and accessible channels, whilst maintaining a face to face approach. Engagement activities included:</p> <ul style="list-style-type: none"> Targeted meetings with those affected by change (rather than a blanket approach) e.g. we worked with the Additional Learning Needs Team to engage with parents, carers, children and young people through face to face meeting, drop in sessions and workshops. The information gathered was used to inform the Additional Learning Need Strategy. 	<p>We used learnings from 14/15 budget engagement to refine our 15/16 budget engagement process:</p> <ul style="list-style-type: none"> Colleagues reported in the past that they wanted to be engaged with early on in the process so this year colleagues were engaged with first at our staff conference (before the general public). Bespoke meeting were held with various officers responsible for mandate proposals to reinforce the importance of engaging with citizens at an early stage and meet future generations requirements. Elected members were engaged in drop in sessions where they had opportunity to talk to 	<p>We evolved our citizen engagement through:</p> <ul style="list-style-type: none"> Testing new methods engagement e.g. Twitter polls which we will continue to adopt. Providing various ways for people to engage with us e.g. use of more digital media, such as live streaming films on our Monmouthshire CC You Tube Channel to enable people who are unable to travel to get involved (or watch clips back at their leisure). Producing short films to inform and engage with people (Film 1 gained 328 views, Film 2 gained 143 views and Film 3 gained 51 views). Social Media is becoming an increasingly effective 	<p></p>
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							<ul style="list-style-type: none"> Businesses were engaged about proposed changes to advertising and street furniture. Public meetings and workshops with chamber of trades and business groups took place. The information gathered will be used to inform a new policy. National Eisteddfod 2016 – engagement took place with residents to inform them of the event coming in July 2016. The proclamation was a huge event that was well by over 800 people and giving citizens a taste of the event. 	mandate owners and gain an understanding of the proposals in Budget 16/17	<ul style="list-style-type: none"> method to engage, and we have subsequently increased our online awareness during the consultation period, we increased Twitter followers by 485, Facebook posts reached: 24,453. Various outreach sessions were held in leisure centres, town centres and community hubs to engage with a variety of residents. This approach has been effective and will be built on in the future. 16/17 budget process identified specific groups that would be affected by proposed individual mandates e.g. Access for All and Over 50s forums. Overall nearly 1,500 citizens were engaged via public meetings, outreach sessions in our towns, social media channels and online surveys. 		
							On Target	On Target	On Target	Select Progress	
Page 50	Launch and operate Monmouthshire Made Open	Providing the platform for engagement, ideas sharing and for projects to progress through the power of communities.	Engagement Strategy & Whole Place	Partnership, Performance and Engagement	Meaningful engagement & ideas into action	September 2014	Matthew Gatehouse & Whole Place Officers	Monmouthshire Made Open has been established. Social media login developed to improve ease of access.	Continued promotion of the platform by Programme Lead – A county that serves, growth in user numbers and positive press coverage in Monmouthshire Beacon. Platform yet to attain critical mass of users.	A round table learning event was hosted by MCC and chaired by the Future Generations Commissioner to explore the potential for digital engagement for meeting the needs of future generations. We will continue to explore the use of Monmouthshire Made Open and other social media and digital engagement for continued collaboration and involvement and a steering Group has been established that will be chaired by our Chief Officer for Enterprise	
								On Target	On Target	On Target	Select Progress
	Develop a People Handbook & Toolkit	Consistent approach based on our key values and clear focus on what matters.	People Strategy	People Services	Tools to do the job and improving communications	January 2016	Sally Thomas	This quarter sees the initial development work on a People Services Hub. Our aim is to enable managers and staff to 'self-serve', enable access to FAQs on popular topics, access advice and support on HR policy, payroll and training information.	The People Services Hub has been launched, with excellent feedback and review. We will look to continue to develop the HUB, respond to feedback and provide good quality advice and support from across all areas of People Services. Our aim is that this will reflect our new team approach on our	The development of our HUB continues. We have been working on the re-design of e-forms to help simplify management processes, and also regular updates in terms of important information for managers – for example Christmas payroll deadlines. As development continues, consideration will be given to including the WFG to further raise awareness of the	

								service delivery across MCC.	Wellbeing goals and the impacts on how we operate as an organisation.	
							On Target	On Target	On Target	Select Progress
Commission and undertake a comprehensive staff survey and react to it.	To establish a baseline of ‘what matters’ and to evaluate current cultural climate within the Authority	People Strategy	People Services	Meaningful engagement, tools to do the job & improved communication	December 2014 to March 2015	Lisa KnightDavies	Staff survey undertaken December 2014 to March 2015. Analysis of this data commence in Qtr1 to help direct future work.	You Said: We Did week launched in response to the staff survey analysis	We’re continuing to act upon the staff survey responses. The responses have been an integral part of developing the whole People Services offer that is due to be presented to SLT in January 2016.	
							On Target	On Target	On Target	Select Progress
Generate the CMI Women in Leadership Programme appointing a WIM Ambassador	To utilise Women In Management’s (WIM) insight into the key issues affecting women managers and women’s management to provide opportunities for further personal development.	People Strategy and Business Growth and Enterprise	People Services	Leadership development	Sept 2015	Deb Hill-Howells		Through the Talent Lab programme of activity - active coaching, training learning and development - MCC female delegates were part of a wider group which undertook the first CMI accredited ‘Women in Management’ module set. The module provided a set of valuable learning and connecting opportunities and a chance for organised discussion (involving both theory and practice) around the issues affecting women in the workplace. Issues around role models, tackling the talent pipeline and creating more opportunities for continuing dialogue featured.	Monmouthshire continues to work with ChwaraeTeg and the county has played host to several events for local businesses. For International Women’s Day, building upon last year’s success, we are planning an engaging agenda that will help prepare our forward work plan around women in the workplace.	
							Ongoing	Ongoing	Ongoing	Select Progress
Invest in volunteer development and coordination	Creation of volunteer strategy that outlines a clear and consistent approach across the Authority.	People Strategy	Organisational Development	Meaningful engagement and ideas into action	April 2015	Lisa KnightDavies	Volunteer Toolkit completed to draft format and circulated to key people for observations to provide clear guidance and a level of standards for volunteers across Monmouthshire. Meeting held to create a Volunteer Network for Coordinators within MCC, discussions around best practice and where support is required. Individual volunteer programmes supported to achieve the level of standards set out in Toolkit guidance. Marketing strategy proposal created, consulting with Volunteer	Volunteer toolkit has been consulted on and updates made will be consulted with informal unions next. Collaboration between Monmouthshire County Council and Voluntary Sector in a six month post being secured to develop volunteering opportunities in Mardy Park Resource Centre. Safeguarding Audit currently being carried out on Volunteers across Monmouthshire. Safeguarding training being delivered directly to volunteers and recorded across Monmouthshire.	Since the launch of the Volunteering Toolkit on the Hub the number of visits or hits stands at 819, with 190 individual or unique users. We have implemented ‘Leading Volunteers’ training for all volunteer coordinators to link in with the Volunteer toolkit and the Investors in Volunteers standards. The Volunteer Network has developed and we have 4 clear working groups looking at Digital Volunteering, Social Isolation, Indirect Volunteering and Safe and Effective Recruitment.	

							coordinators, marketing officers and volunteer focus groups. Publicity of current volunteer opportunities increased through Volunteering Wales website. Training offer developed for volunteers within Monmouthshire. Coalition status achieved with the Cities of Service programme, mentoring support also received from the programme.	Twelve month volunteer fairs planned for four main towns in Monmouthshire. Profile of the programme raised on social media, Facebook page created.	Story telling has been a successful part of quarter three with three main stories being used in Monmouthshire press and social media. For example one story received a 8698 reach, 83 likes, 39 shares and 27 positive comments.	
							On Target	On Target	On Target	Select Progress
Hold Staff Conference 2.0	Listen and respond to concerns and issues. Create feedback loops	People Strategy	Training and Organisational Development	Meaningful engagement and improving communications	June 2015	Lisa Knight-Davies	Staff conference scheduled for September 2015	Staff Conference held 28/09/15. 94 feedback forms, 326 Good comments (as requested), 81 not so good, 99 questions raised and 43 training requests.	Feedback from the staff conference identified the need for directorate conferences that feed into the larger staff conference. We're developing a programme that will include these events for 16/17	
							On Target	On Target	On Target	Select Progress

What we do to attract and recruit great people

Page 52	Introducing formal work experience and apprenticeship programmes	Creation of work experience scheme in conjunction with Job Centre Plus to provide work experience for out of work individuals, helping them to attain basic workplace qualifications. Further exploration of apprenticeship opportunities for young people.	Enterprise Strategy	People Services	People have access to practical & flexible learning	Summer 2015 to commence	Cath Fallon	New Business & Enterprise Manager in post from 29 th June 2015.	Audit was sent out to all managers across Monmouthshire County Council to ascertain whether they have previously had or currently have any of the following: <ul style="list-style-type: none"> • Work Experience Placements; • Gap Years; or • Apprenticeships. Meetings have been held with managers to identify areas of best practice.	A process and Flow chart has been developed for progression routes for apprenticeships. The audit identified that departments were keen to have work experience/ placements but lacked a clear process around this. A work experience/ placement process is currently being developed to aid Managers and this will be finalised shortly.	
								On Target	On Target	On Target	Select Progress
	Developing and implementing a policy framework for mentoring	Improving our business mentorship programme and building opportunities to connect more diverse groups	Business Growth and Enterprise	People Services	People have access to practical & flexible learning	March 2016	Cath Fallon	Research undertaken to establish what is needed to create a Monmouthshire Mentoring Programme.	Monmouthshire Mentoring Programme has been developed.	Training programme has been developed to support the Mentoring Programme and we are beginning to raise awareness with potential entrepreneurs	
								On Target	On Target	On Target	Select Progress
	Develop Succession Planning and Talent Management Framework	Enable effective succession planning	People Strategy	Organisational Development	Future proofing workforce	Dec 2015	Peter Davies			A workflow has been developed and uploaded to the Hub to support managers in focusing on succession and workforce planning.	

									The coded pathways will incorporate both behaviours and training that will support succession planning in a way that maintains services and supports colleagues in their career pathways.		
							On Target	On Target	On Target	Select Progress	
Page 53	Continue to adopt recruitment pilot in other service areas & continue to evaluate.	Continue to develop future pilots in other service areas & continue to evaluate	Organisational Development	People Services	Tools to do job. Recruiting great people	2014/15 (specific deadline for CS pilot Dec. 14)	Sally Thomas	The recruitment pilot has won an award for innovative style and approach. The approach has been successfully used for the recruitment & selection element of a recent large service re-design within the organisation. Further evaluation & feedback from processes to date has ensured that, rather than a 'one style fits all' model, the approach is specifically tailored to individual cases.	This work is on-going and we look to support all business areas with their recruitment and selection processes. As part of our safe recruitment training programme, this quarter has seen HR focus upon the delivery of safe recruitment training specifically and the provision of tailored support to the business and to the schools sector. HR has produced a safe recruitment training video clip which enable the information to be cascaded quickly to business teams. The video clip is on the People Services HUB.	Specific recruitment & selection advice and support is provided across the organisation and delivered on a bespoke basis, taking into account the particular requirements of the business or service area. Starting to focus on developing a refreshes Recruitment & Selection Policy which will incorporate safe recruitment.	
								Ongoing	Ongoing	Ongoing	Select Progress
What we do to develop and retain great people											
Page 53	Continue to rollout RESULT the coaching model to all supervisors/managers/leaders in order to continue to build a culture of coaching across the organisation and help equip leaders on how to solve problems and improve personal effectiveness. Measure ROI	To provide coaching skills as part of the leadership toolkit	People Strategy	Training	Leadership development, developing great people and tools to do the job	2015/16 and 2016/17	John McConnachie	Feedback from the RESULT Coaching programme attendees has been positive & we have received increased interest from external organisations. 2 day training programme is on target for the year & refresher/update sessions are scheduled for Autumn. RESULT Coaching is available to all managers & supervisors upon request.	RESULT Coaching Update & Refreshers sessions have been scheduled and invites have been sent to all those who have previously attended the RESULT Coaching Programme. This will enable us to effectively capture the learning gained and how this is being used.	RESULT Coaching Update & Refreshers sessions are ongoing and feedback will be used in planning future training opportunities. A condensed 1 day version of RESULT has been developed to adapt to services area needs and to take into account that not all service areas can dedicate two full days to attend the training. The RESULT training continues to grow in its relevancy in response to the key aspects of the sustainability that feature in the WFG Act.	
								On Target	On Target	On Target	Select Progress

<p>Continue to roll out and develop positive psychology mindfulness and wellbeing sessions as part of the Talent Lab</p>	<p>Resulting in a workforce who are resilient and effective.</p>	<p>People Strategy</p>	<p>Training</p>	<p>Wellbeing and inclusion</p>	<p>2015/16</p>	<p>John McConnachie</p>	<p>We are continuing to deliver wellbeing sessions that are marketed through Eventbrite as part of the talent lab. We are responding to requests from various service areas to provide bespoke wellbeing sessions in a variety of locations. In response to learners needs identified through feedback or direct requests, we have also delivered bitesize wellbeing sessions throughout the Authority. Further sessions are being planned throughout the year.</p>	<p>Further training opportunities have been developed to help staff maintain a state of wellbeing. One of these opportunities has been the Let's Talk about Stress workshop. Supporting learning materials have been created and are available on the HUB to enhance and continue the learning experience.</p>	<p>We are continuing to respond to an increasing number of requests for individual and team wellbeing support and training.</p>	
<p>Secure leadership development programme</p>	<p>To deliver a series of practical training sessions for all leaders on how to solve people problems and personal effectiveness. To enable managers to manage performance and change effectively. This will make the role of leaders and managers easier as they will have more tools at their disposal for solving problems.</p>	<p>People Strategy</p>	<p>People Services</p>	<p>Leadership development & tools to do the job</p>	<p>Sept 2015</p>	<p>John McConnachie</p>	<p>Future Leaders programme has been developed and a Team Performance workshop has been held with positive feedback received. Hugh James Solicitors have delivered two sessions, (Difficult Conversations & Discrimination: Subtle but Significant) that were aimed at helping organisations & individuals more successfully manage performance and deal with issues. A series of Leadership Breakfast Workshops have also been delivered.</p>	<p>Let's Talk About Stress workshop designed and delivered to help individuals, teams and managers recognise and understand stress. Further requests have been received from individual service areas for bespoke Let's Talk About training sessions to be delivered to teams. We are continuing to develop further workshops & training materials to support leadership learning.</p>	<p>As part of the redesigned People Services offer, the Future Leaders programme has been expanded and developed to become Coded Pathways for Colleagues & 21st Century Future Leaders. These Coded Pathways focus on not only instilling the values of the authority but also reiterating an expectation of the behaviours that demonstrate those core values. Specific learning and support is linked to the behaviours to enable all leaders and colleagues to have the understanding and skills to perform their roles to the best of their abilities. The pathways are also a method of developing succession opportunities by equipping potential future leaders with key leadership skills, even if they aren't currently in a leadership role. Mandatory training will be a key part of the Coded Pathways to ensure that we are meeting the full needs of our organisation. We will work with our colleagues across People Services, Health & Safety & Equalities & Diversity to agree the key mandatory training elements to be delivered, forming the basis of a thorough and progressive training plan that also has the flexibility to adapt to individual needs.</p>	
							<p>On Target</p>	<p>On Target</p>	<p>On Target</p>	<p>Select Progress</p>

<p>To introduce a simple, values based employee performance assessment system (“check in, check out”) and associated development support .Roll-out Check-in, Check-out to all staff, iterate & develop the approach as needed and assess Return on Investment</p>	<p>All employees will understand how they fit into the overall objectives of the organisation and their contribution to it. In addition, they will be able to monitor their performance against expectations and share experience.</p>	<p>People Strategy</p>	<p>People Services</p>	<p>Leadership development & building evidence base</p>	<p>Sept 2015</p>	<p>John McConnachie</p>	<p>Feedback received from the WAO. We have taken the CICO process out to staff events for comments as well as to the Monmouthshire Minds focus group. The process has been revised to four questions which are specific & measurable. This updated version will be finalised and supporting training developed.</p>	<p>Development of the support & guidance has commenced and pilot will be launched once clear and effective reporting methods have been clarified.</p>	<p>Data cleansing is underway through the use of Sharepoint to enable accurate reporting of team structures for CICO. Sharepoint form is being developed so that managers can record CICO in a simple and effective way. ResourceLink is being considered for 16/17 reporting depending on the cost of implementing this. Sharepoint will be used to report annual figures for 15/16</p>	<p>Select Progress</p>
<p>Development of staff and community award scheme to recognise contribution and outstanding performance</p>	<p>Develop and implement a staff & community award scheme that recognises the contributions of staff and the community</p>	<p>People Strategy & Whole Place</p>	<p>People Services</p>	<p>Meaningful engagement and ideas to action</p>	<p>2015/16</p>	<p>Lisa Knight-Davies</p>	<p>Monminds & staff conference will be used as testbed to establish if staff welcomed the possibility of a staff award scheme. These are scheduled for later in the year.</p>	<p>GAVO Community Awards Scheme took place, with referrals from People Services for Community Awards. Exploring open badge scheme to reward/award staff for achievements. On-going dialogue with the organisation and partners to establish if there is a need to for an awards scheme.</p>	<p>Agreement has been made to co-provide community awards scheme that will take place in July 2016. Further meetings have been held to discuss the open badge scheme as a method of recognising and rewarding colleague accomplishments. The Coded Pathways that have been developed will form part of this scheme.</p>	<p>Select Progress</p>
<p>Bring together all training functions on a whole authority basis</p>	<p>Integrate training offer as part of Talent Lab</p>	<p>People Strategy</p>	<p>All</p>	<p>Tools to do the job and ideas into action</p>	<p>Sept 2015</p>	<p>SLT</p>			<p>As part of the mandate to bring all training functions together on a whole authority basis, a lead officer has now been appointed to take this forward. All training functions are part of the ‘in scope’ services for an Alternative Delivery Model. Training will therefore be included as part of the initial due diligence process and options appraisal and a further update will be given in Q4.</p>	<p>Select Progress</p>
<p>Diversity, inclusion and wellbeing</p>										

<p>To review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems. Introduce new management system, process and training to improve sickness management linking with My View Leave Management module for accurate data collection.</p>	<p>Reduction in sickness absence and a change of attitude and expectations of staff about how the organisation deals with managing absence</p>	<p>People Strategy</p>	<p>People Services</p>	<p>Evidence Base</p>	<p>April 2015</p>	<p>Sally Thomas</p>	<p>Provision of absence data is in place. Extension of specific HR intervention work on absence management advice for teams across the organisation, This will be ongoing work and will be supplemented with relevant protocol documents.</p>	<p>Development work is in progress on protocol documents and associated information. Work continues on the refinement and provision of further HR data for the business.</p>	<p>Continued work on specific documents and data provision, My View Training delivered extensively to managers and school staff. Bespoke HR training delivered in specific business areas. The 'People Services Offer' will continue to format our approach in helping managers effectively manage attendance & wellbeing issues.</p>	
							<p>On Target</p>	<p>On Target</p>	<p>On Target</p>	<p>Select Progress</p>
<p>Ensure all staff changes developed are rigorously tested by the EQIA process</p>	<p>All staff changes which are developed will include an EQIA and these EQIA's will be evaluated to ensure that they are fit for purpose.</p>	<p>People Strategy and Equalities Strategy</p>	<p>Partnership, Performance and Engagement</p>	<p>Equality of opportunity, wellbeing and diversity</p>	<p>2015/16</p>	<p>Alan Burkitt</p>	<p>All MTF Plans have been accompanied by EQIA's.</p>	<p>All MTF Plans have been accompanied by Future Generations Evaluation (FGE) forms which have considered any staffing implications/changes in respect of the Equality Act 2010.</p>	<p>All MTF Plans have been accompanied by Future Generations Evaluation (FGE) forms which have considered any staffing implications/changes in respect of the Equality Act 2010.</p> <p>All report writers are now required to specify how they contribute to the wellbeing goals and sustainable development principles,</p>	
							<p>On Target</p>	<p>On Target</p>	<p>On Target</p>	<p>Select Progress</p>
<p>Continue programme of staff equalities training</p>	<p>To provide our workforce with the skills and knowledge to ensure a positive and fair work environment</p>	<p>People Strategy and Equalities Strategy</p>	<p>Partnership, Performance and Engagement</p>	<p>Equality of opportunity, wellbeing and diversity</p>	<p>2014/15</p>	<p>Alan Burkitt</p>	<p>The Equality Training programme provided by Anna Morgan of the WLGA Equality Training team has ended as the team has been disbanded by Welsh Govt.</p>	<p>FGE training has included a large element of Equality awareness.</p>	<p>FGE training has included a large element of Equality awareness. Over 70 staff have had training on new Future Generations Evaluation, which includes equalities.</p>	
							<p>On Target</p>	<p>On Target</p>	<p>On Target</p>	<p>Select Progress</p>
<p>Page 56</p>							<p>Presentation from Time to Change was delivered to a cross section of the organisation</p>	<p>Expressions of interest have been received from a number of MCC employees in response to a request by A Burkitt for individuals to come forward as Wellbeing Champions. Around 30 staff members came forward.</p>	<p>It was established through further discussions that the charity Time to Change were looking for the MCC Champions to attend charity events and presentations on behalf of Time to Change. Whilst we continue to support the ethos of Time to Change, our first priority must be to support our colleagues and raise awareness within the organisation to tackle the stigma of mental health. The Wellbeing Champions will be utilised to raise mental health awareness throughout the organisation and to encourage open support and discussions around mental health experiences.</p>	

SUBJECT: MONMOUTHSHIRE A COUNTY THAT SERVES – DRAFT VOLUNTEERING STRATEGY 2016-19

MEETING: Special Strong Communities Select

DATE: 17th March 2016

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

1.1 To introduce the Draft Volunteering Strategy 2016-19

2. KEY ISSUES:

2.1 Monmouthshire ACTS is the draft version of our Volunteering Strategy, we feel it's a strong starting point, leading a different way of thinking about how 'we' – our staff teams and communities can support and enable volunteering and social action in Monmouthshire.

2.2 Our belief is that through the Volunteering Strategy and associated Delivery Plan we can 'professionalise' and improve our 'volunteering offer' which focusses on our four stage model of support for volunteers.

- Plan – Looking at how, where, when, and why we involve volunteers.
- Recruit – Providing clear, consistent guidance to ensure safe and supportive recruitment of volunteers.
- Manage – Providing volunteers with all of the tools, information, support and recognition they require.
- Develop – Challenging volunteers to learn new or build existing skills, motivating and enabling impact.

Understanding Monmouthshire's rich social capital and local activism we feel our approach will contribute to our core purpose as an organisation – to deliver sustainable and resilient communities – working together with our communities towards shared outcomes that matter to our county.

- 2.3 This strategy aims to bring together departments and projects involving volunteers from across the council, also the third sector and community together with a shared vision. It is worth noting that we already have ‘pockets of brilliance’ across Monmouthshire, with some volunteering activities and programmes achieving great outcomes already. Whilst other volunteering programmes are emerging, it is imperative to share best practice and learning to provide a clear consistent offer to our volunteers in Monmouthshire. This is where the Volunteering Network plays a vital role engaging and supporting our Volunteer coordinators.
- 2.4 Our people both staff and volunteers must be enabled with the right tools to operate at their best in what is a permanent state of transition and this is not an easy ‘measurable’ task. The aim is for this strategy to make a key contribution to embedding good volunteering standards and practices across the county, raising the level of support for volunteers is key. Our goal is to support talent development both within and outside of our organisation and to engage all the people with whom we can create value.
- 2.5 Monmouthshire ACTS gives the story of our ambitious evolution – formed as a direct result of the People and Organisational Development Strategy – it describes our journey through the various necessary stages of growth and development. Lessons learned from mapping, consultation and rapid prototyping gives us the confidence and evidence base to scale our volunteering model up across the county.
- 2.6 Monmouthshire ACTS outlines measures that will allow us to capture information and importantly measure impact. They are not all quantitative methods, we have found success qualitative methods which can convey emotion for example through recent video interviews. The positive impact was publicised and as such more volunteers have expressed an interest in engaging with us.
- 2.7 The strategy is importantly built upon a number of key themes and priorities. These describe the ethos of our work. The five key principles we promote are: -

Support - Excellent support, management and training for volunteers is essential for wellbeing and retention.

Choice - Volunteering is a free choice made by an individual to offer their time and support, there is no contractual agreement but the volunteer does have rights and responsibilities.

Equality - Volunteering should be open to all, welcoming and supporting diversity to promote equality.

Recognition – Volunteers offer their time without financial gain to contribute to personal, organisational, economic or community benefit but should receive appropriate and timely recognition.

Participation - Volunteering is a way in which individuals can participate and shape the activities of their community.

2.8 The strategy is intentionally draft at this stage. Approval and release of the draft strategy will result in a programme of communication and engagement being undertaken with staff and communities over coming weeks such as to seek feedback and ideas on all aspects of the strategy. A final strategy will be brought back to Cabinet for approval before the end of the calendar year.

2.9 A draft programme plan is provided at appendix 2 and provides an overview of targeted priorities and activity over the next 12 months.

