

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Wednesday, 29 June 2016

## Notice of meeting / Hysbysiad o gyfarfod:

### Children and Young People Select Committee

Thursday, 7th July, 2016 at 2.00 pm,  
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

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

## AGENDA

Item No	Item	Pages
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	To confirm the minutes of the previous meeting	1 - 10
4.	Children's Services Improvement Journey - To report key changes in Children's Services via the following reports:	
4.1.	Children's Services Improvement Programme	11 - 42
4.2.	Workforce and Practice Development Plan	43 - 66
4.3.	Commissioning Strategy: 'Where I am Safe?' ~ A Strategy for Children, Young People and their Families	67 - 132
5.	2015/16 Performance Report: Improvement Objectives and Outcome Agreement	133 - 162
6.	Revenue and Capital Outturn report	163 - 250
7.	Cabinet & Council Forward Planner	251 - 264
8.	CYP Forward Work Planner	265 - 268
9.	To confirm the date and time of the next meeting	

Thursday 8<sup>th</sup> September at 10am

**Paul Matthews**

**Chief Executive / Prif Weithredwr**

MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

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

**Added Members**

**Members voting on Education Issues Only**

**Added Members**

**Non Voting**

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

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**Welsh Language**

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

# Aims and Values of Monmouthshire County Council

## Sustainable and Resilient Communities

### Outcomes we are working towards

#### **Nobody Is Left Behind**

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

#### **People Are Confident, Capable and Involved**

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

#### **Our County Thrives**

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

### Our priorities

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

### Our Values

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

# Nodau a Gwerthoedd Cyngor Sir Fynwy

## Cymunedau Cynaliadwy a Chryf

### Canlyniadau y gweithiwn i'w cyflawni

#### Neb yn cael ei adael ar ôl

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

#### Pobl yn hyderus, galluog ac yn cymryd rhan

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

#### Ein sir yn ffynnu

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

### Ein blaenoriaethau

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

### Ein gwerthoedd

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

# Public Document Pack Agenda Item 3

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Children and Young People Select Committee held in the Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 19th May, 2016 at 10.00 am

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

County Councillors: L. Guppy, R. Harris, D. Jones, V. Smith and M Fowler (Parent Governor Representative)

County Councillor V.E. Smith attended the meeting by invitation of the Chairman.

### **OFFICERS IN ATTENDANCE:**

Will McLean	Head of Policy & Engagement
Sharran Lloyd	LSB Development Manager
Andrew Kirby	
Kirsten Major	Partnership & Engagement J.A.F.F Co-ordinator, Policy & Partnerships

### **APOLOGIES:**

County Councillors P. Clarke, M. Hickman, S. Howarth, M. Powell and K Plow (Association of School Governors).

#### **1. Appointment of the Chairman**

We noted the appointment of County Councillor P. Jones as Chairman of the Children and Young People Select Committee.

#### **2. Appointment of the Vice Chairman**

We appointed County Councillor P. Farley as Vice-Chairman of the Children and Young People Select Committee.

#### **3. Declarations of Interest**

County Councillor L. Guppy declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of minute 5 – Tackling Poverty in Monmouthshire and minute 6 – Scrutiny of Family Support Programmes.

#### **4. Confirmation of minutes**

The minutes of the Children and Young People Select Committee dated 17<sup>th</sup> March 2016 were confirmed and signed by the Chairman.

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### 5. Tackling Poverty in Monmouthshire

#### Context:

- To provide an overview of Monmouthshire's Tackling Poverty Programme of Intent.
- To highlight the current activity taking place across Monmouthshire, which contributes towards tackling poverty.
- To provide an overview of the current approach to tackling poverty, which is aligned to the Monmouthshire Single Integrated Plan.

#### Key Issues:

#### **Overview of Monmouthshire County Council's Tackling Poverty Programme of Intent**

Poverty results in poorer educational and health outcomes for individuals, reduces life-chances and prevents people from fulfilling their potential. Poverty also imposes enormous costs on society and increased demands on public services. In Monmouthshire poverty is often hidden or in small pockets. The focus is to identify those who are affected by poverty and provide a coherent range of services which support people to overcome barriers, allowing them to fully participate in society and engage in education, training and employment.