3. REASONS:

3.1 We are lucky to be supported by almost 1800 volunteers this figure is ever changing and a graph breakdown of the areas that our volunteers are involved is located on page 7 of the Draft Volunteering Strategy (Appendix 1) Understanding our people both on and off our payroll are vital to the success of our council and county. We are facing unprecedented economic and public service delivery challenges with constraints. We feel that with increased engagement with our people we can allow us to meet these challenges as a county.

3.2 Against the backdrop of continued economic constraint, local government reform and a growing awareness of the areas in which to make sustained improvements – we must equip our people with the mind-sets and tools to meet the changing demands of our organisation and society.

3.3 Volunteering development directly impacts our ability to be innovative and forward thinking and we must create the conditions in which everyone is enabled to flourish.

3.4 The Draft Volunteering Strategy and associated Action Plan aligns to the Single Integrated Plan, People and Organisational Development Strategy and contributes to the aim of 'building sustainable and resilient communities'. Making a positive contribution to each of the strategic priorities: - support for enterprise and job creation, education of children, support for vulnerable people and maintaining locally accessible services.

4. RESOURCE IMPLICATIONS:

4.1 There are no additional resource implications associated with this draft strategy at this stage, with all resource requirements in the interim being met from existing budgets. For any projects that cannot be subsequently met from existing budget individual business cases will be developed.

5. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 5.1 There are no negative equality impacts identified in the equality impact assessment and the sustainability challenge identifies only positive impacts (Appendix 3).
- 5.2 The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include the monitoring of performance indicators through relevant service improvement plans.

6. CONSULTEES:

Peter Davies – Head of Commercial and People Development
Lisa Knight-Davies - Organisation Development Lead
Sally Thomas – Interim HR Lead
Jen Bradfield – Support Team Lead
People Board
Monmouthshire Volunteer Network
Joining up Volunteering in Monmouthshire
Senior Leadership Team
Volunteers and Volunteer Groups
Gwent Association of Volunteer Organisations
Wales Council for Voluntary Action
Talent Lab Training
Cities of Service Coalition
Team London – Volunteering Department
Portsmouth Together – Volunteering department.

7. BACKGROUND PAPERS:

Appendix 1 – Draft Volunteering Strategy
Appendix 2 – Draft Action Plan
Appendix 3 – Future Generations Evaluation
Appendix 4 – Forms of volunteering

8. AUTHOR:

Owen Wilce – Programme Lead, A County That Serves

9. CONTACT DETAILS:

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PARTICIPATION

EQUALITY



ACTS

Volunteering In Monmouthshire

RECOGNITION

SUPPORT

Monmouthshire A County That Serves - Draft Volunteering Strategy 2016-2019



monmouthshire
sir fynwy

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

Elected Member Foreword

Monmouthshire's people are our greatest asset and are vital to our success as an organisation and county moving forward in such challenging times. We must support, enable and value our people, both on and off our payroll, to meet the changing demands of our organisation and society. The volume of support we receive from volunteers contributes extensively to the priorities of Monmouthshire County Council, so it is vital that we create the conditions for volunteerism to thrive. This involves investing in our both our staff and volunteers, to equip our people with the tools and support they need to flourish.

We believe that through unlocking the potential in our rich social capital, it will allow Monmouthshire County Council and our remarkable communities to work even closer together. This relationship is something we have been focused on and working hard to improve, helping our people to be real contributors to solutions. This follows the work driven by Monmouthshire's Single Integrated Plan and its focus on creating sustainable and resilient communities.

As part of developing Volunteering in Monmouthshire, we have been searching for global best practice, looking at expertise in both the public and third sectors as well as listening to our volunteers. This has allowed us to develop a considered approach to our Volunteering Strategy. We have already achieved much success working in partnership with volunteers, there is a lot to be taken from these successes and they have significantly influenced the development of the strategy. This varied learning allows us to create an approach which is appropriate for Monmouthshire.

The Volunteering Strategy aims to provide a cohesive approach to volunteering, which will bring people together from across our organisation and our communities. Highlighting our priorities, approach and support for our volunteers. This draft strategy provides a basis for us to continue existing and open up new discussions with our people on the proposals. We will seek to progress ideas, develop current and new approaches and feedback on all aspects of the strategy and action plan. We aim to provide a far reaching, comprehensive and varied consultation and engagement process. Therefore there is also an opportunity for you to comment by utilising the link below. We look forward to hearing your thoughts.

<http://www.monmouthshire.gov.uk/training-and-volunteering>

Cllr Phil Murphy
Cabinet Member for Resources

Volunteer Foreword

What does Volunteering mean to you and how do you see the Volunteering Strategy helping volunteers in Monmouthshire?

Volunteering for me can be seen as falling into two categories; as a huge benefit to the individual and an opportunity or a hindrance, as it can take up a lot of your time. It's about helping people and my biggest impact now includes mentoring and supporting other volunteers, which for me is giving back because I have been where they are. Volunteering is hugely beneficial to be engaged in and can enable someone to find their niche and understand what they can offer.

If I didn't have initial contact with the Mon Leisure team and become engaged in volunteering things could have been very different for me. From my start seven years ago volunteering and the support from the team has given me skills, knowledge and development. This has contributed to me becoming a well-rounded sports development individual and has opened up opportunities that I wouldn't have had access to. Simply having people who believe in you and your ability to lead as well as the mental support has had a huge impact on me. It's been support and direction through some tough times, but has given me a positive profile and had a huge impact on me personally.

For me the Volunteering Strategy is crucial to bring together the way the organisation can support volunteers. The benefit of the strategy is also about bringing an organised and recognised programme with buy-in from MCC. This changes from just getting volunteers involved to showing a clear commitment to their wellbeing, development and goals. It's worth noting that many of the volunteers are the future workforce and we should invest in them.

The strategy shows a clear plan, right from the top level to grass roots for volunteer development. When Volunteers can see they are being valued, it's key to keeping volunteers engaged. It puts Monmouthshire ahead of the game and shows you what a complete package you can offer a volunteer. I hope it will encourage the whole workforce to think about how they can support the volunteer journey.

I think volunteers can help the strategy by making sure it's not a fixed idea and has maximum effect over a number of years and a sustained period of time. It's worth engaging volunteers in the strategy development as it will allow it to evolve, keep it fluid and effective over the whole organisation. We must have a journey together; from strategy to delivery, it's important for you to think how can we help volunteers and also how can they help us.

I agree with the models and priorities of the strategy and what it is trying to achieve. I know that my opportunity was through someone I knew, so publicising opportunities and the training available clearly to everyone would be a benefit. Development of volunteers is another positive to keeping them engaged in the long term, so the meetings and support are needed. The support given makes sure volunteers are coming back and the impact made is greater. Training and opportunities allow you to build a great CV and makes the volunteering package complete.

Ieuan Coombes – Volunteer with Mon Leisure



Executive Summary

The Volunteering Strategy and Action Plan 2016 - 2019 sets out the ambitions of Monmouthshire County Council to enable and develop volunteering across the county, and to encompass support by partnerships across voluntary, public and private sectors. The strategy's development was led by Monmouthshire County Council in collaboration with Gwent Association of Voluntary Organisations, Wales Council for Voluntary Action and contributions from a cross sector working party.

The strategy and action plan is an integral part of the [People and Organisational Development Strategy](#) 2014 - 2017 where it states that MCC will 'enhance volunteering development and co-ordination'. The strategy directly supports Monmouthshire's Single Integrated Plan's key vision of building Sustainable and Resilient Communities. We feel that volunteering can make a positive impact on all of the priorities outlined in the Single Integrated Plan; nobody is left behind, People are confident, capable and involved.

Monmouthshire County Council's Volunteering Strategy recognises the positive impact of Volunteering for individuals, communities and organisations. The Impact of volunteering is far reaching and highlights an increased sense of pride and inclusion, the ability to offer provision not previously possible and demonstrates community collaboration to tackle challenges. The ability and opportunity to work together with the tools, passion and experience that an effective social network can unlock is an exciting prospect and one this Strategy encompasses.

We have a long and healthy history of volunteering and local social action in Monmouthshire. For ten years our volunteer drivers have been supporting the Grass Routes Transport Service, helping to tackle social isolation in rural communities. Mon Leisure are supported by seventy Sports Ambassadors, delivering activities directly to their own communities. Volunteers are active and effective in many departments and communities throughout Monmouthshire. This highlights that within Monmouthshire there is already a sense of civic pride and reinforces our examples of Global, National and local activism. Globally we are an active member of the Cities of Service coalition, sharing our learning with our counterparts in the United States. Nationally we support and learn from partners across the United Kingdom; we have been part of Cities of Service volunteer network sessions hosted by the European capital city for volunteering [Team London](#), as well as presenting our programme to the Wales Policy Network. Locally we are active members and currently chair the cross sector Monmouthshire Volunteering group, all examples of how we are helping to shape the future of and sustainability of volunteering.

Our vision in Monmouthshire County Council is to further enrich our county, to assist people within our communities take ownership and to create the conditions that enable people to help each other. We want to establish and embed a movement that mobilises our strong social capital to respond to the priorities identified by our communities.

At local, national and global levels volunteering is respected as a key mechanism by which communities can be strengthened. Nationally this has been highlighted by Welsh Government's Volunteering Policy Supporting Communities, Changing Lives (2015). The policy states;

'The Welsh Government recognises the benefits in providing funding and support to volunteering. The Welsh Government values volunteering as an important expression of citizenship and as an essential component of democracy.'

Acknowledging and recognising the effectiveness, strength and diversity of our communities, we want to create the environment that will enable all those who wish to take an active role in Monmouthshire life, developing a supportive culture. Monmouthshire County Council's strategy will address the challenges that were evidenced using national research data, in addition to local volunteer consultation data supported by volunteer and support staff focus groups.

Our Journey

Monmouthshire - 'A County That Serves'

With volunteering being well established across Monmouthshire it was key to understand how volunteers were currently making an impact and where we could support further development. This initial mapping exercise is pictured on page 7.

The delivery programme behind the Volunteering Strategy '[Monmouthshire - A County That Serves](#)' has been created with vision to invest in and mobilise our communities in order to add value to the delivery of public service in Monmouthshire.

The programme received support from the Invest to Save report passed in March 2015, a significant

strategic investment in volunteering by Monmouthshire County Council. This foresight and horizon scanning means we are ahead of other local authorities in Wales in the way that we are developing cohesive and sustainable approaches to volunteering. It is a vehicle to drive the strategy and associated plan, Monmouthshire ACTS aims to support and develop volunteering in Monmouthshire, enabling volunteers to share talent, energy, passion and skills - making a measurable impact and contributing to our core purpose of creating sustainable and resilient communities.



Effective partnerships with third sector volunteer centre, Gwent Association of Voluntary Organisations and other voluntary organisations are examples of the significant developments within Monmouthshire. We have been recognised for our sector leading practice by the Wales Council for Voluntary Action for our partnership approach and have been asked to support a current work stream focussing on volunteering within Local Authorities. A distinct example of our the third sector partnership is the recruitment of a 'Volunteer Coordinator' at Mardy Park Resource Centre, collaboration between a Monmouthshire Council department - Changing Practice, Changing Lives and third sector partner Community Connections Befriending Scheme. With the experience and infrastructure in a befriending volunteer programme being present in the third sector it has been mutually beneficial for the partnership to develop.

Monmouthshire ACTS sets out to provide robust and coherent guidance on engaging volunteers in the organisation, focus is placed on how we provide volunteers with the volume of support they require. Preliminary work has been with individual departments supporting volunteers who have shown ambition and to further develop their volunteer programmes. Support around 'Role Profile' development, safe recruitment and impact measurement has been key to the programme achieving initial outcomes.

We have benefited considerably from the experience of our colleagues in the third sector, seeking out best practice locally and also globally with our coalition to the Cities of Service programme. This has allowed us to shape a programme that will benefit our volunteers and the communities they serve immediately and into the future. As a local authority we understand our corporate responsibility to our community and we aim to offer valuable and worthwhile volunteering opportunities to support volunteers and employability development.

Vision and Key Objectives

Monmouthshire County Council aims to assist, support and enable volunteers to make a measurable impact, contributing to our core purpose of creating sustainable and resilient communities.

We believe volunteers are vital to the development and future success of our communities. Volunteers bring optimism and enthusiasm, different opinions and points of view, create positive impact and share diverse skills and experiences that lead to enhanced outcomes for our communities.

Key Objectives: -

1. To develop a clear, consistent and collaborative approach to volunteering across Monmouthshire County Council.
2. Promote volunteering in Monmouthshire by improving the profile, quality and range of volunteering opportunities.
3. Increase the level of support, training and recognition for volunteers and volunteer coordinators.
4. Ensure volunteer impact is measured and aligned to the priorities valued by communities.
5. Support the development and delivery of a 'Council of the Future'.

The accompanying action plan 2016 - 2019 is based on findings from the initial mapping exercise (pictured below) and consultation carried out by Monmouthshire ACTS. The actions have been considered by the steering group in order to determine key priority tasks to be completed. The action plan includes additional resources which will be required to deliver the strategy.

Volunteer Mapping

Current Volunteers



Co-ordinators

MCC **58**

External **27**

Outcomes



Toolkit
100%



Network
100%



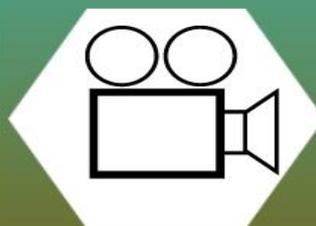
Publicity
80%

Development Priorities

Training



Digital Outcomes



Support and Brokering



What do we mean by Volunteering?

The definition commonly accepted across the UK and used by the Welsh Government is:

'Volunteering is an important expression of citizenship and an essential component of democracy. It is the commitment of time and energy for the benefit of society and the community and can take many forms. It is undertaken freely and by choice, without concern for financial gain.'

In Monmouthshire County Council we believe,

'Volunteering to us is the sharing of one's time, skills and experience to benefit others or the wider community without financial gain. Essentially it's 'People helping people'.

There are further definitions on the different forms of volunteering provided in Appendix 3.

Key principles of volunteering

There are five key principles we promote in order to enable volunteering to take place in its many forms.

Support - Excellent support, management and training for volunteers is essential for wellbeing and retention.

Choice - Volunteering is a free choice made by an individual to offer their time and support, there is no contractual agreement but the volunteer does have rights and responsibilities.

Equality - Volunteering should be open to all, welcoming and supporting diversity to promote equality.

Recognition – Volunteers offer their time without financial gain to contribute to personal, organisational, economic or community benefit but should receive appropriate and timely recognition.

Participation - Volunteering is a way in which individuals can participate and shape the activities of their community.

Why do we need a Volunteering Strategy?

Volunteering is at the heart of community development across the world. It encourages people to be responsible citizens and provides them with an environment where they can be engaged, share their skills and make a difference. It enhances solidarity, social capital and quality of life in a society. It can serve as a means of social inclusion and integration.

This is a living breathing document which provides the robust framework to support volunteering in Monmouthshire however, it must be adaptable enough to evolve and meet the ever changing needs of our volunteers and communities. Therefore the Action Plan is written on a twelve month basis and reviewed & evaluated in order to prioritise the work streams that are current and necessitated. The strategy and associated action plan gives us focus, clarity and targets, with the aim to thoroughly embed volunteering within the county.

Benefits of Volunteering and its many Forms

In Monmouthshire we believe that the positive impact of volunteering can benefit everyone, there are personal, social, economic or community benefit reasons why community involvement is key to future success.

Individuals

- A journey of personal development, learning new and sharing existing skills, increased confidence and sense of purpose, reducing isolation,
- Feeling of pride, involvement, shared intrinsic motivation and making a difference.
- Benefitting from training opportunities and potential accredited qualifications.
- Making new friends and social network, exploring and shaping your community more.
- Increased employability, trailing new careers paths, gaining new experiences, and building a CV.
- Improves health and well-being by encouraging individuals to become more active, providing opportunities for rehabilitation from illness.
- The positive feeling of 'giving back' to your community.

Communities

- Building sustainable, resilient and networked communities. With better integration of community members across generations and from diverse backgrounds, building understanding and reducing friction.
- Increased skills and confidence affecting employability by developing routes into employment which has an economic benefit.
- Increases inclusion and activism at a local level, with increased community spirit.
- Improves the health and wellbeing of the community with less reliance on services such as health.

Voluntary or Public Sector Organisations

- Creates conditions for collaboration and reduces the distance between the organisation and the local community.
- Allows the organisation to make more informed decisions based on the needs of the community.
- Enhances current service delivery by adding value and skills.

- Allows the possibility for growth and delivery of services in more innovative ways.

Employer Supported Volunteering

- Develop staff skills, wellbeing, customer and community knowledge.
- Improves local reputation and customer loyalty.
- Supports staff development strategies that may be in place.
- Meets corporate social responsibility objectives which supports the business ambitions.

Globally, Nationally and Locally.

Demographic trends – People are living longer, therefore challenges like social isolation and health pose threats. The introduction of volunteering programmes for the elderly have proved successful changing the mind set from ‘service user’ to ‘volunteer with skills and experiences to share’.



An example of this can be found in this video entitled ‘Dorina Hits all the right notes’ - <https://www.youtube.com/watch?v=KYYtZhkMCy0&feature=youtu.be>

Public service budgets decreasing – Facing economic pressures with demand rising Monmouthshire is looking at different ways of delivering services in collaboration with the third sector and the community. Volunteers could play a part in these developments with the ethos of ‘People helping people’.

Direct vs Indirect Volunteering

We are lucky to be supported by volunteers in a variety of different roles across our organisation and communities. It is important to understand the volunteers supporting us can be described as two distinct groups: -

Direct volunteers are those that are enrolled on official volunteering programmes developed by Monmouthshire County Council directly under the control, supervision and therefore insurance of the council.

Indirect volunteers are those that may be contributing to our priorities whom we would be supporting however, the group does not fall under the control and therefore insurance of Monmouthshire County Council. An example of an indirect volunteer would be someone volunteering with a Friends group that develops and maintains one of our green spaces.

We value both groups of volunteers and the contributions they make to Monmouthshire, and it’s important that we understand the support needs both direct and indirect volunteers. There is a role for Monmouthshire County Council to ensure that we support alongside the expertise that our third sector colleagues GAVO offer our indirect groups in Monmouthshire. As the future of public sector delivery changes there has been a rise in the amount of indirect volunteering groups that are supporting us as an organisation, we must be able to adapt to meet these changes and provide appropriate levels of support and guidance.

Cities of Service - Impact Volunteering

Monmouthshire CC has been highlighted as a leading organisation and asked to be part of the well-established [Cities of Service](#) coalition joining officially in July 2015. We are one of only 9 Authorities in the UK and the only authority in Wales. Our aim was to identify support from current global best practice of social action within public sector organisations.

The **Cities of Service coalition** assists and empowers mayors and city chief executives to activate impact volunteering initiatives – city-led, citizen-powered programs that target specific needs and seek measurable outcomes. Cities or in our case counties, use established, proven tools and methods to engage community members in addressing needs such as revitalising



CITIES OF SERVICE
.ORG

neighbourhoods and supporting youth and education. Residents are recast as co-producers of solutions and work side by side with local government to create real and lasting change.

With comprehensive strategic planning, meaningful partnerships, cross-sector collaboration, and best practices, local government leaders in the Cities of Service coalition design and implement service strategies to address myriad local challenges and engage city residents who want to volunteer and improve their communities.

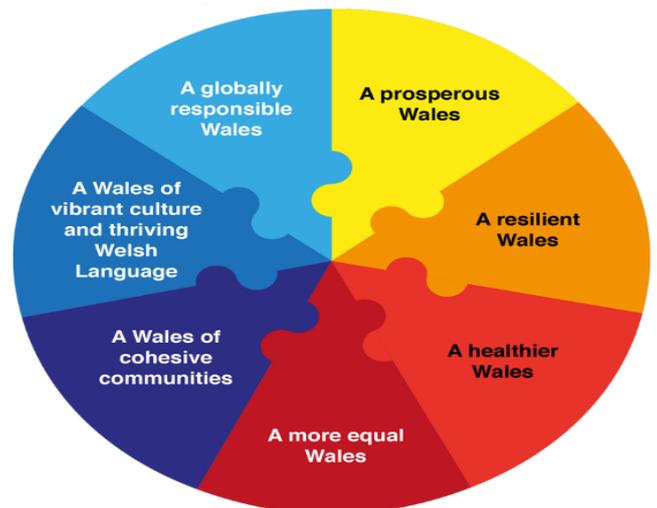
Founded in 2009 by New York City Mayor Michael R. Bloomberg, the Cities of Service coalition is comprised of more than 200 cities in the United States and United Kingdom, representing more than 50 million people in 43 states, and more than 10 million in the UK.

How does Cities of Service relate to Monmouthshire?

In Monmouthshire we want to make an impact on community priorities by supporting, enabling and mobilising volunteers to take action. From research into global best practice we found our ethos aligns directly with the Cities of Service programme. After initial discussions with the Cities of Service office in New York we were offered a place within the coalition and have received direct support and mentorship from our counterparts in the UK and America. Guidance and detailed examples of best practice have been invaluable to us whilst developing our programme.

Well-being of Future Generations (Wales) Act 2015

The strategy has been influenced by the Well-being of Future Generations Act due to the priorities of improving the social, economic, environmental and cultural well-being of Wales. It ensured we prioritise long-term the advantages of working in a more inclusive manner with people and communities, look to prevent or minimise difficulties and take a more collaborative approach. The strategy and Monmouthshire ACTS programme has been planned according to each of the seven wellbeing goals highlighted in the image to the right. The evidence for this can be found in Appendix 2 Well Being Assessment.



The most prominent being ‘*A Wales of cohesive communities*’, by bringing together our communities enabling volunteering and social action to take place. This has been shown to have a positive impact on social networks and inclusion within communities. Our own volunteers stated in our survey that seventy percent of them had influenced others to take up a positive role in their community. This is something we are keen to build on, a cohesive approach to tackling priorities between Monmouthshire County Council and the community is key. Volunteers engaged on the programme will be linked via social networks through digital media, www.Monmouthshire.MadeOpen.co.uk and arranged meetings and training. The increased social networks will contribute the goal of cohesive communities. This is supported by the regular organisation of networking opportunities for Volunteers and the staff that support them. This reduces the feeling of isolation in a voluntary role, our evidence supports this with 67% of our volunteers in Monmouthshire asking for a ‘*more active and connected*

network for volunteers'. We aim to galvanise the volunteer network to increase inclusivity and increase the feeling of contributing to a common purpose and working cohesively.

OUR ENVIRONMENT

Supporting Volunteers

With our long history of supporting volunteers in Monmouthshire we have used various approaches to volunteering, a scattergun approach was present as an organisation. From early focus groups we quickly learned that all existing volunteers and indeed staff supporting volunteers, were looking for a transparent, trustworthy and reassuring approach to volunteering.

The way in which we support our volunteers is vital to meeting the needs of the individual and that of the organisation, there is a direct relationship between appropriate levels of support and volunteer retention. Within the Volunteer Toolkit we have developed guidance, checklists set out to ensure a volunteer has access to regular support, supervision and development. Our Leading Volunteers training delivered for volunteer coordinators focusses on raising awareness of the varying needs of volunteers, also raising the level of skill and knowledge in volunteer management.

Volunteer Network

At the request of everyone consulted for the mapping exercise, we have collectively created a volunteer network. The Volunteer Network meet quarterly to share good practices, challenges ensuring a transparent, coherent message throughout Monmouthshire. The network is currently fifty eight members strong, consisting of public sector and third sector partners. In order to progress the network we will continue to invite industry experts in when required. As part of the Volunteer Network we aim to implement a peer mentoring programme to further promote the sharing of best practice.



Volunteer Toolkit

Whilst working together we have been able to develop and deliver a [Volunteer Toolkit](#) that provides the support, consistency and best practice both volunteers and those staff supporting them required. The development of the Volunteer Toolkit took priority and was shaped by Volunteer coordinators and relevant officers alike, to provide ownership and ensure content was relevant, appropriate and timely. With regards to quality assurance, the toolkit was supported by advice and resources from WCVA, Third Sector Partners, as well as mentors from the Cities of Service programme via the Volunteer Toolkit implementation experience. Each section of the toolkit has been scrutinised by the relevant officers in Monmouthshire County Council to ensure it aligns with our wider policies and procedures.

The Volunteer Toolkit sets out guidance and procedures to ensure quality opportunities for volunteers and that consistency across the organisation is present. Its functionality is continually progressing and adapting but in essence provides everything someone supporting volunteers could require, therefore saving time and increasing the efficiency of the volunteering programme in Monmouthshire.

Leading Volunteers Training

The volunteer toolkit is complemented by 'Leading Volunteers' training sessions, our ambition is to deliver this for all staff who support volunteers as part of their role. The course aims for everyone to fully understand the standards required when we plan, recruit, manage and develop our volunteers in Monmouthshire.

The training course objectives are to: -

- Raise the awareness of the Volunteer Toolkit resource.
- Promote best practice of volunteer management through the Investors in Volunteers standards.
- Develop the awareness and confidence of staff when supporting volunteers.

Understanding the benefits of partnership working, we invite third sector representatives to each course to provide a masterclass on volunteering support in their respective areas. This brings in external expertise and experience and allows the opportunity for networking and again, the sharing of best practice.



The leading volunteer training also enables us to ensure the Volunteering Strategy is highlighted and communicated, giving us the opportunity to further promote clear, consistent guidance on the future of volunteering development.

OUR PEOPLE

The model below identifies and underpins our approach to supporting volunteers in Monmouthshire and forms the basis for the Leading Volunteers training delivered to Volunteer Coordinators.



People Services Offer

Currently under development out of the People and Organisational Development Strategy is the 'People Services Offer', this cohesive offer looks at the entire journey of someone supporting our organisation both on and off our payroll. It focusses on the way we plan for, support and develop our people. It is important to highlight that the Volunteer Journey posted above is exactly the same as the ones for employees and leaders in our organisation. The very fact that Monmouthshire ACTS was part of the research, development and now delivery of the People Services Offer is imperative. Also as an organisation we are now planning our support with the volunteers being part of the team is a milestone. This mind set change demonstrates the way we value our considerable volunteer impact and our desire to support them in the way that they need throughout their time with Monmouthshire.

Volunteer Training Pathway

Our belief is that if you contribute to the priorities of Monmouthshire you should have access to a volunteer training pathway, which allows you to gain or further improve skills, proficiency and expertise. We feel that the implementation of a robust training offer allows us to equip volunteers and our communities with the fundamental tools they need to make a positive impact. Raising confidence, knowledge and aspirations whilst also supporting development, for some volunteers can contribute to improving their employability and move them closer to achieving their personal goals. Understanding the skills, knowledge and behaviour required to effectively volunteer across our county allows us to build a training offer that meets the needs of our volunteers, subsequently giving Volunteers access to interesting, relevant, appropriate and varied training opportunities that can benefit both within and outside the volunteering commitment to Monmouthshire. Through our partnership work we aim to increase the amount and diversity of training opportunities for our volunteers, looking to improve access to opportunities that meet the needs of our volunteers.

Potential of Speed Volunteering

Volunteering and social action has long been part of the fabric of Monmouthshire, as mentioned above our organisation and communities have been effective at recruiting thousands of volunteers. Many methods are used with word of mouth being seen as the most effective method, our recent survey carried out with 198 Volunteers from November 2015 – February 2016 demonstrated that ‘70% of volunteers believe they influence others to take up volunteering’.

Despite this successful history we feel that with the growth of the digital generation and widespread digital migration there is unlocked potential. We base this opinion on the fact we piloted a futuristic approach with success on Micro Volunteering Day, which was highlighted nationally and can be found [here](#). This emerging trend identified as ‘micro’ or ‘speed’ volunteering opportunities are growing in popularity. Understanding that we must look to the future - our digital presence must be bold, professional and engaging. Time poor, skills rich volunteers are looking to become involved quickly without barriers on a short term or ad hoc basis. Research currently being led on Micro Volunteering by Help from Home <http://helpfromhome.org/> and the introduction of a Speed Volunteering application by Team London – European Capital for volunteering suggests belief and acceptance in such future developments. Collaborative digital platforms such as our own www.monmouthshire.madeopen.co.uk and WCVA’s www.volunteering-wales.net have proved successful and have a vital role to play in the future of volunteering.

Recognition

We understand that Volunteers don’t start because they’re expecting a reward, however it is important that we celebrate and value what the volunteers have achieved, their input and commitment. We aim to create a culture of thanks and in doing so ensure volunteers feel valued and supported, for this we need a mixture of formal and informal recognition methods. We understand if volunteers feel appreciated they are more likely to continue making an impact with our organisation. From our experience in Monmouthshire recognition needs to be personal, regular, and available to all volunteers across the county. It is important that we continue to support and raise the awareness of existing recognition schemes in Monmouthshire. Two formal accredited examples are the GwirVol - Millennium Volunteers framework for people under 25 and also Gwent Association of Voluntary Organisations accreditation for volunteers over 25.

We aim to provide our volunteers with a Monmouthshire wide formal recognition event on a yearly basis, in partnership with GAVO. This will be part of a programme of recognition which will include localised events in development and those currently run by areas or volunteer programmes.

We also value the informal recognition that goes in in the county and seek to develop this approach to include all of our volunteers. Simply taking the time to say thank you or holding an informal coffee morning have proved successful in the past.

How will we know we are making a difference?

Measuring impact is a key development point of the Volunteering strategy, we aim to capture impacts made by volunteers across Monmouthshire. We understand that there is no ‘one size fits all’ approach to impact measurement that we can instantly apply to our organisation. Over the past few years we have been trialling methods of measuring volunteer impact, we have used elements like distance travelled tools and return on investment frameworks. These trials have allowed us to shape a framework that is developed to meet the needs of Monmouthshire and the diverse range of ways that volunteer are involved with our organisation.

We will look at impact assessment by measuring inputs, activities, outputs, outcomes and therefore impact. We have recently received training in and access to the widely acclaimed Impact Assessment Toolkit developed by Institute for Volunteering Research and the National Council for Volunteering Organisations. This knowledge will be passed on to our volunteer coordinators and volunteers to support them in measuring the difference they are making in our communities.

Diversity and Inclusion

Volunteering and social activism help promote social inclusion by providing opportunities for marginalised groups, to engage in participatory development processes. Volunteers serve as important reservoirs of knowledge for development programmes and can help ensure that development-related priorities are relevant and legitimate. By participating in volunteering or social activism, or both, people can be empowered with the confidence, skills and knowledge necessary to effect change in their community. The challenge of increasing and sustaining participation depends on creating new, diverse and varied opportunities for involvement.

An example of this is our volunteer programmes. We can help to expand opportunities for engagement offered to the public. Investments in good volunteer management and the recognition of volunteers can result in more impactful change. The public, private and third sector wider community all have a role to play in fostering an enabling environment for people's participation

Volunteering Variety in Monmouthshire - Case Study on Volunteer Impact

Volunteer impact has been evidenced in many areas across Monmouthshire, one example of this is the annual firework display in Caldicot. Due to the previous local fireworks display disbanding the community identified this as a priority need for development. The priority was successful through community action, one hundred and fifty Volunteers from the local community joined forces with Monmouthshire County Council Officers to plan, set up and deliver the most successful fireworks display Caldicot had ever experienced, with eight thousand people attending the event. This group of Volunteers continue to run the ever popular event supported by Monmouthshire County Council yearly.

Another example of such success, is the Grassroots scheme.



GrassRoutes is the community transport service for residents in Monmouthshire. The service is supported by volunteer drivers who provide transport for isolated members of the community. The service has run since 2004 and has made a considerable impact on social isolation in Monmouthshire.

"It's really rewarding. I am 71 and I wouldn't do this if I didn't love it. It helps to get people out of their homes and socialising with other people. Some people wouldn't get out and see anyone otherwise."

Dave Morgan, Volunteer driver.
Grass Routes.

Volunteer Video Case Studies

Please find links below for a range of volunteer case studies to support the proposal in the strategy



'Harry Helps at the Hub' -

https://www.youtube.com/watch?v=R2Ci6q2K_2E&feature=youtu.be



Mike - Volunteering at the Castle -

https://www.youtube.com/watch?v=FJkciVXOT_4&feature=youtu.be



Ian – Youth Service Volunteer – <https://youtu.be/tl4diCtVJKg>

Action Plan 2016 - 2019

The Volunteering Action Plan 2016 – 2019 is based on key findings from local, national data and initial mapping exercises focussed on volunteering in Monmouthshire. The Action Plan is grouped into the five key objectives which are: -

1. To develop a clear, consistent and collaborative approach to volunteering across Monmouthshire County Council.
2. Promote volunteering in Monmouthshire by improving the profile, quality and range of volunteering opportunities.
3. Increase the level of support, training and recognition for volunteers and volunteer coordinators.
4. Ensure volunteer impact is measured and aligned to the priorities valued by communities.
5. Support the development and delivery of a 'Council of the Future'.

The key themes to note are to:

- Promote and raise awareness of volunteering within Monmouthshire supporting the www.volunteering-wales.net database of opportunities in Wales.
- Increase the level and quality of training opportunities for Volunteers in Monmouthshire in partnership with Monmouthshire's Training Offer.
- Support and inform volunteer development within Monmouthshire.
- Indicate opportunities and restrictions which influence the work of the volunteer programme.
- Reflect best practice as identified by Investing in Volunteers Standards.
- Scope opportunities and new ways of engaging volunteer support.

In aiming to fulfil this plan Monmouthshire ACTS will work collaboratively with Elected Members, Senior Leadership Team, Managers, Volunteers, Staff, cross sector partner organisations and Trade Union Representatives through a collaborative partnership approach.

Volunteering definitions as outlined in the Welsh Government Volunteering Policy, Supporting Communities and Changing Lives

Volunteering takes many forms. Surveys tend to distinguish between 'informal' and 'formal' volunteering and volunteers of all sorts may contribute to the designed delivery of public services. It should be noted that some people may not agree that all of the examples below should be included within the definition of volunteering; they are included here for information but this annex should not be taken as definitive with regard to any such differences of opinion.

Informal Volunteering

Informal volunteering is undertaken by individuals for other people or community groups, although such individuals may not always regard themselves as volunteers. It includes help for neighbours, community action, participating in faith and community groups, helping out at local events. There are no formal processes for recruitment. This kind of volunteering is largely hidden within our communities but is strongly rooted within Welsh culture. It is to be celebrated and encouraged.

Formal Volunteering

Formal volunteering refers to situations where a volunteer's efforts are channelled through an organisation. Such organisations are sometimes described as 'volunteer involving organisations'.

Many volunteering opportunities are suitable for everyone, with appropriate induction and support. Some require volunteers to be trained extensively for their role (for example in advice work, youth work including scouts and guides, or emergency services). Some may require specialist expertise or prior qualification (for example many overseas volunteering opportunities). Volunteering may be a one off event, for a short period, or a longer term commitment.

Within the modern landscape of volunteering, there are some newer and changing forms, for example:

Virtual Volunteering

Virtual volunteering is also sometimes called e-Volunteering, or online volunteering, is a term describing a volunteer who completes tasks, in whole or in part, offsite from the organisation being assisted, using the Internet and a home, school, tele-centre or work computer or other Internet-connected device, such as a Smartphone. Virtual volunteering is also known as cyber service, tele-mentoring, tele-tutoring, and various other names.

Micro-volunteering

Micro-volunteering describes an un-paid task that can be done via an internet-connected device or telephone network and in small periods of time, for example sending a text or a photograph. It is distinct from virtual volunteering in that it typically does not require formal application or training and the duration is short.

Employer supported volunteering

An employing organisation may permit a number of hours of paid work time for employees to engage in voluntary activity, either through the employer's own scheme or through the employees' personal arrangements. The benefit to the employer is that it builds brand awareness and affinity, strengthens trust and loyalty among consumers and employees and enhances corporate image and reputation. In some instances, an employer will form a partnership with a third sector organisation or school and undertake a staff teambuilding project (typically redecorating/refurbishing) which also leads to a positive outcome for the community organisation.

Volunteering for accreditation

For young people, the Welsh Baccalaureate and the Duke of Edinburgh's Award, include a volunteering element. A growing number of vocational courses (e.g. counselling) require students to gain relevant volunteering experience. Although volunteering is a compulsory component, which, it could be argued, compromises the principle that volunteering is undertaken by free choice, nevertheless such schemes often lead to participants deciding to continue volunteering beyond any compulsory involvement. Thus they embark on what may become their long term 'volunteer journey'.

Internships

Internships are for a defined period of time, to undertake a specific piece of work which is of benefit to the intern and to the organisation. These may be paid or unpaid and may take place within third sector, public or private organisations. Unpaid internships are a form of volunteering.

Volunteering as a work-related experience

An opportunity to volunteer may be sought by an individual as a means of gaining skills and experience to enhance a personal CV and build confidence in a working environment.

This is work-related experience. Its purpose is to increase access to employment.

Intermediary agencies may refer individuals to Volunteer Centres or volunteer-involving organisations with this in view.

Civic Volunteering

There are opportunities for residents in some communities to get involved in projects that relate to local civic life, for example town twinning projects, fair-trade movements and transition town initiatives.

The pioneering work of local activists can give rise to a range of volunteering opportunities including staffing stalls, running projects, organising events and campaigning. By and large these opportunities have no formal recruitment or management structures and are open to those who want to take part.

References

Cities of Service Play Book and associated resources - <http://www.citiesofservice.org/content/develop-citywide-service-plan>

Welsh Government Volunteering Policy, Supporting Communities, Changing Lives
<http://gov.wales/docs/dsjlg/publications/150805-volunteering-policy-en.pdf>

Wales Council for Voluntary Action, Advice and Guidance – <http://www.wcva.org.uk/advice-guidance/volunteers>

Volunteer Toolkit, Monmouthshire County Council -
<http://corphub/initiatives/VolunteersToolkit/Shared%20Documents/Forms/AllItems.aspx>

Well-being of Future Generations (Wales) Act 2015 – <http://gov.wales/topics/people-and-communities/people/future-generations-bill/?lang=en>

International megatrends in volunteerism - Mary V. Merrill, Merrill Associates, Columbus, Ohio, USA R. Dale Safrit, Department of 4-H Youth Development, North Carolina State University, Raleigh, North Carolina, USA -
http://www.ivr.org.uk/images/stories/Institute-of-Volunteering-Research/VA-Documents/VA5_2/article6_merrilletal.pdf

Institute of Volunteering Research (various dates); Free on-line library of over 200 reports into every research aspect of volunteering, <http://www.ivr.org.uk/evidence-bank>

REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2015/16 MONTH 9 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Strong Communities Select Committee
DATE	10th March 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

3.1.11 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.

3.1.12 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

30
30
30

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 97	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.

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
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

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
					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

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)	

3.1.13 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.
- 3.2.6 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)

3.2.7 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.

3.2.8 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 £'000	Slippage Brought Forward £'000	Total Approved Budget 2015/16 £'000	Provisional Capital Slippage to 2016/17 £'000	Revised Capital Budget 2015/16 £'000	Forecasted Capital Expenditure Variance £'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

3.4.1 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.

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.

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.

4 REASONS

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

RESOURCE IMPLICATIONS

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

9 AUTHOR

Mark Howcroft – Assistant Head of Finance
Dave Jarrett – Senior Accountant Business Support

10 CONTACT DETAILS

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e-mail. markhowcroft@monmouthshire.gov.uk

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](#)

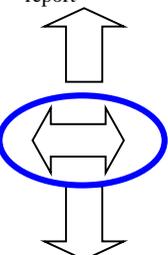
[Appendix SM M9 Savings Mandates 2015-16](#)

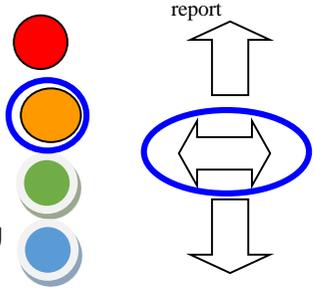
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Budget Mandates

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 	<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.</p> <p>Restructure process complete. All departments have individual service plans. All plans tracked and monitored by the individual service area. Full ownership of delivery by individual teams. 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>	Income	155,000	135,000	15,000	Ilan Sanders
			Savings	265,983	250,983	15,000	
			Total	420,983	385,983	30,000	
			Total	,420,983	385,983	30,000	

	<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.</p> <p>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.</p> <p>Weddings – Amber</p> <p>Countryside savings – Green</p> <p>Savings from Volunteers – Red</p> <p>Income made by fundraiser – Green.</p> <p>Fundraiser in place.</p> <p>Income from learning – Green.</p> <p>Savings from shared service model at Chepstow TIC – Red,</p> <p>Income from green screen – Red</p> <p>Income from rental of Abergavenny Red Square window - Green</p> <p>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.</p> <p>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.</p> <p>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>	

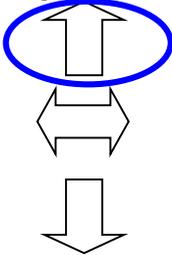
Mandate 14

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
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Roger Hoggins/
Richard Cope

Summary Month 10

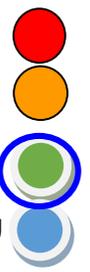
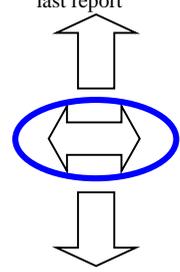
Summary – Month 2

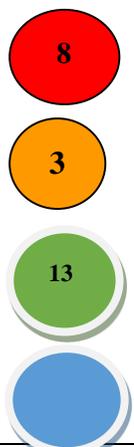
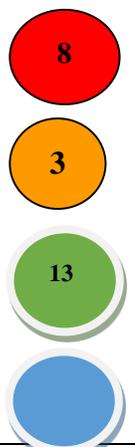
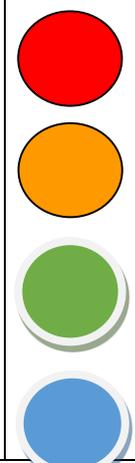
Summary – Month 6

Summary - Month 9

Key

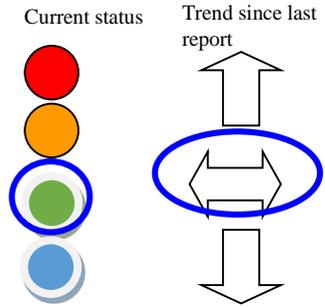


	<p>The alternative delivery plan is forecast to achieve the mandate budget shortfalls at month 9 within the service.</p>						
<p>Mandate 16</p> <p>schools delegated budgets</p> <p>Current status</p>  <p>Trend since last report</p> 	<p>Schools budgets will be protected at cash limit, this means no pay 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

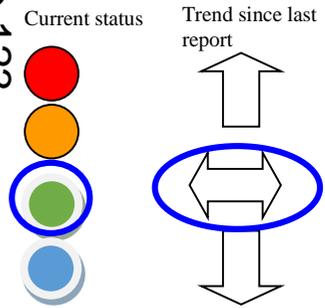
No next steps necessary

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

Sharon Randall - Smith

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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.

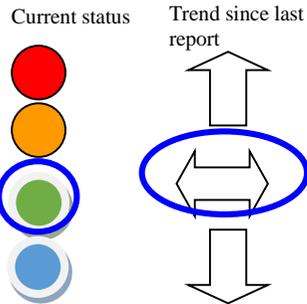
To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the reductions.

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 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.

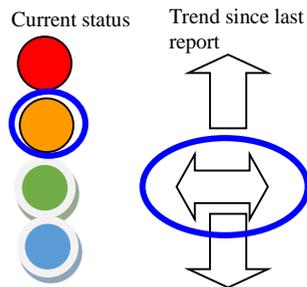
Plan to review near the end of the five year project.
 Review to include :-
 Budgets
 Service
 Resource / secondments.
 Etc...

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

Julie Boothroyd

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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.

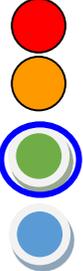
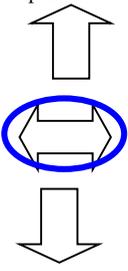
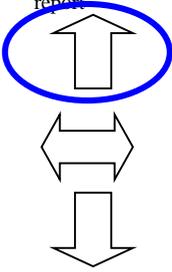
Continue to review the 2 ICT projects and report progress.

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

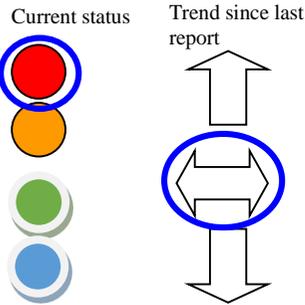
Debbie Jackson

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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.

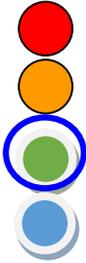
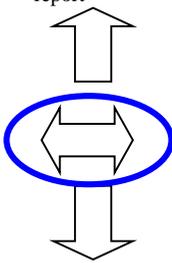
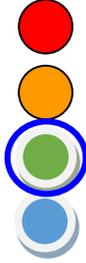
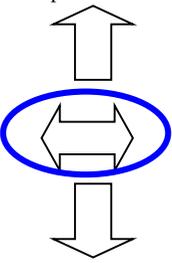
Restriction of non-essential spend across the People and Commercial Development division, together with a further review of ICT capital and revenue budgets, aims to identify scope to mitigate the existing £112k pressure.

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

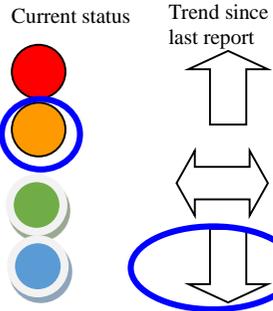
Income	0	0	0
Savings	250,000	138,000	112,000
Total	250,000	138,000	112,000
Total	250,000	138,000	112,000

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 37b
Trade Waste**



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

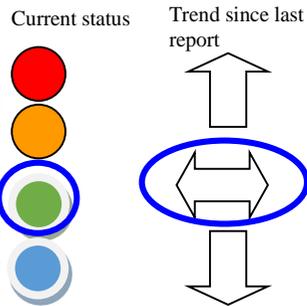
To date £10K has been generated through the sale of trade recycling bags yet it is anticipated that further income will be forthcoming as business replenish stock. At month 9 £15K has been forecasted as total income. .

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.

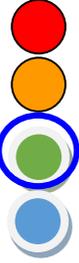
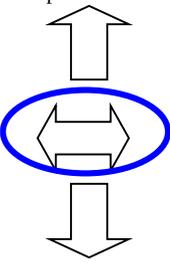
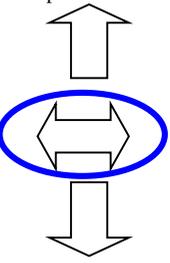
The mandate has been delivered the savings have been achieved.

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.</p> <p>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				

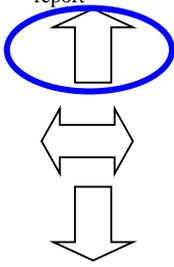
Mandate 41a

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.

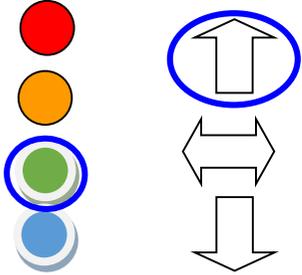
Alternative Delivery Plan revised budget – based on variance reported mandate at month 6.

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.

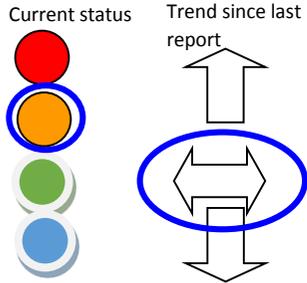
Will remain red with the limited savings until end of the year.

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.

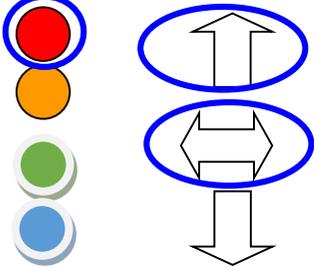
The shortfall in restructure savings are met within service area.

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.

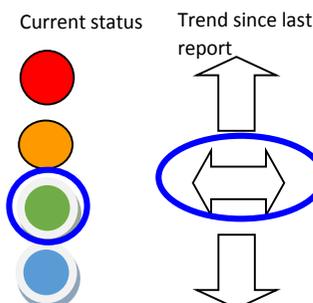
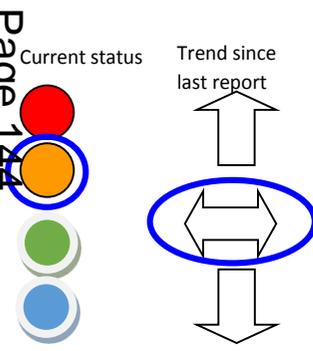
£86k of the £250K will not be achieved on this mandate. Leasing costs were built into the saving yet the vehicles to be removed from the fleet were owned and therefore no revenue savings from leasing could be delivered. In addition the project established that the £250 was too ambitious and we were unable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

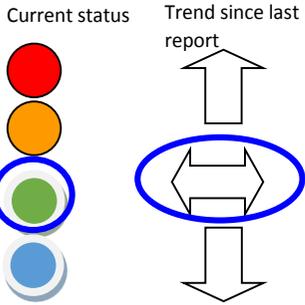
Review the on-going operation and budgets and re-align in line with service needs. The pressure from this mandate has been mitigated by suppressed fuel process and savings in superann (pension) within the department and this is reflected in the month 6 and 9 financial monitoring reports. The route optimisation 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.

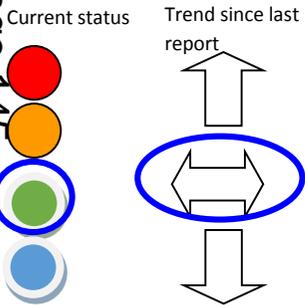
Continue to review as still early stages. No other next steps relevant.

Income	0	0	0
Savings	180,000	180,000	0
Total	180,000	180,000	0

Rachel Jowitt

**Mandate 40a
Democracy**

Page 145



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.

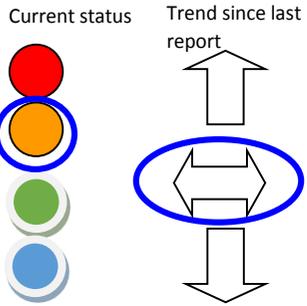
In relation to budget delivery no next steps

 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)

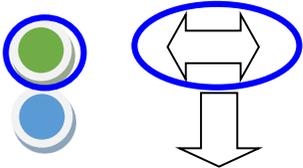
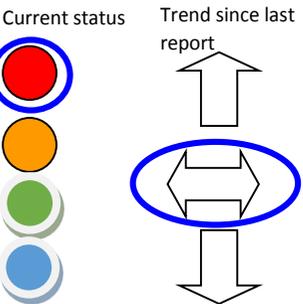
2	Collaboration of Housing services	55,000	55,000	0	0	0
5	Sustainable Energy Initiatives	33,000	0	0	33,000	0
6	Museums, Shirehall, Castles & Tourism	190,000	145,000	0	45,000	0
26	Property Review	100,000	100,000	0	0	0
28	Community Hubs & Contact Centre	250,000	125,000	125,000	0	0
31	ICT Savings	250,000	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>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.

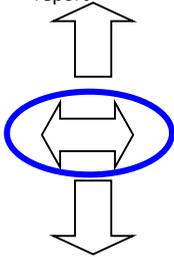
Mandate 6

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

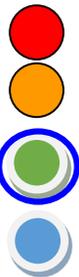
Income	81,000	51,000	30,000
Savings	109,000	94,000	15,000
Total	190,000	145,000	45,000

Ian Saunders

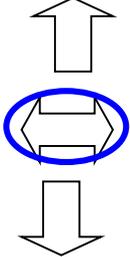
	<p>Savings from shared service model at Chepstow TIC – Red, Income from green screen – Red Income from rental of Abergavenny Red Square window - Green TIC at Chepstow has had considerable lone working pressure which is why the budget is overspent.</p>	<p>this year. Castle - Achieving in year savings 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

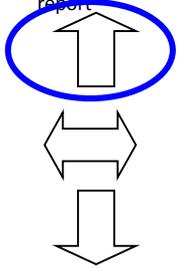
Mandate 28

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

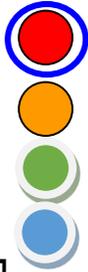
16/17 – (50K)
The Abergavenny Hub Project plan requires continuous monitoring, updating and adjusting to reflect the project developments.

Income	0	0	0	
Savings	250,000	125,000	125,000	Deborah Hill-Howells
Total	250,000	125,000	125,000	

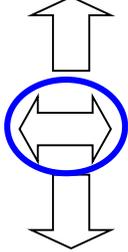
Mandate 31

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.

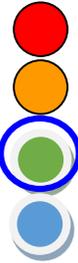
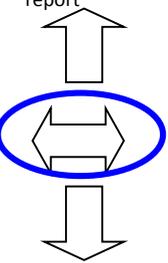
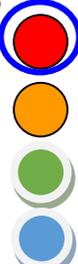
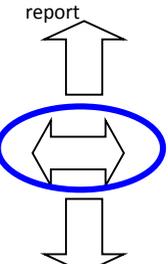
Alternative Delivery Plan (agreed by cabinet 2nd Dec*) – £110k achievable Continue to do work that is required to support the sale/licencing and commercialisation of FLO.

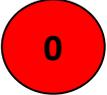
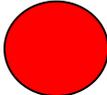
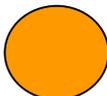
Work continues at month 9. The service is currently reviewing all budget areas and update on savings achievable will be known at Month 11.

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	

<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 41a Abergavenny Markets</p> <p>Current status  Trend since last report </p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>To build an income generation plan for future years.</p> <p>Alternative Delivery Plan – based on variance reported on original mandate at month</p>	<p>Income</p> <p>Savings</p> <p>Total</p> <p>Total</p>	<p>70,000</p> <p>0</p> <p>70,000</p> <p>70,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>37,000</p>	<p>70,000</p> <p>0</p> <p>70,000</p> <p>33,000</p>	<p>Ben Winstanley</p>

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

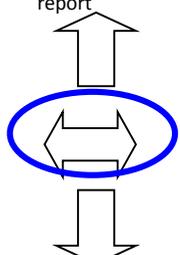
As at month 9, SCH are on track to meet our mandated savings as illustrated below: -

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

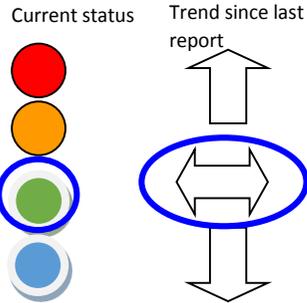
Budget Mandates

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



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.

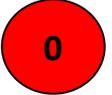
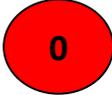
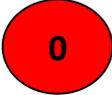
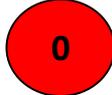
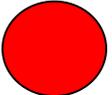
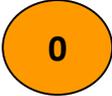
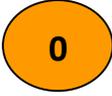
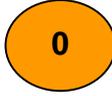
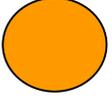
Continue to deliver and ongoing evaluation of the DCM training and other training that supports the workforce to change practice.

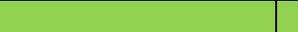
Continue to capture and work with teams to further develop ideas and drive practice change.

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.
17yr 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.

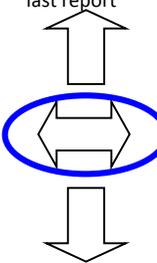
Children & Young People’s budgeted savings were £1,514,000 and at month 9 £1,377,000 have been identified. Of the remaining savings £137,000 are currently deemed to be unachievable.

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 / Mounon 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

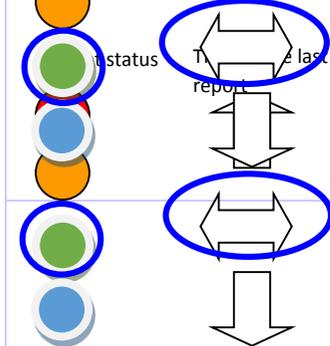
2.1 Further analysis of the Savings mandates can be found in Appendix SM.

Budget Mandates

Progress and Next Steps at Month 9

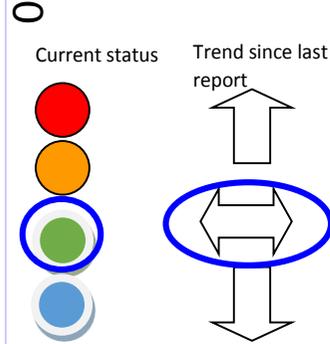
Mandate RAG	Progress up to month 9	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
<p>Mandate 16</p> <p>schools delegated budgets</p> <p>Current status </p> <p>Trend since last report </p> <p>Page 179</p>	<p>Schools budgets will be protected at cash limit, this means no pay inflation 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



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Mandate 20
Gwent Music



We are undertaking a review of Additional Learning Needs. Its forms a 3 stage process.
 2017/18 fully in line with B20 16 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

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

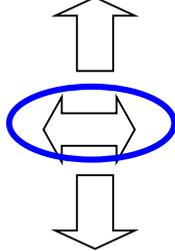
Nicky Wellington

**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.

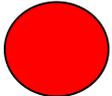
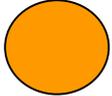
Set income targets once steady business flow is established.
Shop to be operational by September 2015
Set income targets once steady business flow is established

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>	<p>Amendment to delivery plan.</p>	<p>Total</p>	<p>200,000</p>	<p>63,000</p>	<p>137,000</p>	
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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	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
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](#)

SUBJECT: 4th Annual Monitoring Report on the Council's Strategic Equality Plan

MEETING: Strong Communities Select

DATE: 17th March 2016

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

The Equality Act 2010 was introduced in April 2011. Within the Specific duties is the requirement to publish an annual report on the progress made by the Council in its compliance with its Strategic Equality Plan, equality objectives and action Plan. The Act's principles and processes ensure that the Council remains true to its corporate values of Openness, Fairness, Flexibility and Teamwork.

2. RECOMMENDATIONS:

That Members endorse the progress made by the Council in the fourth year of the Strategic Equality Plan as detailed in its fourth annual monitoring report.

3. KEY ISSUES:

One of the specific duties in the Equality Act 2010 requires Public Bodies to publish an Annual Report detailing the progress on achievement of the actions outlined in the plan covering the period 1st April 2014 to 31st March 2015.

4. REASONS:

Whilst the Objectives and Plan fundamentally build on the existing culture and values of the Council, the Annual Report highlights not only many examples of good practice but also some outstanding actions and issues that need addressing.

5. RESOURCE IMPLICATIONS:

The Annual Report does not highlight any requirement for additional financial resources.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

By its very nature, the Annual Report on the Strategic Equality Plan will have positive implications for all the protected characteristics so a Future Generation Evaluation will not accompany this report.

7. CONSULTEES:

Corporate Equality Network, MEDG, Officers.

8. BACKGROUND PAPERS:

Equality Act 2010, EHRC Guidance, MCC Strategic Equality Plan.

9. AUTHOR:

Alan Burkitt Policy Officer Equality and Welsh Language

10. CONTACT DETAILS:

Tel: 01633 644010

E-mail: alanburkitt@monmouthshire.gov.uk

Equality and Diversity
Cydraddoldeb ac
Amrwyiaeth



Strategic Equality Plan

4th Annual Report

Period 2014 – 2015



monmouthshire
sir fynwy

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Version Control

Title	Monmouthshire County Council Strategic Equality Plan second Annual Report 2014 – 2015
Purpose	Legal document required under the Equality Act 2010
Owner	Monmouthshire CC
Approved by	Cabinet
Date	xxxxxxxxxx2016
Version Number	One
Status	Official version
Review Frequency	Annual
Next review date	01/04/2017
Consultation	<i>GAVO, CAIR (Monmouthshire Disablement Association), Monmouthshire Inclusion Group (formerly MEDG), Corporate Equality Network (CEN) Management Teams, Internal (The Hub), external (Council website).</i>

Strategic Equality Plan

Annual Report 2014 to 2015

This document is available on the Council's website at

www.monmouthshire.gov.uk

If you require a hard copy of this document or a copy in a different format, e.g. large print, Braille, audio version, word format for screen readers etc. please contact the:

Policy Officer Equality and Welsh Language

Monmouthshire County Council

County Hall

Y Rhadyr

Usk

NP15 1XJ

Phone: 01633 644010 or 07793798920

Email: alanburkitt@monmouthshire.gov.uk

Foreword

The Public Sector Equality Duty requires that all public authorities covered under the specific duties in Wales should produce an annual equality report by the 31st March each year and, therefore, we are delighted to present Monmouthshire County Council's fourth and final annual report on its original Strategic Equality Plan. The Equality Act 2010 continues to present real challenges for Monmouthshire County Council. Ensuring that its functions, decisions and behaviours fully take into account the impact they make on people/groups of people with protected characteristics whilst operating with such reduced funding is proving very difficult but has to be done. Having said that, no matter how we endeavour to make the best of our financial settlement, our adoption of the obligations under the Act require that we fully take into account the impacts and effects these decisions have on those that the Equality Act 2010 seeks to protect. As you will see from our outstanding good practice examples over the last 4 years Monmouthshire County Council has worked exceptionally hard to deliver for its citizens who come under the umbrella of the protected characteristics .

Councillor Phylip Hobson

Paul Matthews

Deputy Leader of the Council

Chief Executive

& Equality and Welsh Language Champion

Glossary of acronyms

EqlA – Equality Impact Assessment

WLGA – Welsh Local Government Association

EHRC – Equality and Human Rights Commission

SEWREC – South East Wales Regional Equality Council

STONEWALL CYMRU – an organisation that engages with lesbian, gay and bi-sexual people

CAIR – Monmouthshire Disablement Association

SACRE - Standing Advisory Council on Religious Education

GAVO – Gwent Association of Voluntary Organisations

MEDG – Monmouthshire Equality and Diversity Group

CEN – Corporate Equality Network

FGE – Future Generations Evaluations

LGBTQ – Lesbian, Bi-sexual, Trans-gender, (Gender) Queer

Introduction

Links to strategies

The Council's Strategic Equality Plan 2011-16 is not a standalone plan and has close links to a number of other key council, partnership and national strategies, plans and policies. Some of these have been specifically focussed on equality and others which have included equality as a key theme. Examples being:

- Welsh Language Scheme (2012-2015).
- Welsh Language Measure (Wales) Act 2011
- “Strategaeth Mwy na geiriau”/”More than words strategy” 2011
- Monmouthshire Inclusive and Accessible Events Guide 2013
- Monmouthshire Local Development Plan 2011-21
- Strategy for Older People Wales Phase 3
- Monmouthshire Domestic and Sexual Abuse Strategy 2011-14
- Monmouthshire Single Integrated Plan 2013-17
- Monmouthshire County Council Improvement Plan 2014- 17
- Well Being of Future Generations Act 1st April 2016
- Social Care and Well-being (Wales) Act 2014

The Equality Act 2010 not only requires the Council to comply with its general and specific duties (highlighted below), but also provides an opportunity for it to demonstrate its commitment to the principles of equality which have been a feature of its functions prior to the implementation of the Act.

The 3 aims of the General Duty of the Equality Act 2010

In exercising its functions the Council must have due regard to:

1. eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act;
2. advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
3. foster good relations between people who share a protected characteristic and those who do not;

The act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The Specific Duties in Wales

The broad purpose of the specific duties is to help public bodies, such as this Council, in their performance of the general duty, and to aid transparency. In Wales the specific duties are set by the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

The following are the specific duties:

- Setting equality objectives and publishing strategic equality plans
- Engagement
- Assessment of impact
- Equality information
- Employment information, pay differences and staff training
- Procurement
- Reporting and publishing

Below is how we have performed in complying with the specific duties:

Setting equality objectives and publishing Strategic Equality Plans

Monmouthshire's **Equality Objectives** are listed below:

1. Make Equality a key element of our thinking and decision making process.
2. Be an equal opportunity employer, with a workforce and leadership that is aware of, understands and respects the equality agenda
3. Getting to know the people we serve and employ
4. Protect and support vulnerable people in our communities
5. Encourage people to become more active and involved in helping to shape the Council's decisions and service provision.

Outstanding actions from the SEP action plan – 2012-2016

There are no outstanding actions from the SEP action plans 2012 – 2016 but there are actions that need further work. Progress has been detailed in Appendix 1 of this report.

Engagement

Initial engagement for the 2015/2016 Budget started in September 2014 and enabled people to not only to be informed but also provide their feelings about what they feel is important when looking ahead. The engagement took place prior to our settlement being released from Welsh Government – this information would later impact on future budgets. The engagement had two distinct elements: roadshows and public meetings.

Why did we engage so early? We wanted to ensure the public were aware of the struggles the local authority was facing from an early stage.

How did we find out what people think?

Publicity

- **Poster**
- **Leaflets**
- **Social Media**
- **Website**
- **Emails** : to All Staff, Community and Town Councils, Local Service Board Partners
- **Internal and external networks** including third sector groups so that as many people and groups had an opportunity to have their say.

Surveys: People were asked their views on the importance of services via survey both paper and online via our website and iPad's at the roadshows.

Roadshows: These were opportunity's to talk to people in each of our towns to find out what was important and we promoted the public meetings which took place two weeks later in October. We also invited partners of the Local Service Board to our roadshows and public meetings including the Aneurin Bevan Health Board used the

experience as an opportunity to engage with communities for their Gwent Wide GP Satisfaction Survey. This showed excellent partnership working.

Public Meetings: A mix of information sharing and an opportunity for the public to ask questions and discuss what they had heard. They were able to have their say, scribes took notes and they were encouraged to sign up to Monmouthshire Made Open (our new online engagement tool will provide the public with way to improve services and their communities). The public meetings were held in leisure centres across Monmouthshire and young people were supported by Monmouthshire Youth Service to attend the meetings and also helped provide more sessions in youth centres.

Social Media: Facebook and Twitter were extensively used to promote the roadshows and public meetings and urged our followers to retweet and share our posts.

The meetings were not as well attended as our previous Monmouthshire Engages meetings in October 2013 and January 2014 but importantly those who attended participated and provided us with meaningful ideas. It was important that we provided people with the opportunity to talk to us.

Winter Engagement December and January 2015

The next stage of our budget engagement process took place in December and January. Since the earlier engagement sessions that took place in September and October we were informed of the reduced financial settlement from Welsh Government. Mandates were drawn up that provided our ideas to continue to provide services that were important to our communities. These included some of the suggestion that had been provided by our communities in the last round of public engagement session in September and October.

In November, 42 mandates were proposed and discussed at Cabinet, the 12 week consultation process ended January 14th 2015 and the culmination of the process would be the proposals and budget set at Cabinet in January 2015.

Our challenge was to engage with our communities within the Christmas and New Year period. Our methods and actions needed to be effective and targeted.

Our Key Message

‘Times are Tough but we are fighting to keep the services that matter’

Yes we had to make changes but we are not closing services but our key message which is different to other local authorities.

We are transforming the way we provide the most important services for our communities. Some of the mandates such as the Community Hub proposal looks at changing the way our Library and one stop services are delivered. Communities are very passionate about both services, the staff that provide them and the buildings that they are contained in. Mandates such as this needed targeted approach- making sure we talk to those people involved both staff and the public who use them.

We needed to get this message out into our communities by as many mechanisms possible.

How did we share our information?

Leaflets

‘Times are Tough but we are fighting to keep the services that matter’

The message was clear that we have to make savings and we have some ideas (mandates) how we are going to do it. A simplified version of the mandates had been produced and was available on the Roadshows and Public

Meeting. The version was also available on the website and links were made available on our face book page and twitter page. We have made every effort to give people an opportunity to tell us what they think.

Press Release

Press releases were sent out to our media colleagues and we had coverage in many local papers. This was important as it enabled the media to be able to print the information over the Christmas period.

YouTube

We took advantage of our MCC YouTube channel. Information does not just have to be written ready to read, in order to reach out to a wide audience we used YouTube to share our ideas and enable communities to digest our plans. The interviews, live streamed meetings and the Budget Presentation was available on the channel.

Social Media

It was important that the message was constantly on social media and in the press. We started early to publicise the meetings in December to ensure people had a chance to think about it and plan to attend a roadshow or public meeting. This was different to the approach that has been taken in previous engagement sessions. Social Media is key to this method as tweets and Facebook posts were updated over Christmas which was essential to keep the engagement session in people's minds when they may have not expected any information from us.

Mandate Info Interview with Cllr Phil Murphy

An interview situation was filmed to get the message across. Cllr Phill Murphy and Abigail Barton (Communications Manager) were filmed talking about the things that we were proposing. The message was consistent 'Times are Tough but we are fighting to keep services'. This was important and we aimed to maintain this throughout the Monmouthshire Engages Budget 15/16 campaign.

Information via a short film

Cllr Phil Murphy filmed the presentation that was presented at the public meetings. This enabled those who were not able to personally come along to a public meeting or roadshow to see what was discussed.

Monmouthshire Engages Budget Meeting at County Hall - January 14th

On Wednesday 14th January a Monmouthshire Engages Budget Meeting took place for those people who may not have been able to come along to a public engagement event. The meeting was made up of the following groups Access for All Forum, Monmouthshire Equality and Diversity Group and the Older People's Network coming together was live streamed on our YouTube channel enabling communities to view the meeting.

The meeting provided the group and wider communities with the presentation that was shared at the four public meetings and provided an opportunity for the group to ask questions to the Cabinet Members present.

The publicity generated lots of interest from those groups affected by some of the mandates and wider communities who felt that being able to have their voices heard and receive information about our proposals. We provided many opportunities to do this:

Wider public: Roadshows

Our roadshows took place on the same day as public meetings in each of the Abergavenny, Caldicot, Monmouth, Chepstow and we also explored our more rural areas, Tintern, Magor, Devauden, Raglan, Usk and Gilwern.

We used our Local Service Board mini bus to drive around our county and talk to people on the street and taking their comments onto consideration. The easy read mandate leaflets were very successful and provided a concise overview of the mandates and we also included a feedback form attached to the mandates so that we could capture equality information which is important to ensure we are complying with the Equalities Act 2010.

Public Meetings

The public meetings took place in central locations to enable as many people to attend. We used our local secondary schools and Monmouth Leisure Centre. The venues lent themselves well to the meeting.

The approach we took to our public meeting was different to the previous session. We decided to provide a presentation and an opportunity for the public to ask questions to the Leader, Cllr Phil Murphy and other officers and councillors who attended.

The room was set up in theatre style opposed to cabaret style which allowed the public to sit and take in the information that was provided, the Q+A session was a positive approach and allowed everyone to have an opportunity to find out more and ask the officers responsible for the mandates about the issues that they care about.

Targeted Groups:

The mandates that people felt very strongly about include Additional Learning Needs, Transport for Young People with ALN and Community Hubs. We went out to talk to the groups affected and provided them with the opportunity to ask the questions to the officers leading on the mandates.

We went out to talk to **CAIR** a group that lobby and care about access for disabled people in Monmouthshire.

Library Users

Friends of Library groups have been engaged with meetings in libraries across Monmouthshire. Officers have been out to talk to them and listen to their concerns and ideas about the changes due to be made to libraries and one stop shops. They care very passionately and so meetings were very well attended.

Young People

Pupils from Caldicot School and King Henry VIII School were provided with an opportunity to become informed of the challenges we are facing as an authority. The approach was different to the public meetings as the session needed to be interactive and the information provided relatable to young people.

The session saw young people take part in a post it note exercise, yes and no card session and an Q+A session with Cllr Fox and Chief Executive Paul Matthews.

How did we capture views?

Questions raised at the public meetings were recorded

Feedback /Equality Form attached to the Easy Read Mandate list it asked two questions:

- 'How will the proposals impact on you?
- How do you think we can continue to provide the services that are important to you?

Live Twitter Q+A session

Comment Cards at Roadshows

Emails to the Future Monmouthshire email account.

Other engagement information/groups and partners

- Monmouthshire Inclusion Group (formerly the Monmouthshire Equality and Diversity Group – **MEDG**) - (consisting of: Aneurin Bevan Health Board, GAVO, Heddlu Gwent Police, Charter Housing, SACRE, CAIR, Monmouthshire Housing, The Police Authority, Action 50+ Abergavenny, SEWREC, Melin Housing Association). This group acts as an independent engagement group and continues to play a key role in advising/challenging and also scrutinising the Council's future financial savings proposals.
- **CAIR** – (Monmouthshire Disablement Association) continues to be a critical friend to the Council by reviewing issues for the Highways department, carrying out access audits for schools, assisting with drop kerb locations etc. The Council's Policy Officer Equality and Welsh Language continues to attend regularly and work closely with the group.
- **GAVO** (Gwent Association of Voluntary Organisations) has an extensive database to which they circulate relevant Council information.
- The **Access for All Forum** continues to grow in popularity and brings together disabled groups quarterly to discuss issues that affect them. SEWREC organise the Forums and the Council provides the accessible transport which allows disabled people to attend.
- An **Older People's Forum** has been established and enables our ageing population to be consulted and engaged in matters that directly affect them, whilst affording them the opportunity to be a 'voice' for older people in Monmouthshire through consultations, questionnaires, surveys, dissemination of information, interaction between service users and service supplier, relating to the development and delivery of the services received. The Older People's Forum is the main consultation group for the Ageing Well Executive group, and will provide feedback and inform the Ageing Well Executive Group action plan and priorities

Engagement 2015 - 2016 – Protected Characteristics

Month	Engagement	Characteristics affected / engaged	Methods
May 2015	A Boards and Static Advertising	People with disabilities Older People Parents and carers	Public meetings with businesses
June 2015	Additional Learning Needs Strategy – Review	Parents Children and Young People with disabilities	Meetings Workshop with children and young people Drop in sessions Info on website
	Children with Disabilities Team – Respite provision	Parents and Carers Children and young people	Drop in Session – for parents and carers Online survey Info on the website
	Proclamation – Caldicot	Welsh Speakers Parents Older People	Face to face engagement with residents raising awareness of the National Eisteddfod - Monmouthshire 2016.
July 2015	Gypsy Traveller Engagement	Gypsy Traveller communities living in Monmouthshire	WG Consultation: GT Pitches, number of pitches needed in the authority worked with Gypsy & Traveller Liaison Worker of the South East Wales Regional Equality Council to obtain views and opinions.
	Royal Welsh	Welsh Speakers Parents Children and Young People	Face to face engagement with visitors to the Royal Welsh raising the profile and awareness of the National Eisteddfod- Monmouthshire 2016.
August 2015	National Eisteddfod	Welsh Speakers	Face to face engagement with visitors to 2015 Eisteddfod in Meifod raising the profile and awareness of the National Eisteddfod- Monmouthshire 2016.
October – November 2015	Budget 16/ 17 Engagement	Older People People with disabilities Young people	Public Meeting with Access for All forum Online survey Drop in sessions in towns

		Parents and Carers	Social Media engagement: Twitter and Facebook Q+ A Twitter Polls
November 2015	Statutory Consultation- Closure of Deri View Resource Base	Parents Carers Children and Young People	Meetings with : Staff Parents and Carers Governors
December 2015			
January 2015			
February 2016	Go Red Day	Staff Children and young people Older people Welsh learners	County wide campaign to raise the profile and awareness of the National Eisteddfod- Monmouthshire 2016. Schools, groups, adult learning groups. Social Media, Face to face work in schools.
March 2016	International Women's Day.		

Assessment of Impact

Over the last 4 years the Equality Impact Assessment toolkit (EqIA) has been repeatedly updated in order to ensure that it is both increasingly robust and user friendly and is used across all the Council's decision-making processes. In support of this an EqIA training programme, lead by Anna Morgan from the WLGA was rolled out for Elected Members and appropriate officers. Unfortunately that team has now been disbanded by Welsh Government and Local Government has lost a great source of advice and support in the equality field.

Equality Information

For the Council the collection of relevant equality information is essential when it comes to knowing our service users and shaping the services that we need to provide. It is widely recognised that there are significant challenges when it comes to collecting accurate information in relation to equality and diversity, particularly for some of the more “sensitive” of the protected characteristics such as sexual orientation and gender reassignment. Indeed, there have already been dissenting voices from members of the public regarding the need to collect some of this information but the Council has remained firm in its support of the principles of the Equality Act 2010.

Employment Information

Human Resources Division has an on-line data collection system which provide all the information the council needs to understand the make up of its staff in respect of the protected characteristics. Even though the system itself is sufficiently robust it continues to be a challenge to get staff to complete these forms and it is recognised that more work needs to be done across the council to ensure that we are in possession of all the data as required by the Equality Act 2010.

Pay Differences

In support of the comprehensive equal pay exercise an Equal Pay Action Plan was developed to support its smooth operation. All of the actions have since been completed well ahead of schedule and the Council remains fully

committed to the principles of Equality and all new posts continue to be evaluated using the GLPC job evaluation process.

Staff and Elected Member Training

- The Council's Induction Programme is now run less often as recruitment has slowed down due to the financial climate. Having said that the programme has a specific section which deals with the Equality Act 2010, equalities in general and the Welsh Language.
- The Social Services Sensory Team continue to run 4 half day sessions per annum for staff and partner organisations on sight, hearing and dual sensory loss.
- Since the disbanding of the WLGA's Equality Training Team who provided all of our training needs we are considering developing our own in house training package

Procurement

The Council's Procurement process uses the documentation of the Welsh Purchasing Consortium therefore it is comprehensive in how Equalities is considered.

Reporting and Publishing

This report is being published as per the requirements of the Equality Act 2010 and will be available in alternative formats upon request from the 1st April 2015.

The Welsh Language

- The Council's third Welsh Language Scheme (2012 – 2015) was scheduled to be replaced in the near future but with the imminent arrival of the Welsh Language Standards on 1st April 2016 the scheme will continue to be our guiding document in relation to Welsh Language compliance until this date.
- A working group continues to meet regularly to discuss the requirements and potential implications of the “More than words Strategy 2011”/ “Strategaeth Mwy na geiriau 2011”. This strategy from the Welsh Government requires that providers of social care make an “active offer” regarding providing services through the medium of Welsh if the service user so wishes. The Council have made significant progress in respect of their action plan and continue to work in partnership with Aneurin Bevan Health Board and partner Council's to provide this service.
- The Welsh Language Monitoring Report 2014-15 was produced and sent to the Commissioners office by the 30th June 2014
- A Welsh Language training programme including awareness training is devised annually.

Good practice 2014 – 2015

8 members of Registrars team attended “Same sex” marriage seminar

School Governor Equality training by WLGA 8th April 2014 (24 attended)

Insport accreditation run through Disability Sport Wales – Bronze Award May 2014

Close working with Monmouthshire voices Disability (Access 4 All), BME and Deaf projects

Time to change (Mental health awareness) pledge adopted and action plan taken on July 2014

Mental Health week celebrated in conjunction with above

Stonewall Diversity Champion members June 2014

Agreement of Leisure concessions for people with Disability war pension. Parity with other people with disability benefits.

White Ribbon Day 25th Nov – Ambassadors signed up. (Domestic Abuse Rachel Allen)

Agreement of Relocation of Afghanistan Civilians in Monmouthshire Feb 2015

Welsh Language Training for staff caring for elderly lady with dementia “Mwy na geiriau”

“Dignity at Work” – anti bullying policy for school based employees July 2014

EQIA panel established in October 2014- Cabinet, Council, Individual member

EQIA training 15 dept managers 13th Oct 14

Governor training on Equality Act 2010 Oct 2014 – 10 attended representing 8 schools

Memorial walk in Monmouth to commemorate the fallen in the world wars on 2nd Nov 2014

CAIR scrutinizing access plans for Abergavenny and Chepstow Comps and visiting for site visits

Disability War Pension accepted for concessions for Leisure services

White Ribbon Rugby Tournament 25th November sponsored by MCC

Holocaust Memorial Day celebrated 27th Jan 2015 – add details

LGBT Forum talking to assemblies (17 pupils revealed homophobic bullying in one assembly to one year group in one school)

5 LGBT awareness sessions

2 bullying sessions all taken by Youth services

International womens day events W/c 10th March 2015.

Time to change Mental health champions 40 volunteers

Stonewall Equality Index 246 out of 400 in first year

March 12th EQIA training 15 officers and 6 Elected members

Key achievements over the last 4 years

Stonewall Employers Index

In 2014 Monmouthshire County Council made a decision to work with Stonewall Cymru and engage in the Stonewall Employers Index (the first time the Council had taken part). Monmouthshire, as do all other public bodies, have (Lesbian Gay Bisexual Transgender) LGBT staff but were not demonstrating their commitment to being a place where these staff could be themselves and be valued for the work they do rather than for their sexuality. The Council was placed a very creditable 256th out of 397. For our 2015 submission we have been placed 244 out of 415 and will meet with Stonewall to discuss key areas of future development. The Council is fortunate to have role models and champions at both Elected member and Chief Officer level which gives LGBT staff a safe environment where they can thrive.

(Lesbian Gay Bisexual (Gender) Queer +) LGBTQ+ Group

The LGBTQ+ Group was started in May 2013.

The group came into being as a result of the numbers of Young People (YP) being referred into counselling from the Mental Health Team and it became apparent that some of the YP did not need to be involved with Mental Health Services, they simply needed to be who they were born to be (LGBT+)

It started with 4 members who were accessing counselling services and discussed promoting and advertising the group, a poster was designed and distributed to schools, G.P. surgeries, Youth Centres etc. There were a couple of enquiries from YP who had seen the posters and so it has grown.

Presentations have been made to assemblies for Years 10 & 11 in 3 of our Comprehensive schools. The Counsellor introduces the group followed by 5 members telling their stories. The most positive feedback has been from teaching staff as well as some pupils asking about the group.

Digital stories of some members have been recorded which have been used in training within the authority but also the Police use the stories in their training for LGBT/Hate Crime officers.

The group is a supportive, educative environment which is a safe place to come to. There have been guest speakers who are positive LGBT role models for the members. There have also been social trips, attending Pride Cymru in Cardiff, bowling and a meal out.

There has been a residential organised for our Trans members, doing workshops around body image, voice, self-esteem building with developing a sense of self.

The group has grown, meets on the first Wednesday of every month, and is now affiliated to 'Umbrella Gwent' and some members will be joining the founder to help start groups in other parts of Gwent.

Afghan Interpreters and Syrian Refugees

The Council has successfully facilitated the relocation of 13 households of Afghan Interpreters to Monmouthshire and are in the process of working with the UK Home Office to relocate 20 households of vulnerable Syrian Refugees to the County over the next 5 years.

Promotion of the Welsh Language

In the recent Wales Audit Office Annual Report compiled after an authority- wide Inspection, the Council were commended on its work to promote the use of the Welsh Language.

Equality Champions

As a commitment to the equality agenda the Council has designated the Deputy Leader as the Equality, Diversity and Welsh Language Champion in order to promote and support the equality agenda at political level across the Council. He is also Chair of the Monmouthshire Inclusion Group. Also the Leader of the Council take a personal responsibility for Equality issues and other Elected Members take a lead for specific characteristics.

Equality Impact Assessments

- In order to streamline the separate requirements to undertake an Equalities Impact Assessment, a Sustainability Checklist and report on the impact on safeguarding and corporate parenting, Monmouthshire has developed, piloted and implemented an integrated Future Generations Evaluation for all reports that are going to Councillors for decision. The Future Generations Evaluation incorporates all of these requirements and also helps officers and members to identify how their proposals contribute to the Wellbeing Goals and the Sustainable Development principles outlined in the Wellbeing of Future Generations Act.

EQIA's, the Council's annual financial savings proposals and the setting up of the Financial Savings Panel

Over the last 3 years the Council has impact assessed the mid term financial savings proposals and every year we have looked at the process and re-developed it to make the system more robust in order that Equality is one of the

key considerations of every decision made. A development this year has been setting up of a Financial Savings Panel lead by two senior officers to look in depth at all aspects of the proposals. Officers from Human Resources, Legal Services and the Policy Officer Equality and Welsh Language are able to scrutinise proposals with the instigators of the proposals to discuss any potential issues and to look at any potential mitigations.

BSL Interpreter

A hearing impaired officer required an interpreter for him to access key personal training. This was done for two courses and will be done for any future need.

Raglan Project

The Raglan Project won a prestigious Social Care Council for Wales Accolade in 2015 (Excellent Outcomes for Older People with Dementia). This project provides full time carers for dementia sufferers so that they have consistency of carer and service provision which is all important for them. It is anticipated that this type of service will be rolled out in other towns and communities in Monmouthshire in the future.

World Autism Awareness Week 2015 The ASD (Autistic Spectrum Disorder) Team launched a mission to get Monmouthshire to be the first Council in Wales that is ASD Aware. As of the 30th November 2015 over 1636 members of staff have completed the ASD quiz and been given a certificate.

Disability Sport / Insport Development

The insport Development programme is part of the broader insport project, which aims to support the physical activity, sport, and leisure sectors delivering inclusively of disabled people. Disability Sport Wales know that the best understanding for local delivery, and the clearest understanding of the demographics of the immediate community is the local authority, and for sport – this starts with the LA Sport Development department.

The principle behind insport Development is for DSW to develop a Toolkit which will support the development of inclusive thinking, planning, development and delivery by everyone within the Sport Development team so that ultimately they will deliver across the spectrum to disabled and non-disabled people, at whatever level they wish to participate or compete.

The intention is to initiate and then support cultural change with regards to the approaches the local authority have towards disabled people, and to support the identification of an understanding of what inclusion means to them. The result will be that opportunity is widened, participation increases, disabled people become more active and engaged (either as players, or officials, coaches, or volunteers), and we collectively achieve the sector vision for a nation who is hooked on sport for life, and one which consists of many champions.

The programme consists of 4 incremental standards (Ribbon, Bronze, Silver and Gold), against which a series of aims have been identified. At Ribbon standard the local authority will be assigned a Case Officer who will support the sport development team in achieving the aims against each standard (and this will mean greater partnership working throughout the Council at the higher-level standards); and at the end of each stage the team will present

their journey so far to an independent panel. Demonstration of support for each aim is identified by uploading relevant documents and information to a bespoke portal , and the content of the presentation then serves to illustrate the extent to which philosophies of inclusion have been embedded throughout the organisation, and the difference that working towards inclusion has made.

Monmouthshire insport Timeline

Insport Development Award	Date Award Completed	Proposed Completion Dates
Ribbon	February 2014	
Bronze	February 2015	
Silver	IN PROGRESS	2016.17
Gold		2018.19

Monmouthshire Key Performance Indicator's

Year	No. of Clubs/Sessions	No. of Accredited Clubs	Participants under 16	Participants 16-64	Total Number of Participant Opportunities
2013	36	13	241	152	15599
2014	50	17	272	352	23896
2015	Data collected annually in December (Jan-Dec) – Next report will be January 2016				

In Conclusion

This is the Council's fourth annual report and is an accurate statement of the steps that we have and are taking to tackle this challenging piece of legislation.

The Strategic Equality Plan has been operation since 2012 and considering the severe financial situation faced by the Council and some of its key partners over the past 4 years it is proud with what has been achieved and confident that despite these financial constraints it has demonstrated a firm commitment to the Equality Act 2010 and to the people of Monmouthshire who come under the umbrella of the protected characteristics.

Whilst completing this Monitoring Report the Council has been working hard to draw up a new Strategic Equality Plan to cover the period 2016 – 2020. It is anticipated that this will build on the foundations laid by the first one and will concentrate more on actions and making a difference.

Appendix 1 Strategic Equality Plan Action Plan

Equality Objective One - Make Equality a key element of our thinking and decision making process.

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
1 Page 222	Report annually on progress of Strategic Equality Plan through Council political and professional structures COMPLETED	Annually	Policy Officer Equality + Welsh Language Corporate Equality Network	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
2	Proactively publish the equality information required as part of the Council specific duties e.g. Equality Impact Assessments, Staff information etc COMPLETED	Annually, in-line specific duties	Human Resources Policy Officer Equality + Welsh Language, Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

3	Work with Monmouthshire partner organisations to raise profile of the equality agenda, ONGOING WORK BEING CARRIED OUT	2012 -16	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
4	Promote equality agenda through Monmouthshire Local Service Board Strategic Partnership structure COMPLETED	2012 -16	Strategic Partnership + Engagement Lead Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
Page 223 5	Promote the Monmouthshire Strategic Equality Plan and Equality Objectives COMPLETED	2012 -16	Communications Team Corporate Equality Network Monmouthshire Equality + Diversity Group Elected Member Equality Champion	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

6	Develop the role and work programme for the Elected Member Equality Champion ONGOING WORK BEING DONE	December 2012	Policy Officer Equality + Welsh Language Democratic Services WLGA Training	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
Page 224	Hold Elected Member Briefing Sessions on relevant equality topics TRAINING ARRANGED	2012 -16	Policy Officer Equality + Welsh Language Members Secretary	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
8	Provide advice and guidance to elected members and Council staff on equality issues as required ONGOING WORK BEING DONE	As required	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

9	Annually review and improve the Equality Impact Assessment process. ONGOING WORK BEING DONE	Annual review and update	Policy Officer Equality + Welsh Language + Performance and Improvement Officer	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
10	Ensure that research and statistics are used to give better quality data when carrying out Equality Impact Assessments NEEDS MORE WORK	2012 -16	Policy Officer Equality + Welsh Language All Council Departments	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
Page 225 11	Work with partners and colleagues to improve data and information related to protected characteristics NEEDS MORE WORK	2012 -14	Policy Officer Equality + Welsh Language Improvement + Democracy WLGA (Welsh Local Government Association) Other Council's	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

12	Existing strategies, policies and procedures will be subject to a structured programme of review to assess any potential impact on the protected characteristics ONGOING	2012 - 2014	Representatives from departments Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
13	Ensure that the Councils' Contract/procurement process takes into account Equality considerations – review existing contract documentation. COMPLETED	April 2013	Policy Officer Equality + Welsh Language Procurement Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
14	Ensure that Functional public bodies are aware of their obligations under the Equality Act 2010 – Town + Community Councils etc COMPLETED	May 2013	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

15	Monitor the Council Complaints and compliments procedure for any equality issues –. ONGOING WORK. COMPLAINTS REDUCED SIGNIFICANTLY	Quarterly	Corporate Complaints Officer Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

Equality Objective Two - Be an equal opportunity employer, with a workforce and leadership that is aware of, and respects the equality agenda

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
16	Draw up a schedule to review all Human Resources policies and procedures e.g. Dignity at Work Policy, Domestic Abuse Policy. Pregnancy/maternity and Adoption etc. COMPLETED	January 2013	Human Resources Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
17	Re-establish the Councils Corporate Equality Network. Members to champion equality agenda across their divisions. COMPLETED	December 2012	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

18	Develop corporate training programme for raising awareness and understanding of Equality Act 2010 and equality and diversity issues DEVELOP IN-HOUSE PROVISION	June 2013	Policy Officer Equality + Welsh Language Workforce Development Manager Departmental Training Officers	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
Page 19 229	Investigate opportunities to provide training with partner organisations and neighbouring local authorities ONGOING	November 2013	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
20	Research equality related campaigns and promote appropriately. e.g. International Women's Day, Holocaust Week, UN International Day for Older People Celebration DEVELOPING AN ANNUAL PROGRAMME OF CAMPAIGNS – Added as an Objective for the 2nd Strategic Equality Plan	2012 -15	Policy Officer Equality + Welsh Language Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

21	Produce equality focused communications e.g. stories and articles for Team Spirit magazine and the Council website BEING DONE	Bi-monthly	Policy Officer Equality + Welsh Language Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
22	Ensure the relevant Equality web pages of the Council website contain up-to-date equality information COMPLETED	March 2013 and continually update	Policy Officer Equality + Welsh Language Communications Manager	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
23	Re launch the Councils' Corporate Branding Guidelines to raise staff awareness on accessibility and Welsh Language considerations COMPLETED	January 2013	Communications Team Policy Officer Equality + Welsh Language	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓

24	Complete the revised Welsh Language Scheme and get agreed by Council COMPLETED	December 2012	Policy Officer Equality + Welsh Language Welsh Language Support Officer	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
25	Implement the Welsh Language Scheme 3 year Action Plan and produce an annual monitoring plan. COMPLETED	2012 - 15	Policy Officer Equality + Welsh Language Welsh Language Support Officer Corporate Equality Network	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
26	Develop a Welsh Language Linguistic Skills Strategy COMPLETED	April 2013	Policy Officer Equality + Welsh Language Welsh Language Support Officer	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓

27	Implement the Linguistic Skills Strategy 3 year Action Plan and monitor annually COMPLETED	2012 -15	Policy Officer Equality + Welsh Language Welsh Language Support Officer Corporate Equality Network	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
28	Develop a bilingual and accessible Council Website COMPLETED	1 st April 2013	Communication Team Policy Officer Equality + Welsh Language	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓

Equality Objective Three - Getting to know the people we serve and employ.

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
29	Develop and circulate a questionnaire to collect information regarding all existing staff across all the protected characteristics NEED GREATER RESPONSE FROM STAFF	February 2013	Policy Officer Equality + Welsh Language Human Resources	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
30	Ensure the Council's recruitment process collects the relevant equality information COMPLETED	January 2013	Human Resources Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

31	Review customer services data collection methods to ensure relevant equality information being collected COMPLETED	April 2013	Policy Officer Equality + Welsh Language Customer Service Lead Officer	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
32	Utilise research and statistical sources, e.g. Census 2011 (available from July 2012) to help build a better picture of equality COMPLETED	September 2013	Policy Officer Equality + Welsh Language Improvement + Democracy	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
33	Develop and promote standardised equality questions for use on questionnaires, consultations and engagement activity COMPLETED	July 2013	Policy Officer Equality + Welsh Language Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

34	Work in partnership with other listed public bodies to engage hard-to-engage citizens. ONGOING WORK BEING DONE	2012 - 16	Policy Officer Equality + Welsh Language Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
35	Work in partnership with organisations that can support and help both the Council and people from protected characteristics (WLGA, Stonewall, SEWREC Transgender Wales, Welsh Language Commissioner etc) ONGOING WORK BEING CARRIED OUT	2012 - 16	Policy Officer Equality + Welsh Language Partnership + Engagement Monmouth Equality + Diversity Group	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

Equality Objective Four - Protect and support vulnerable people in our communities

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
36 Page 236	Publish the equality information required as part of the Council specific duties e.g. Equality Impact Assessments, Staff information etc DONE IN ANNUAL REPORTS	Annually, in-line specific duties	Human Resources Communication Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
37	Develop a Community Cohesion Action Plan COMPLETED	November 2012	Community Cohesion Officer	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

38	Work with local and regional partners to implement and promote community cohesion in Monmouthshire ONGOING WORK BEING DONE	2012/16	Community Cohesion Officer Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
39	Implement the Monmouthshire Domestic and Sexual Abuse Action Plan. COMPLETED	2012 - 13	Domestic Abuse Co-ordinator	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
40	Improve accessibility for disabled students and staff in our secondary schools through reasonable adjustments being made PROGRAMME OF IMPROVEMENTS IN PLACE AND BEING CARRIED OUT	2012 - 16	Additional Learning Needs + Inclusion Property Services	S		SO	
				A		GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

41	Improve access to services for the sensory impaired BSL CHARTER BEING DISCUSSED WITH PARTNERS	2012 -16	Social Services Policy Officer Equality + Welsh Language Equality + Diversity Group	S		SO	
				A		GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	
Page 238 42	Ensure that all contractors comply with current equality legislation DOCUMENTATION IN PLACE. NEED TO REVIEW MONITORING PROCESS FOR COMPLIANCE	November 2013	Procurement Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
43	Provide accurate accessible information on Website and key distribution to outlets e.g. surgeries, Hospitals etc WEBSITE DONE. OTHERS SOURCES DO NOT EXIST	2012 - 16	Customer Relations	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

44	Deliver the 5 core elements of the “Frailty Project” COMPLETED	2012 – 13	Social Care + Health	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B	✓	W	✓
45	Develop the School Reporting Toolkit for Bullying and Racial Incidents Pilot for 1 year and review COMPLETED	October 2012 – September 2013	School Improvement	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
46	Continue to run “My Life” courses for post 16 students with learning, physical and mental health illness COMPLETED	2012 – 13	Adult + Community Education Service	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

47	Undertake a recruitment campaign to enhance our pool of foster carers ONGOING PIECE OF WORK	2012 – 13	Health + Social Care (Fostering + Adoption)	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	✓
				R	✓	P & M	
				R&B	✓	W	✓
48	Review + develop the Councils' Telecare services ONGOING PIECE OF WORK DUE TO BUDGETARY PRESSURES	2012 – 14	Social Care + Health	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

Equality Objective Five - Encourage people to become more active and involved in helping shape Council decisions and service provision

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
49	Find out what barriers prevent people from becoming involved with public service providers COMPLETED	October 2013	Policy Officer Equality + Welsh Language Partnership + Engagement CAIR, Abergavenny Carers, Monmouthshire Equality + Diversity Group	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	
				R	✓	P & M	
				R&B	✓	W	✓
50	Encouraging and enabling regional partner organisations to explore innovative ways of encouraging people to become involved with the Council e.g. Stonewall Cymru, Diverse Cymru, Disability Wales etc NEEDS MORE WORK	November 2013	Policy Officer Equality + Welsh Language Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

51	Attend Cair and Abergavenny Carers etc to engage, support and exchange information ONGOING ATTENDANCE	2012 - 16	Policy Officer Equality + Welsh Language	S	✓	SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B	✓	W	✓
52	Attend and Support the 50+ Forum ONGOING ATTENDANCE	2012 -16	Policy Officer Equality + Welsh Language	S	✓	SO	
				A	✓	GR	
				D	✓	M & CP	
				R	✓	P & M	
				R&B	✓	W	✓
53	Support and work with the Menter Iaith, Urdd and Greater Gwent Fforwm Iaith to improve Welsh Language provision within Monmouthshire. WORKING CLOSELY WITH THESE PARTNERS	2012 - 16	Policy Officer Equality + Welsh Language Menter Iaith Blaenau Gwent/ Torfaen, Mynwy. The Urdd	S		SO	
				A	✓	GR	
				D		M & CP	
				R		P & M	
				R&B		W	✓

54	Actively promote the Council 's complaints and compliments policy to members of public with protected characteristics COMPLETED	December 2013	Corporate Complaints Officer Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
55	Implement the agreed action plan for the Monmouthshire Equality + Diversity Group and revisit the remit of the group COMPLETED	2012 -13	Monmouthshire Equality + Diversity Group members	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
56	Develop the role and work programme for the Disability Equality Champion COMPLETED	April 2013	Policy Officer Equality + Welsh Language Leader of the Council Head of Democracy	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

Appendix 2 MCC Employment data

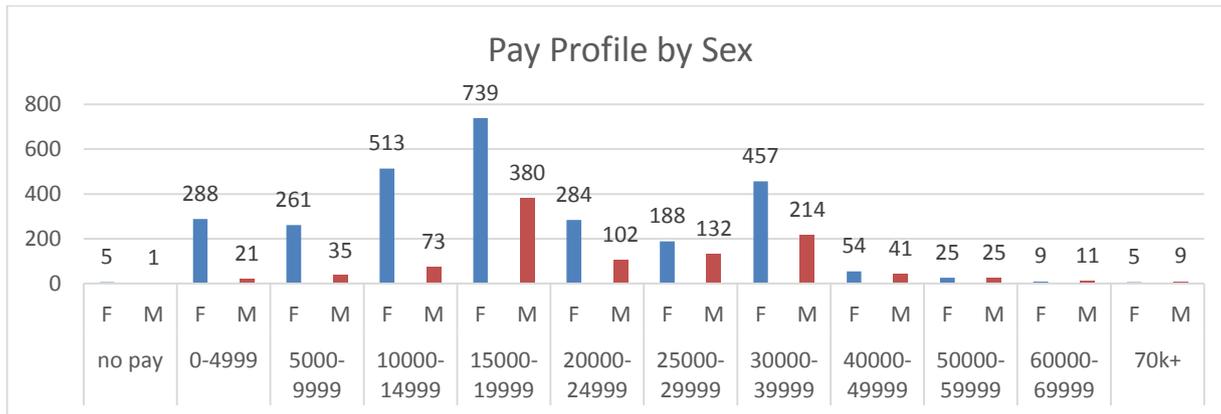
Data must be collected specifically for people:-

- employed by the authority on 31 March each year by the **protected characteristics**
- People who have applied for jobs with the authority over the last year
- Employees who have applied to change position within the authority, identifying how many were successful in their application and how many were not
- Employees who have applied for training and how many succeeded in their application
- Employees who completed the training
- Employees involved in grievance procedures either as complainant or as a person against whom a complaint was made
- Employees subject to disciplinary procedures
- Employees who have left the Councils employment.

Gender monitoring is required by

- Men and women employed, broken down by:
 - job
 - grade (where grading system in place)
 - pay
- contract type (including permanent and fixed term contracts) working pattern (including full time, part time and other flexible working patterns)

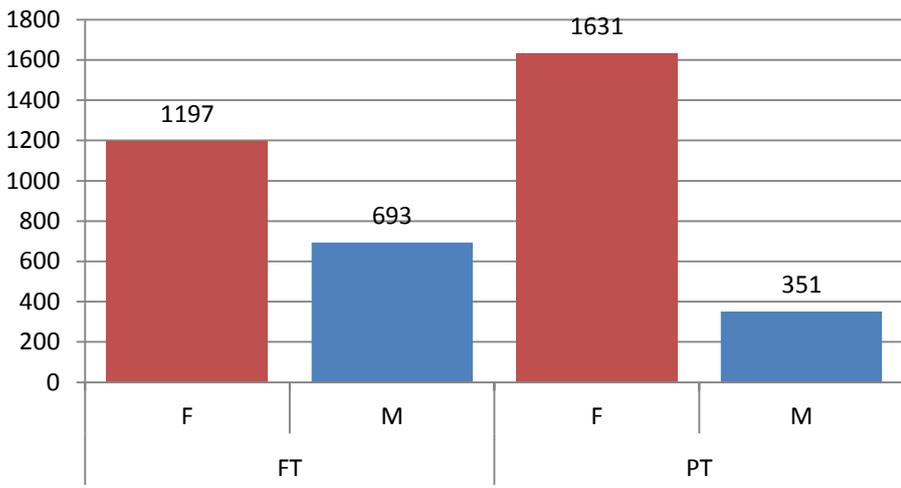
Employees



Salary Profile	Pers Sex	Total
no pay	F	5
	M	1
no pay Total		6
0-4999	F	288
	M	21
0-4999 Total		309
5000-9999	F	261
	M	35
5000-9999 Total		296
10000-14999	F	513
	M	73
10000-14999 Total		586
15000-19999	F	739
	M	380
15000-19999 Total		1119
20000-24999	F	284
	M	102
20000-24999 Total		386

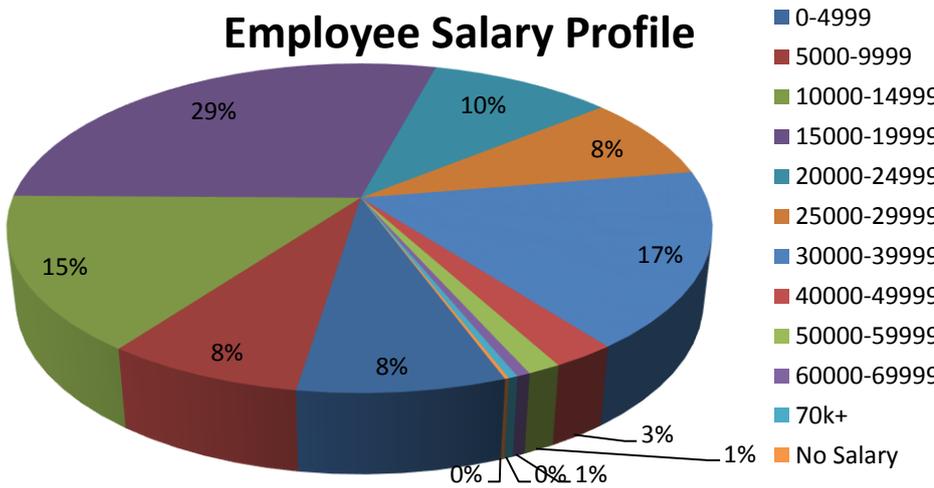
Salary Profile	Pers Sex	Total
25000-29999	F	188
	M	132
25000-29999 Total		320
30000-39999	F	457
	M	214
30000-39999 Total		671
40000-49999	F	54
	M	41
40000-49999 Total		95
50000-59999	F	25
	M	25
50000-59999 Total		50
60000-69999	F	9
	M	11
60000-69999 Total		20
70k+	F	5
	M	9
70k+ Total		14
Grand Total		3872

Employment Occupancy by Sex



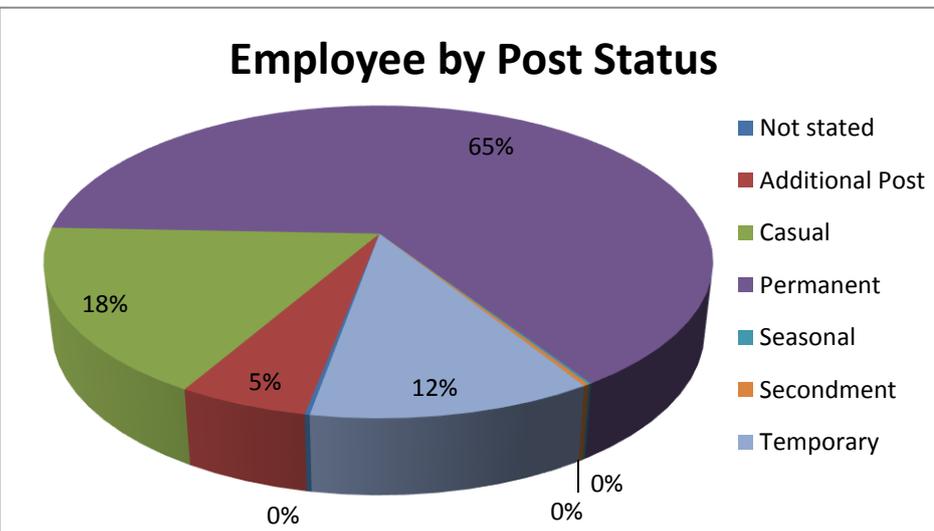
Row Labels	Count of Employee Number
FT	1890
F	1197
M	693
PT	1982
F	1631
M	351
Grand Total	3872

Employee Salary Profile



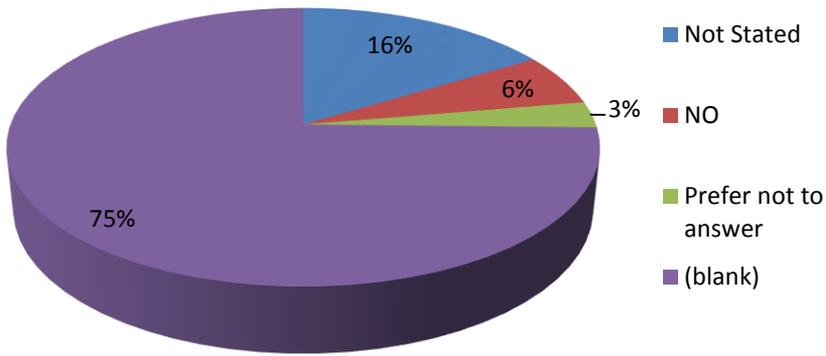
Row Labels	Count of Employee Number
No Salary	6
0-4999	309
10000-14999	586
15000-19999	1119
20000-24999	386
25000-29999	320
30000-39999	671
40000-49999	95
50000-59999	50
5000-9999	296
60000-69999	20
70k+	14
Grand Total	3872

Employee by Post Status



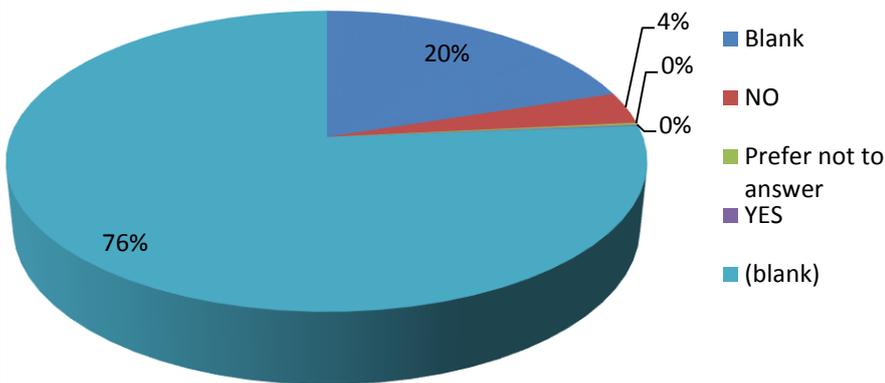
Row Labels	Count of Employee Number
Not stated	8
Additional Post	205
Casual	672
Permanent	2524
Seasonal	5
Secondment	9
Temporary	448
Grand Total	3871

Employee Transgender



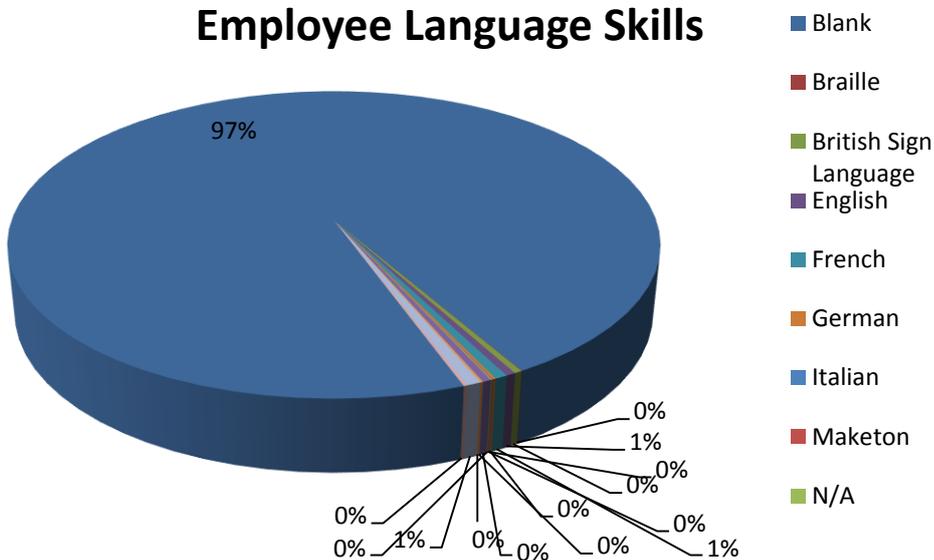
Count of Employee Number	
Pers Transgender	Total
Not Stated	631
NO	233
Prefer not to answer (blank)	117
Grand Total	2892

Employee Maternity/Pregnancy



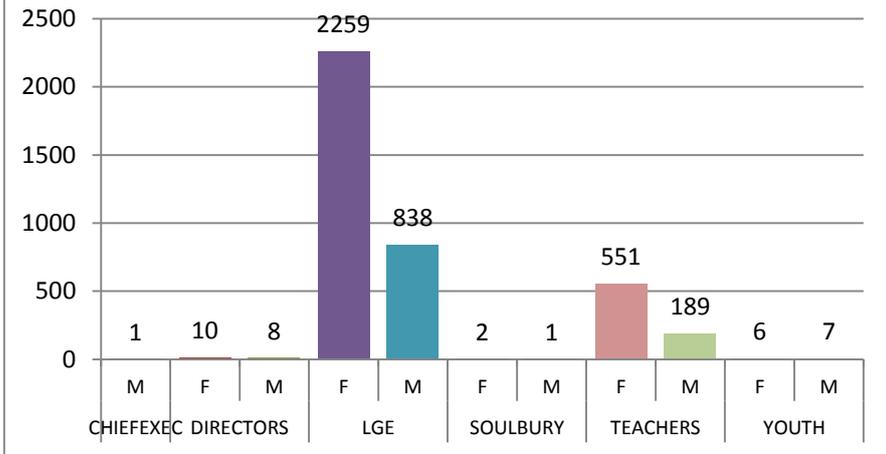
Count of Employee Number	
Pers Pregnancy Maternity	Total
Blank	775
NO	132
Prefer not to answer	9
YES	4
(blank)	2953
Grand Total	3873

Employee Language Skills



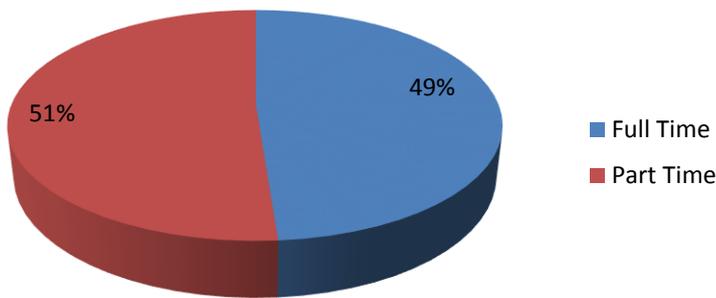
Count of Employee Number	
Language	Total
Blank	3764
Braille	1
British Sign Language	13
English	16
French	21
German	5
Italian	1
Maketon	1
N/A	2
OTHER	14
Polish	1
Spanish	4
Welsh	24
(blank)	5
Grand Total	3872

Employee by Job Category



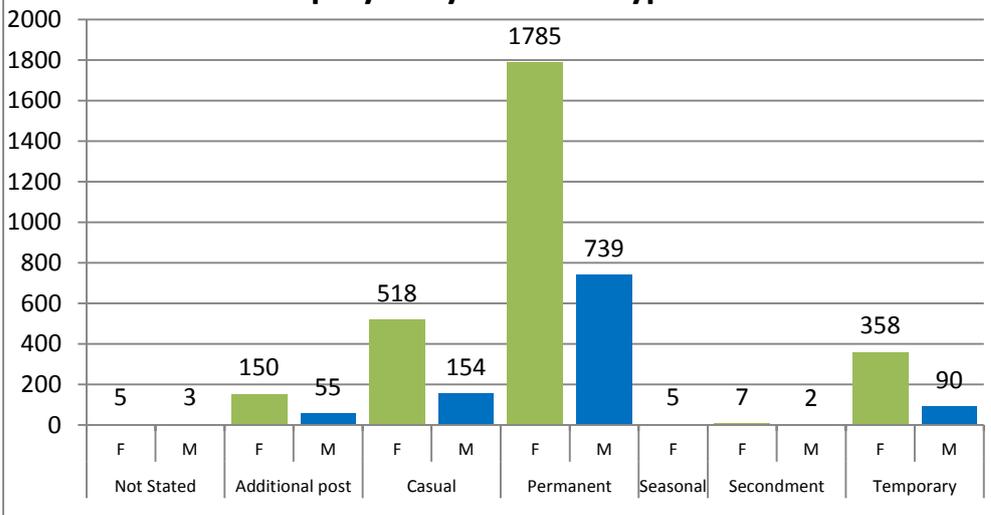
Count of Employee Number		
Job Number	Pers Sex	Total
CHIEFEXEC	M	1
CHIEFEXEC Total		1
DIRECTORS	F	10
	M	8
DIRECTORS Total		18
LGE	F	2259
	M	838
LGE Total		3097
SOULBURY	F	2
	M	1
SOULBURY Total		3
TEACHERS	F	551
	M	189
TEACHERS Total		740
YOUTH	F	6
	M	7
YOUTH Total		13
Grand Total		3872

Employee FT/PT

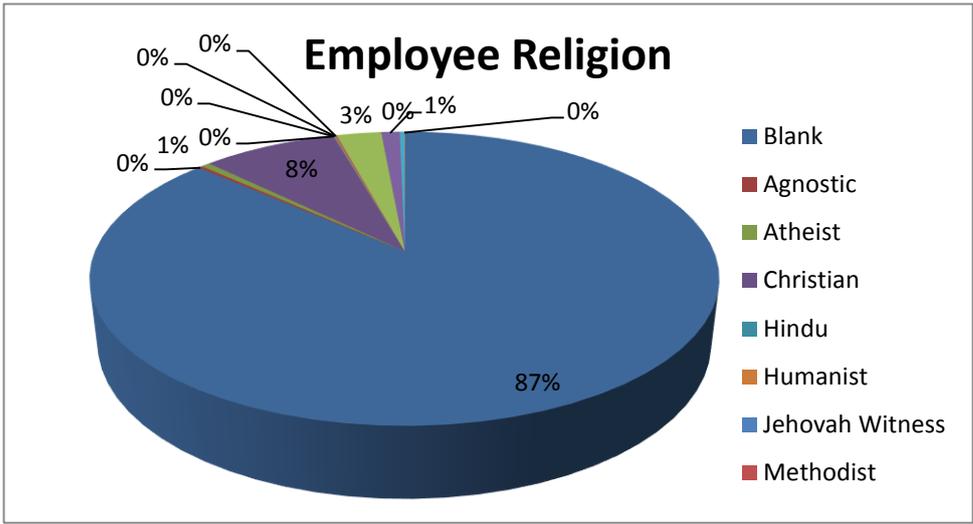


Count of Employee Number	
FT/PT	Total
Full Time	1890
Part Time	1982
Grand Total	3872

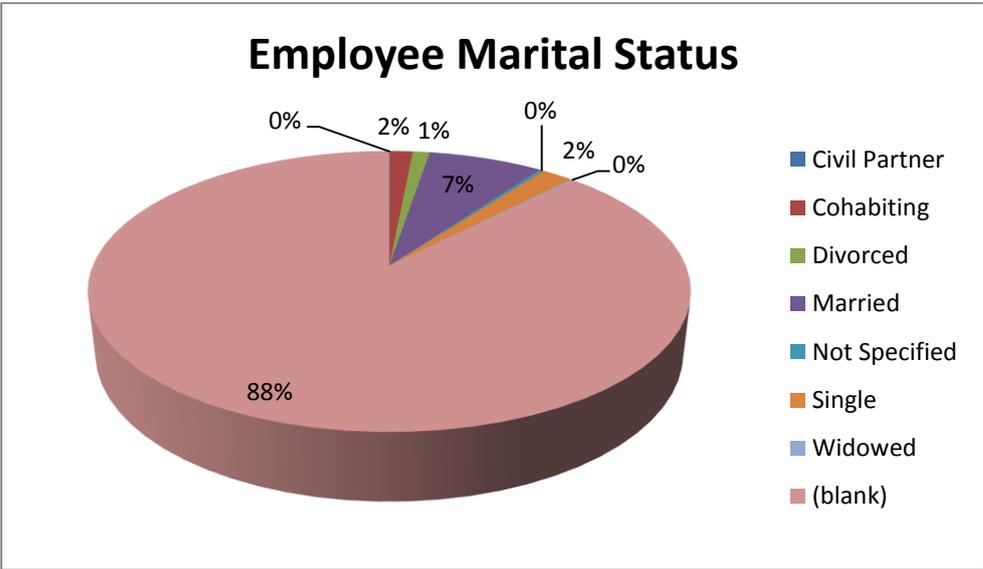
Employee by Contract Type



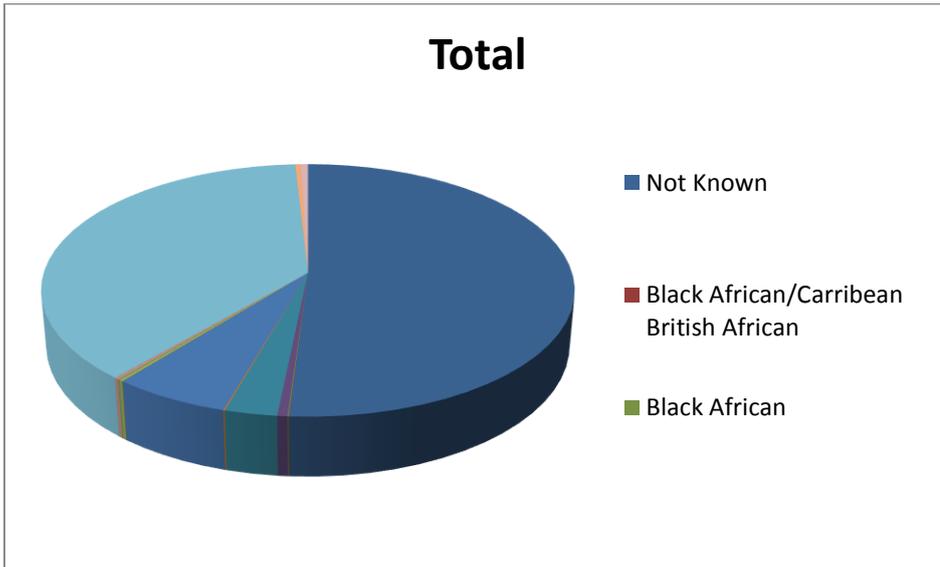
Count of Employee Number		
Emp Post Occ Type	Pers Sex	Total
Not Stated	F	5
	M	3
Not Stated Total		8
Additional post	F	150
	M	55
Additional post Total		205
Casual	F	518
	M	154
Casual Total		672
Permanent	F	1785
	M	739
Permanent Total		2524
Seasonal	F	5
Seasonal Total		5
Secondment	F	7
	M	2
Secondment Total		9
Temporary	F	358
	M	90
Temporary Total		448
Grand Total		3871



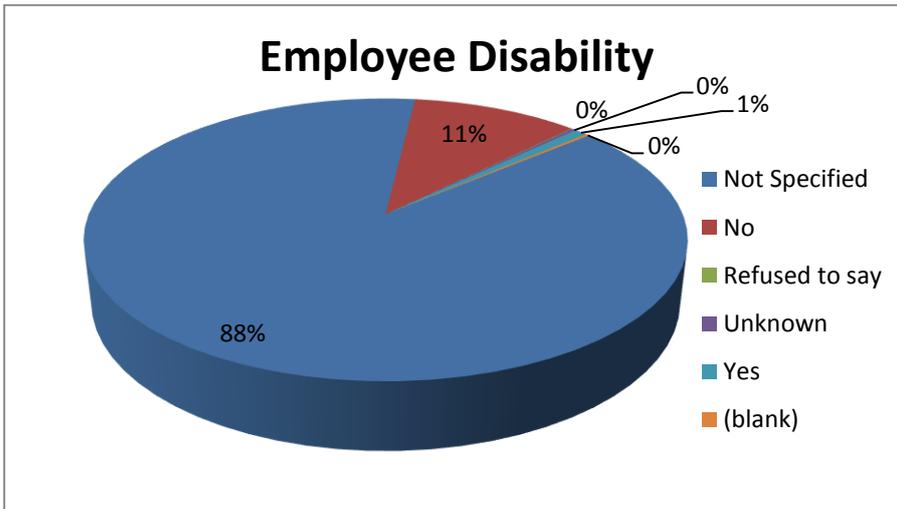
Count of Employee Number	
Pers Religion	Total
Blank	3348
Agnostic	10
Atheist	21
Christian	319
Hindu	2
Humanist	3
Jehovah Witness	1
Methodist	3
None	106
Not Stated	44
Other Religion	11
Sikh	1
Grand Total	3869



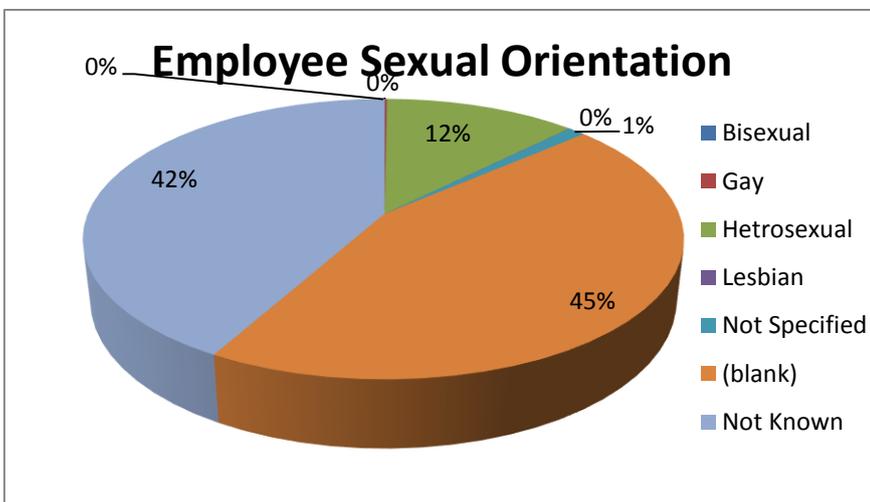
Count of Employee Number	
Pers Marital Status	Total
Civil Partner	2
Cohabiting	56
Divorced	42
Married	284
Not Specified	11
Single	78
Widowed	5
(blank)	3394
Grand Total	3872



Count of Employee Number	
Pers Ethnic Origin	Total
Not Known	1974
Black African/Carribbean British African	1
Black African	2
Any other white background	21
British	108
Chinese	3
English	242
Indian	1
Irish	9
White and Asian	1
White and Black Carribbean	2
Any other mixed background	4
Northern Irish	1
Not Specified	2
Any other asian background	1
Other ethnic group	2
Welsh	1464
Scottish	15
White any other	1
White English/Welsh/Scottish/N Irish	18
Grand Total	3872

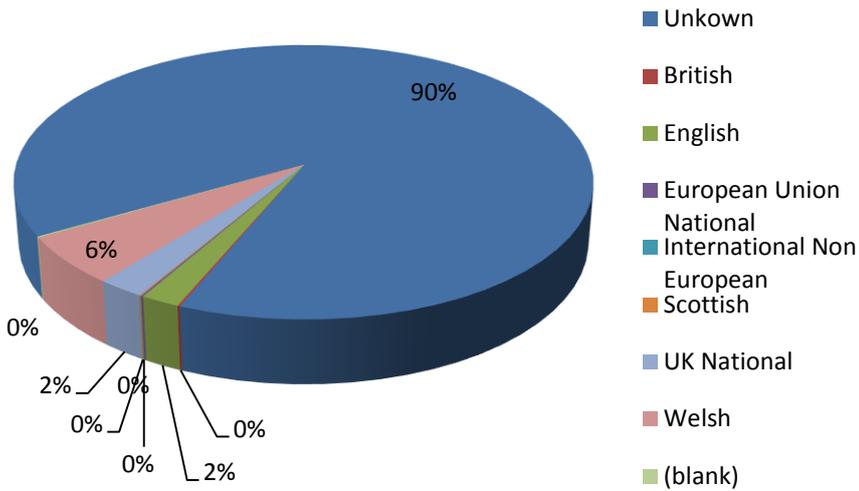


Count of Employee Number	
Pers Disable Flag	Total
Not Specified	3407
No	412
Refused to say	2
Unknown	10
Yes	32
(blank)	9
Grand Total	3872



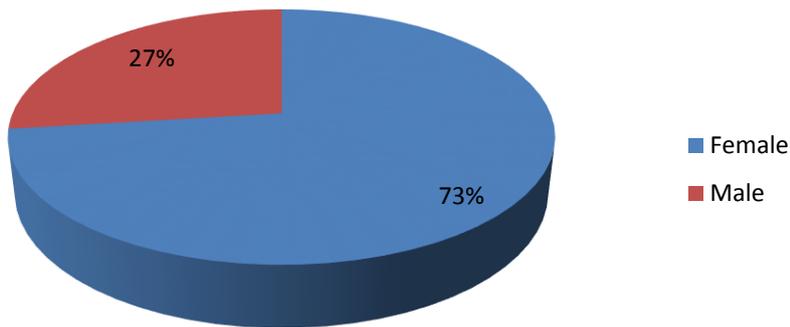
Count of Employee Number	
Pers Sexual Orientation	Total
Bisexual	1
Gay	5
Hetrosexual	476
Lesbian	1
Not Specified	43
(blank)	1721
Not Known	1625
Grand Total	3872

Employee Nationality/Citizenship



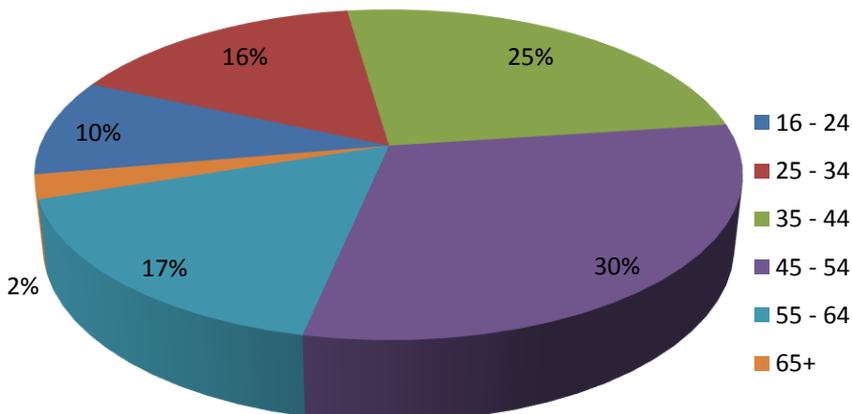
Count of Employee Number	
Pers Nationality Citizenship	Total
Unknown	3467
British	5
English	75
European Union National	4
International Non European	1
Scottish	3
UK National	90
Welsh	222
(blank)	5
Grand Total	3872

Employee Sex



Count of Employee Number	
Pers Sex	Total
Female	2828
Male	1044
Grand Total	3872

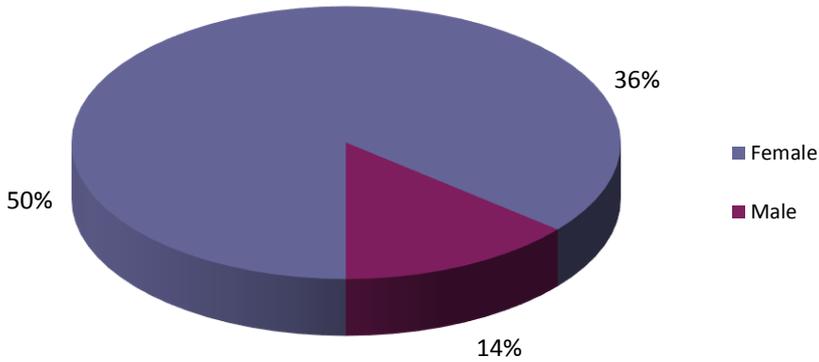
Employee Age Profile



Count of Employee Number		
Age Profile	Employee Number	Total
16 - 24		367
25 - 34		620
35 - 44		970
45 - 54		1177
55 - 64		641
65+		91
Grand Total		3866

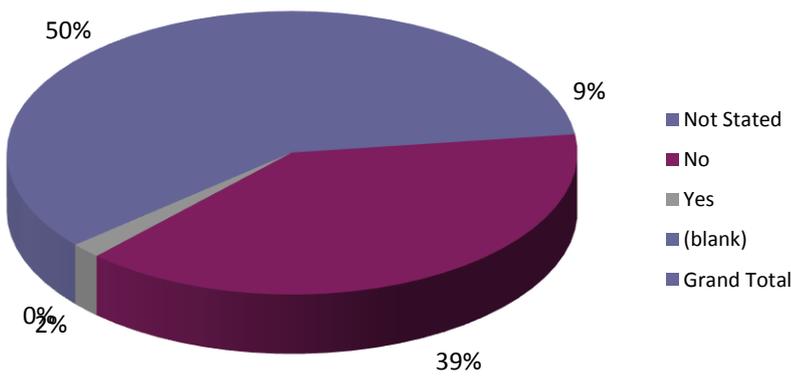
Applicants

Applicants by Sex



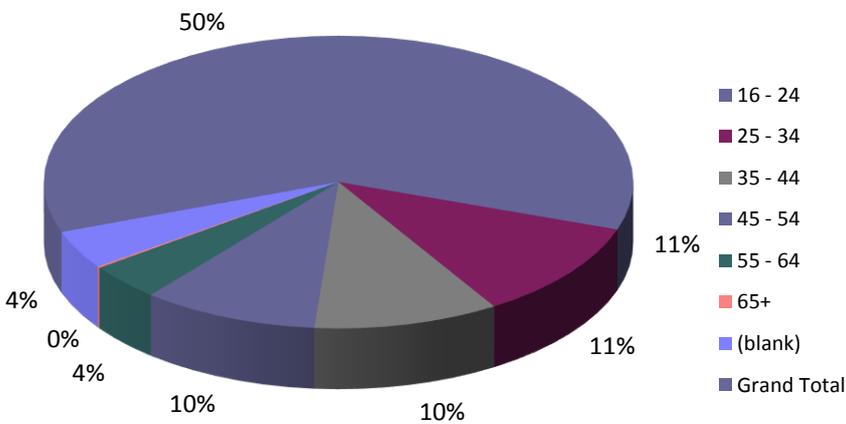
Count of Applicant Id	
Pers Sex	Total
Female	1913
Male	744
Grand Total	2657

Applicants by Disability



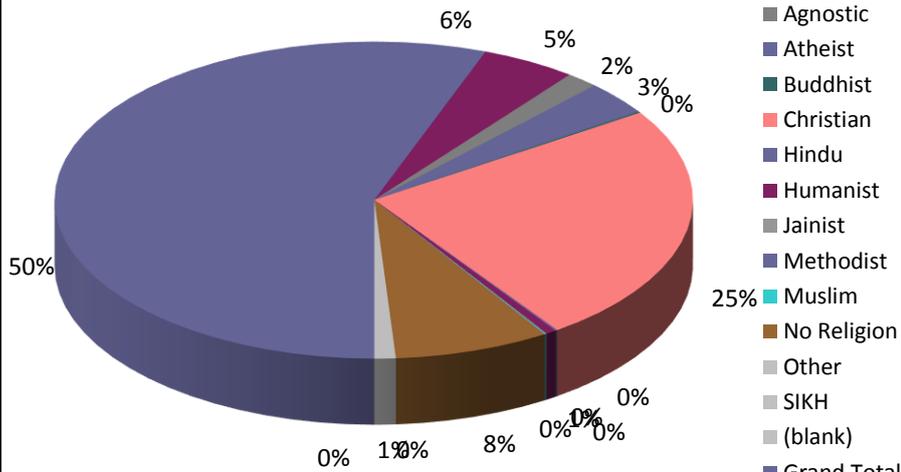
Count of Applicant Id	
Pers Disable Flag	Total
Not Stated	481
No	2076
Yes	92
(blank)	9
Grand Total	2658

Applicants Age Profile



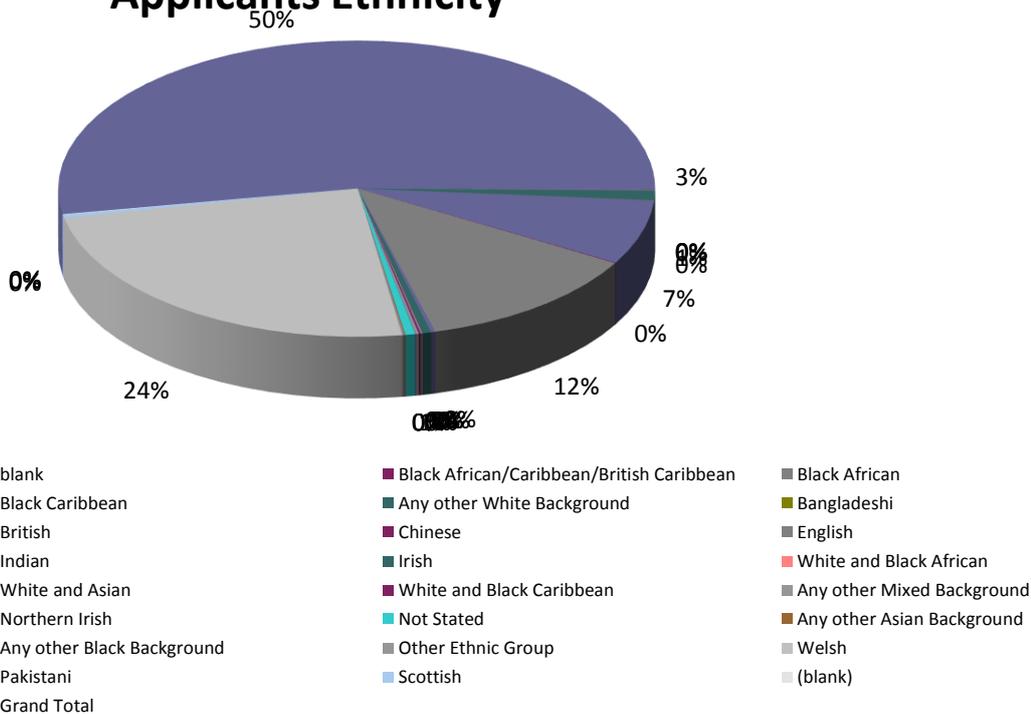
Count of Applicant Id	
Age Profile	Total
16 - 24	575
25 - 34	579
35 - 44	540
45 - 54	514
55 - 64	216
65+	8
(blank)	226
Grand Total	2658

Applicants Religion



Count of Applicant Id	
Pers Religion	Total
Not Stated	301
Blank	256
Agnostic	88
Atheist	182
Buddhist	8
Christian	1308
Hindu	6
Humanist	28
Jainist	2
Methodist	1
Muslim	3
No Religion	418
Other	43
SIKH	7
(blank)	7
Grand Total	2658

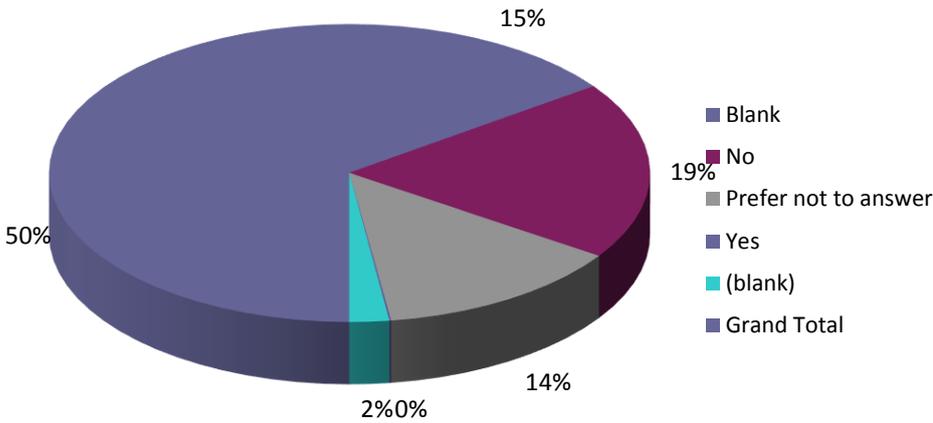
Applicants Ethnicity



Count of Applicant Id	
Pers Ethnic Origin	Total
blank	152
Black African/Caribbean/British Caribbean	1
Black African	4
Black Caribbean	2
Any other White Background	56
Bangladeshi	1
British	375
Chinese	3
English	661
Indian	12
Irish	26

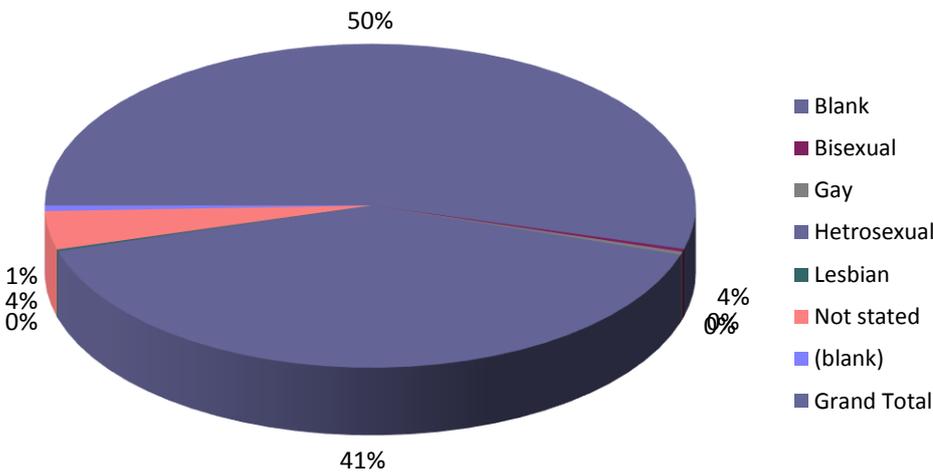
Pers Ethnic Origin	Total
White and Black African	2
White and Asian	3
White and Black Caribbean	5
Any other Mixed Background	8
Northern Irish	2
Not Stated	28
Any other Asian Background	4
Any other Black Background	1
Other Ethnic Group	5
Welsh	1285
Pakistani	1
Scottish	17
Grand Total	2658

Applicant Transgender



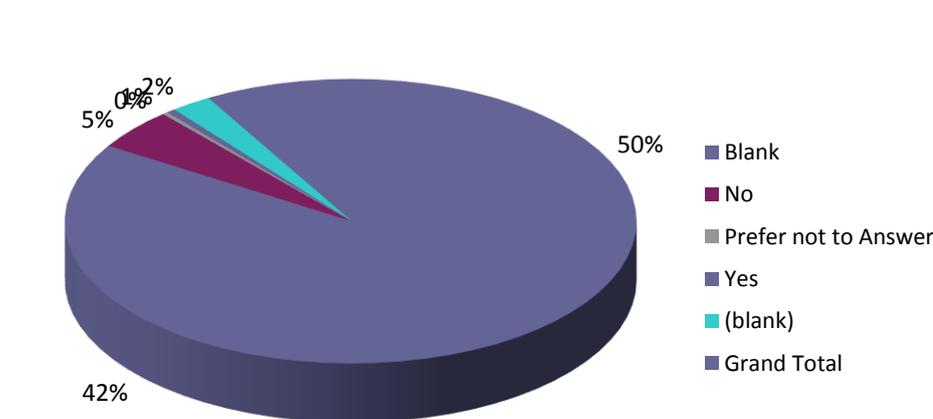
Count of Applicant Id	
Pers Transgender	Total
Blank	803
No	1027
Prefer not to answer	709
Yes	6
(blank)	113
Grand Total	2658

Applicant Sexual Orientation



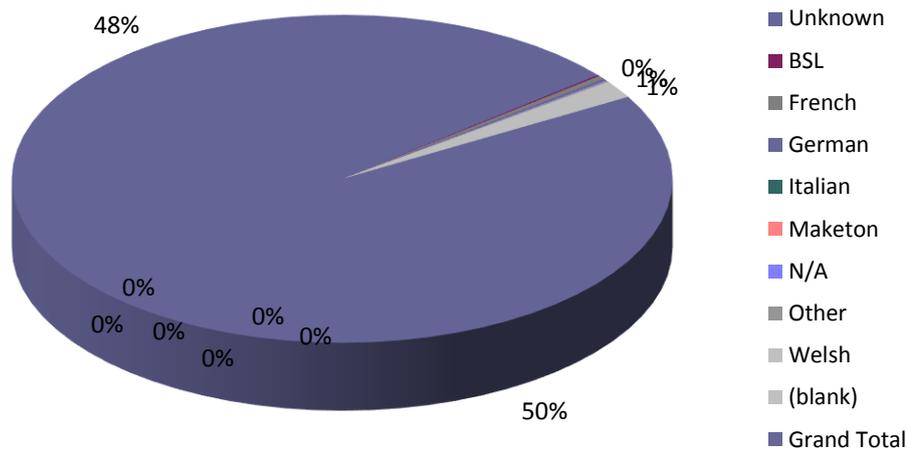
Count of Applicant Id	
Pers Sexual Orientation	Total
Blank	230
Bisexual	15
Gay	16
Hetrosexual	2155
Lesbian	9
Not stated	204
(blank)	29
Grand Total	2658

Applicant Pregnancy/Maternity



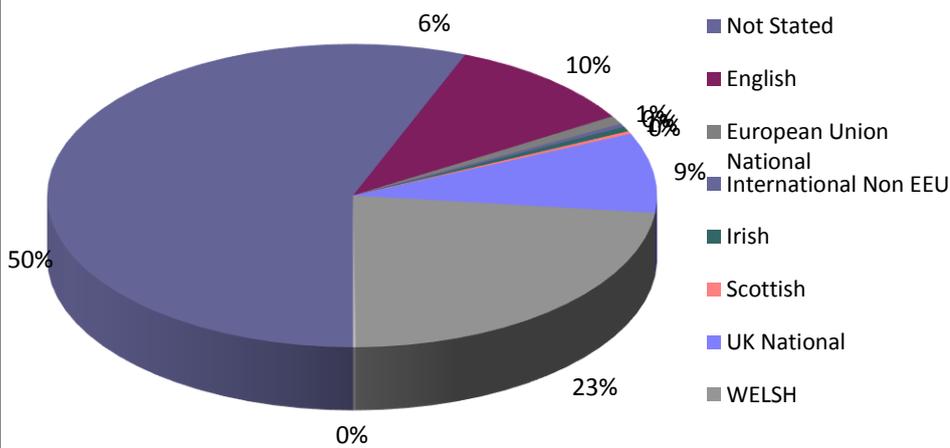
Count of Applicant Id	
Pers Pregnancy Maternity	Total
Blank	2245
No	248
Prefer not to Answer	16
Yes	27
(blank)	122
Grand Total	2658

Applicants Language Skills



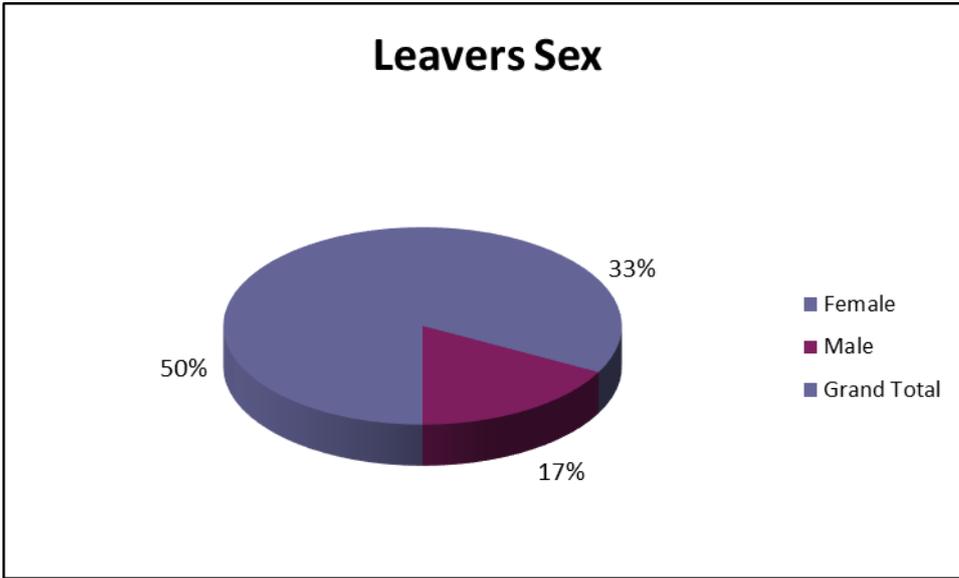
Count of Applicant Id	
Pers Country Of Birth	Total
Unknown	2521
BSL	6
French	19
German	9
Italian	1
Maketon	1
N/A	3
Other	5
Welsh	68
(blank)	25
Grand Total	2658

Applicants Nationality/Citizenship

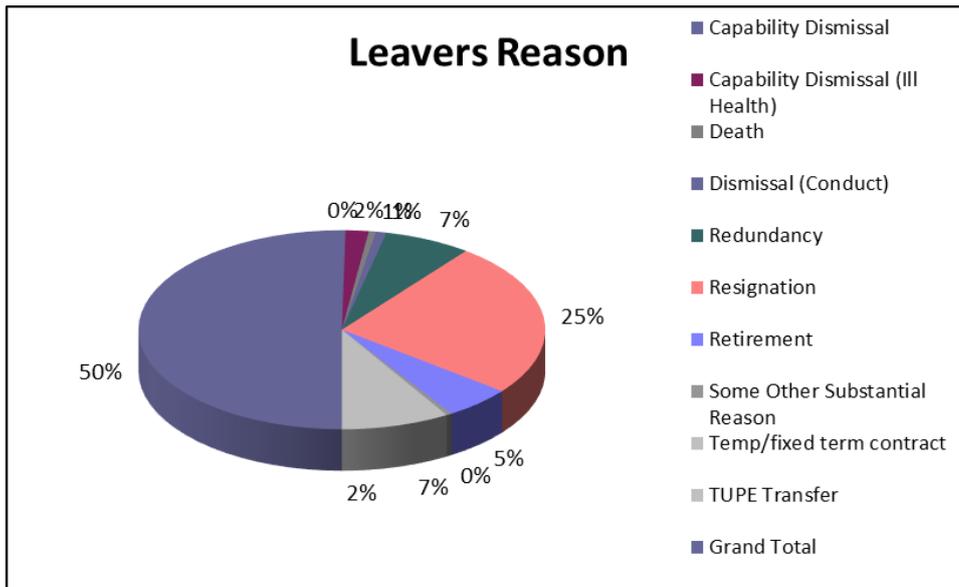


Count of Applicant Id	
Pers Nationality Citizenship	Total
Not Stated	318
English	546
European Union National	48
International Non EEU	19
Irish	27
Scottish	16
UK National	453
WELSH	1224
(blank)	7
Grand Total	2658

Leavers

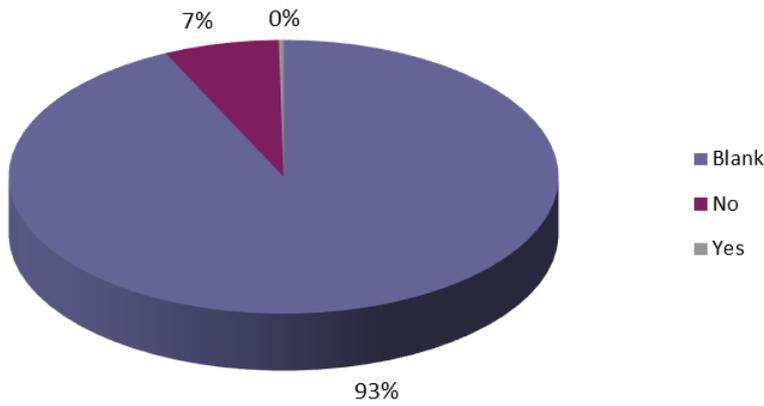


Count of Employee No	
Pers Sex	Total
Female	232
Male	122
Grand Total	354



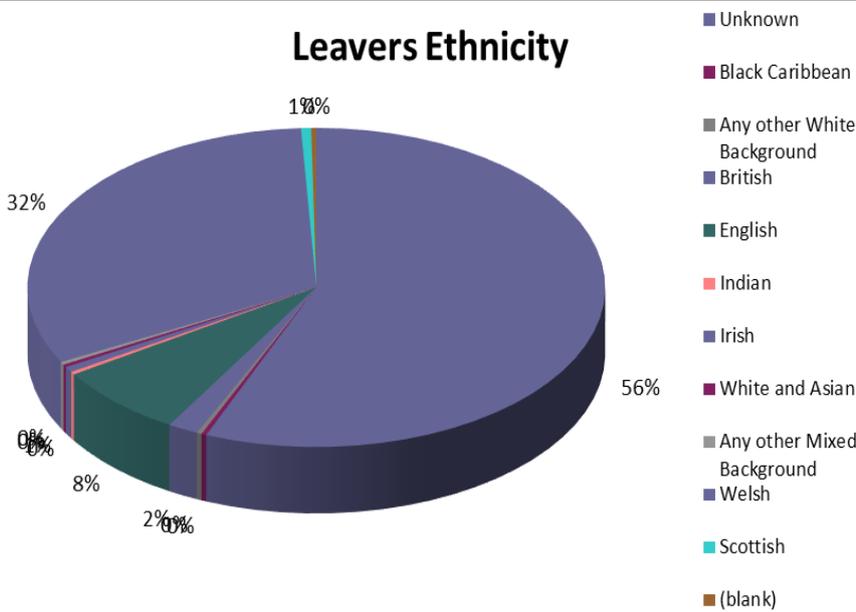
Count of Employee No	
Termination	Total
Capability Dismissal	2
Capability Dismissal (Ill Health)	13
Death	4
Dismissal (Conduct)	6
Redundancy	49
Resignation	178
Retirement	38
Some Other Substantial Reason	3
Temp/fixed term contract	48
TUPE Transfer	13
Grand Total	354

Leavers Disability



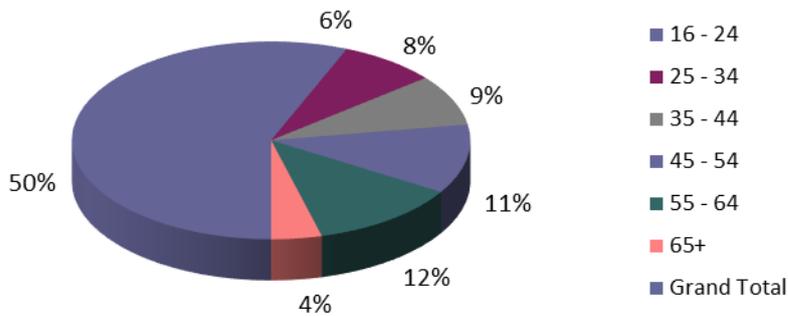
Count of Employee No	
Pers Disable Flag	Total
Blank	329
No	24
Yes	1
Grand Total	354

Leavers Ethnicity



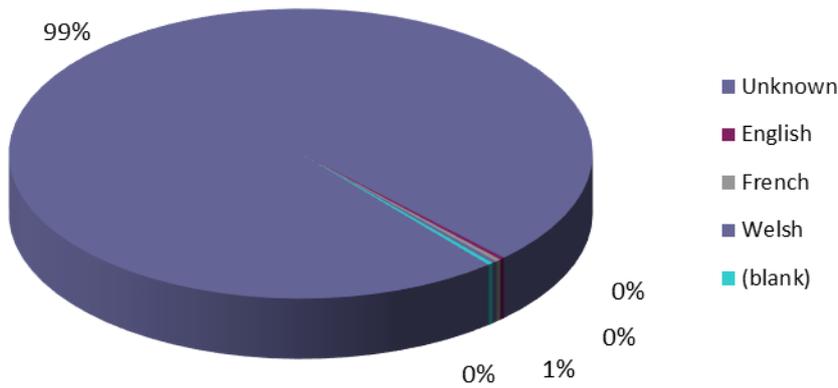
Count of Employee No	
Pers Ethnic Origin	Total
Unknown	199
Black Caribbean	1
Any other White Background	1
British	6
English	26
Indian	1
Irish	2
White and Asian	1
Any other Mixed Background	1
Welsh	113
Scottish	2
(blank)	1
Grand Total	354

Leavers Age Profile



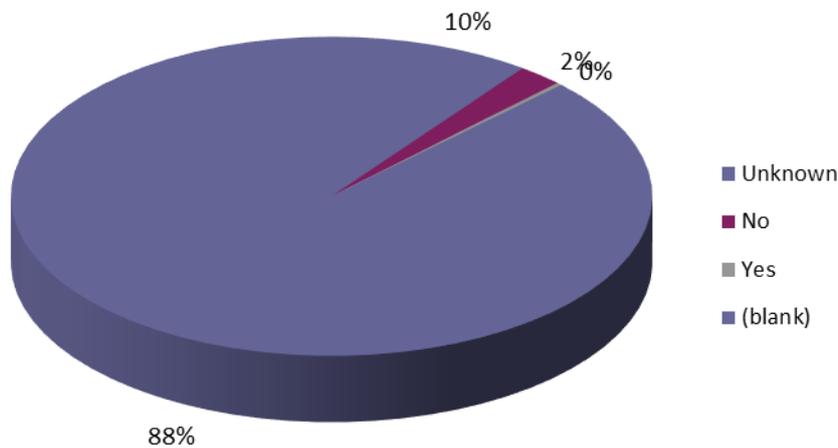
Count of Employee No	
Age Profile AB	Total
16 - 24	44
25 - 34	56
35 - 44	59
45 - 54	80
55 - 64	86
65+	29
Grand Total	354

Leavers Language Skills



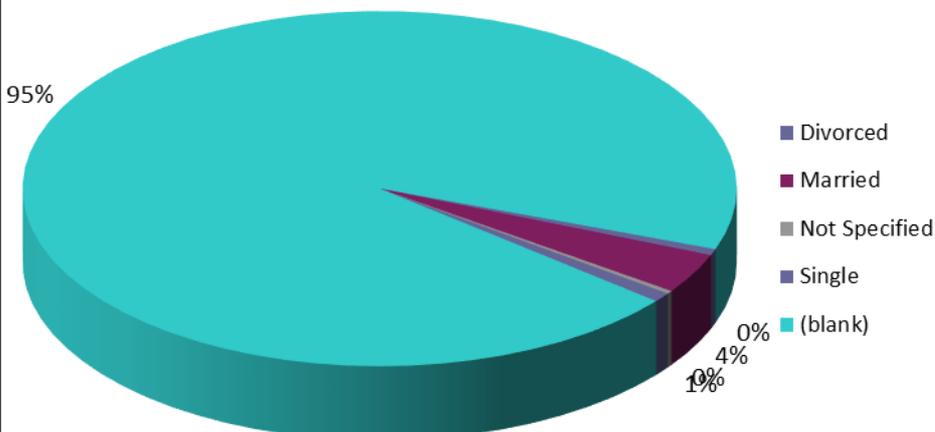
Count of Employee No	
Pers Country Of Birth	Total
Unknown	350
English	1
French	1
Welsh	1
(blank)	1
Grand Total	354

Leavers Pregnancy/Maternity



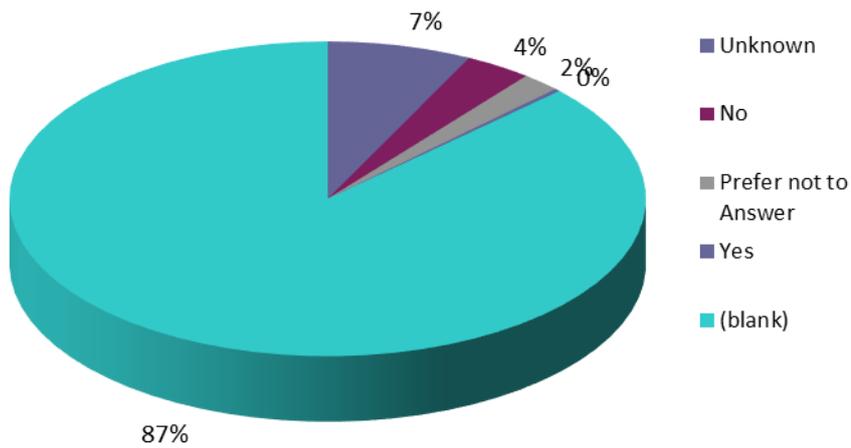
Count of Employee No	
Pers Pregnancy Maternity	Total
Unknown	36
No	8
Yes	1
(blank)	309
Grand Total	354

Leavers Marital Status



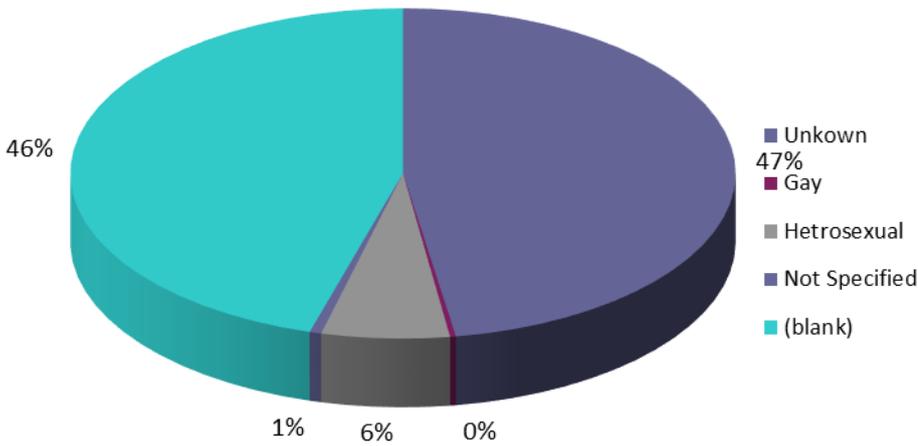
Count of Employee No	
Pers Marital Status	Total
Divorced	2
Married	13
Not Specified	1
Single	3
(blank)	335
Grand Total	354

Leavers Transgender



Count of Employee	
No	
Pers Transgender	Total
Unknown	26
No	12
Prefer not to Answer	7
Yes	1
(blank)	308
Grand Total	354

Leavers Sexual Orientation



Count of Employee	
No	
Pers Sexual Orientation	Total
Unkown	168
Gay	1
Hetrosexual	22
Not Specified	2
(blank)	161
Grand Total	354

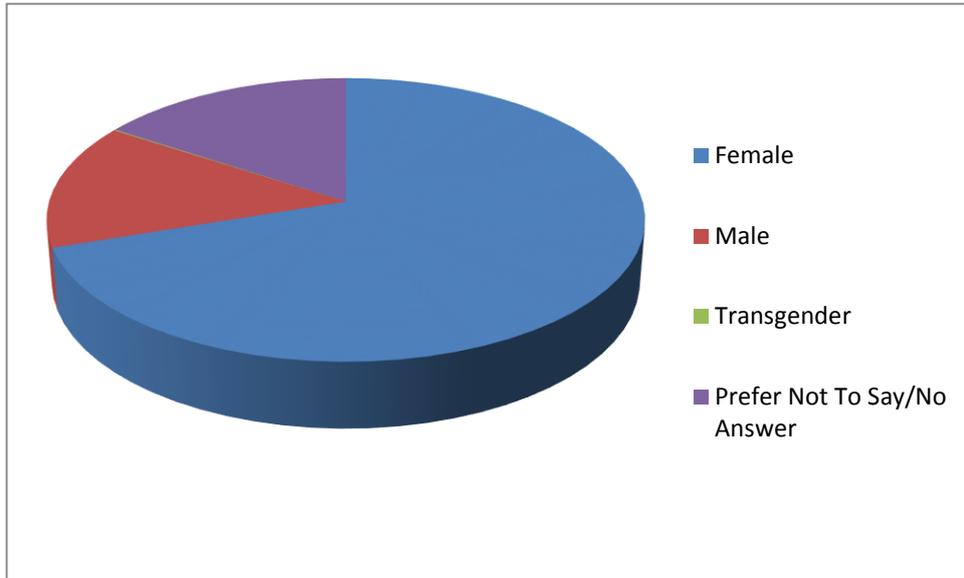
Appendix 3 Training

Total Forms Completed
January 2015 - December 2015

1977

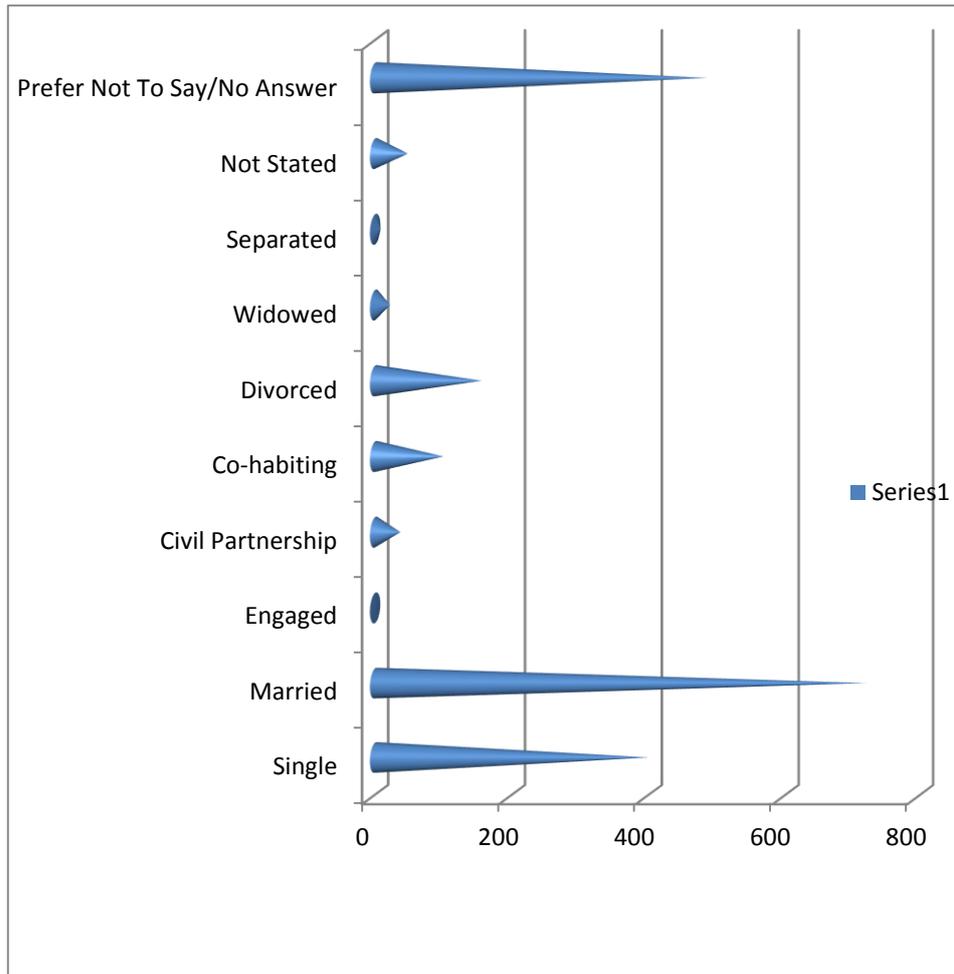
Gender

Female	1381
Male	284
Transgender	2
Prefer Not To Say/No Answer	310



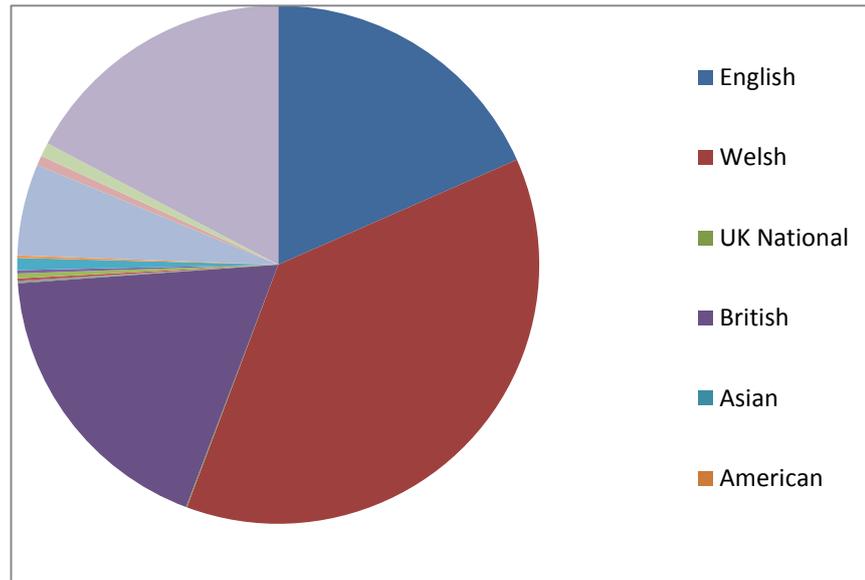
Marital Status

Single	400
Married	719
Engaged	1
Civil Partnership	37
Co-habiting	100
Divorced	156
Widowed	22
Separated	8
Not Stated	48
Prefer Not To Say/No Answer	486



Nationality

English	363
Welsh	738
UK National	1
British	358
Asian	1
American	1
Chinese	1
Caribbean	3
Irish	6
EU or European	4
Scottish	15
Romanian	3
White	113
Non EU/International	12
Other	17
Prefer Not To Say/No Answer	341



Ethnicity

British	73
Welsh	144
White	1210
African	7
American	1
Caribbean	2
Chinese	1
English	64
Filipino	10
Asian	1
Northern Irish	4
Pakistani	1
Indian	3
Romanian	1
Scottish	1
Irish	1
Any Other Asian Background	1
Any other Black Background	4
Any Other Mixed Background	1
White Chinese	1
White & Black African	5
White & Black Caribbean	3
White Welsh	72

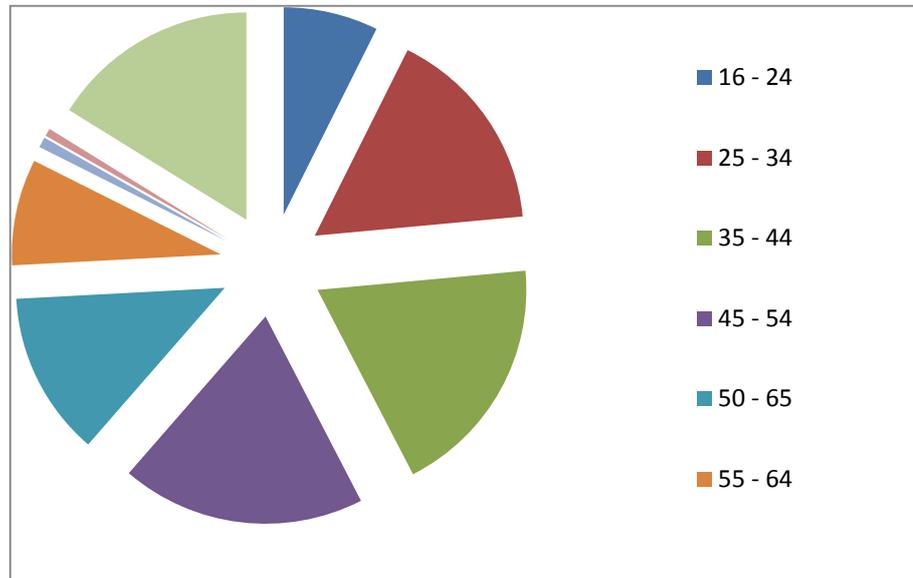
Other	29
Prefer Not To Say/No Answer	337

Disabled

Yes	10
No	1967

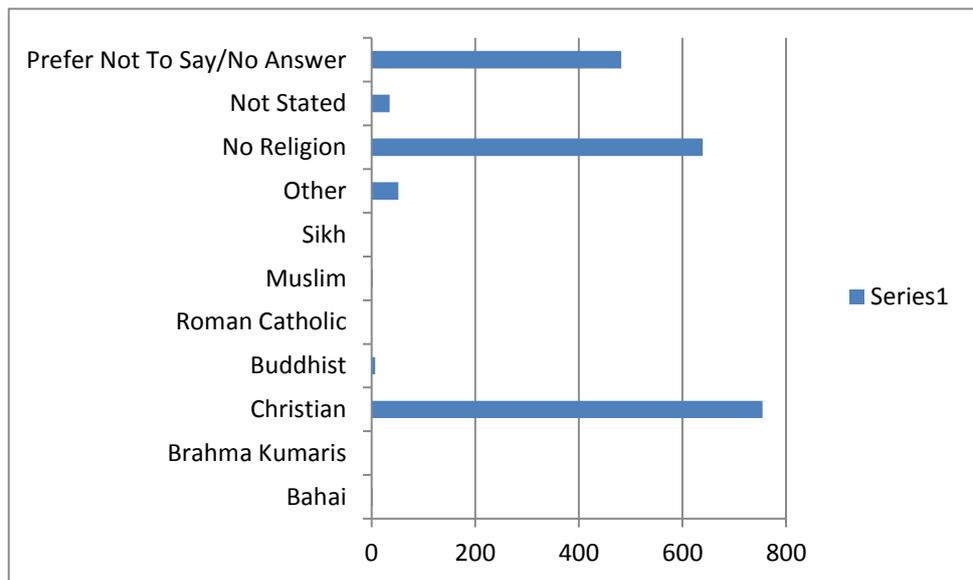
Age

16 - 24	145
25 - 34	320
35 - 44	374
45 - 54	374
50 - 65	253
55 - 64	164
65+	16
66 - 75	12
Prefer Not To Say/No Answer	319



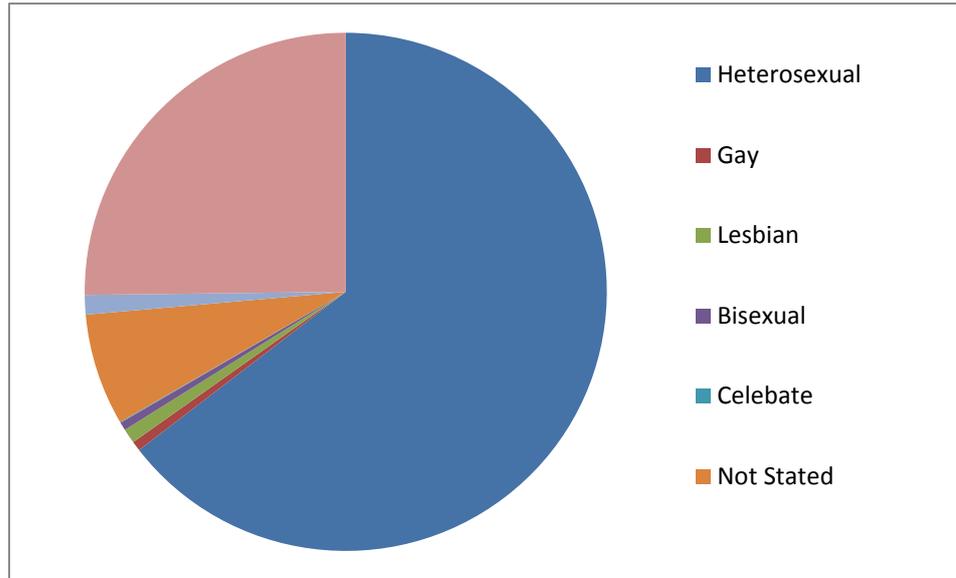
Religion

Bahai	2
Brahma Kumaris	1
Christian	755
Buddhist	7
Roman Catholic	1
Muslim	2
Sikh	1
Other	52
No Religion	639
Not Stated	35
Prefer Not To Say/No Answer	482



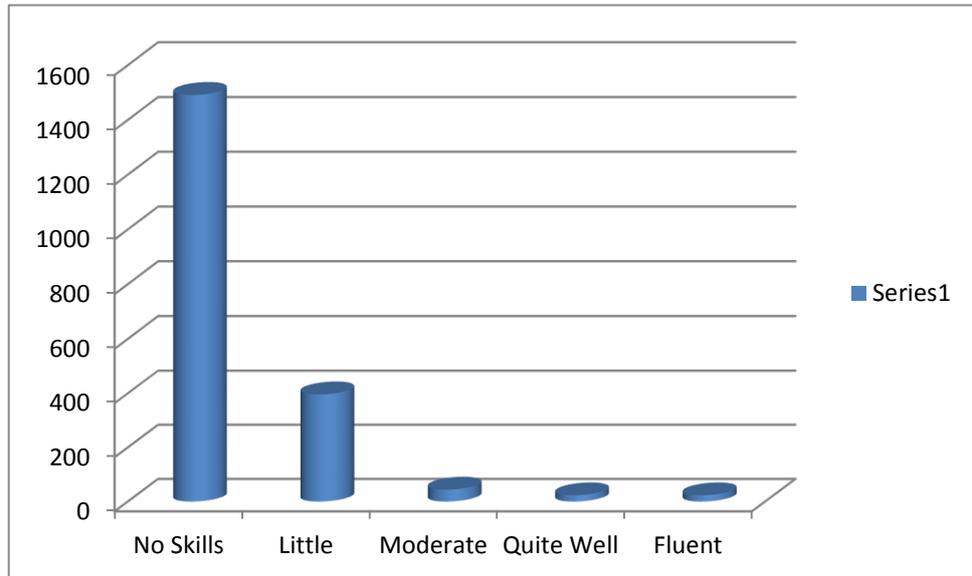
Sexual Orientation

Heterosexual	1276
Gay	12
Lesbian	18
Bisexual	10
Celebrate	1
Not Stated	138
Other	24
Prefer Not To Say/No Answer	498



Welsh

No Skills	1491
Little	396
Moderate	44
Quite Well	23
Fluent	23



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