It is intended for this to be done by focusing on the following:

- Preventing Poverty by giving people the best start in life. Breaking the link between socio-economic disadvantage, educational under-achievement and impaired life chances.
- Helping people to improve their skills, enhance the relevance of their qualifications and remove barriers to employment.
- Mitigating the impact of poverty through the provision of a coherent programme of support targeted towards those who are disadvantaged by poverty

Monmouthshire's Single Integrated Plan 2013-17 is viewed as the main vehicle for addressing inequality and tackling poverty. Working in partnership with the community, service providers and employers it is recognised that tackling poverty is a cross-cutting theme where cooperation is critical in the delivery of the Plan to ensure that: **Nobody is left behind, People are Confident, Capable and Involved and Our County Thrives.**

The Strategic Needs Assessment undertaken to inform the production of the Single Integrated Plan recognised the disparity in wealth across the county and in key factors



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such as life expectancy. There are clearly identifiable areas in our towns where people are disadvantaged and this creates a sense of 'pockets of deprivation'.

The nature of poverty in Monmouthshire is also characterised by the rural make-up of the county. The Joseph Rowntree Foundation estimates it costs 10-20% more to achieve a basic adequate standard of living in rural than urban areas mostly due to increased transport and heating costs.

To address poverty we are driven by an ambition to align national and local initiatives to deliver a coherent range of services which are well publicised and accessible.

A number of PSB Partnerships have been identified delivering in the three key areas:

- **Preventing Poverty:** Supported by Flying Start, Families First Programmes, TAF, Early Years Development and Childcare Partnership and Integrated Youth Offer.
- **Helping people into work:** Supported 16+ Employability Group, Integrated Youth Offer, and Families First Programme.
- **Mitigating the Impact of Poverty:** Supported by the Financial, Economic and Digital Inclusion Partnership, Flying Start, Families' First Programme and Integrated Youth Offer.

#### Partnership Groups, Governance and Accountability

- The Corporate Anti-Poverty Champion and the Elected Member Anti-Poverty Champion are the strategic leads for anti-poverty in Monmouthshire.
- The Corporate Anti-Poverty Champion has oversight of the poverty-related actions and targets for each of the partnership groups, which are tasked with delivering towards the Single Integrated Plan's nine key outcomes.
- Regular updates and reports on progress will be provided to the PSB Programme Board and Public Service Board.

The partnerships under the Monmouthshire Public Service Board (PSB) are instrumental in ensuring that the Authority continues to focus its efforts and resources towards preventing poverty and mitigating the effects of poverty. Our focus moving forward will be to regularly review performance indicators with each partnership to ensure that they are aligned to national initiatives and local needs, whilst ensuring an intelligence-led approach to targeting those in need. Consequently, the performance indicators may be subject to change as we refine our approach.

#### Moving Forward

The Authority is committed to the following:

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- Establishing an Anti-Poverty Working Group that will oversee the development, integration, alignment and reporting of national and local anti-poverty programmes.
- Developing an Anti-Poverty Action Plan that will bring together the performance indicators of Public Service Board Partnerships; which relate to tackling poverty.
- Undertaking a mapping exercise of provisions which aim to prevent and mitigate the impact of poverty, highlighting gaps in provision to shape future commissioning.
- Raising awareness of services that can help to alleviate poverty by updating and promoting Monmouthshire's Family Information Service (MONFIS).

#### **Member scrutiny:**

- We received a presentation and short film which identified ways in which officers are tackling poverty in Monmouthshire.
- On 1<sup>st</sup> June 2016 workshops were being held regarding tackling poverty.
- Discussions have been held with Monmouthshire Housing Association and Big Lottery in which ideas have been emerging to provide care and to help people get back into work.
- County Councillor P. Hobson is the County Council's Anti-Poverty Champion.
- Monmouthshire's Tackling Poverty Programme has an extensive range of partnerships bringing key parties together.
- Groups are currently focussed on key actions and are currently delivering a good service. However, with the introduction of the Public Service Board, there might be a reduction in the number of partnerships required.
- This summer, a whole Member Seminar will be held in respect of this matter. During the summer / autumn of 2016 officers will spend time visiting schools and village halls. Following this, a public session will be held to establish what it is like to live in Monmouthshire which will involve Elected Members and members of the community.
- It was noted that there was a need to engage with people who were living just above the poverty line. Information would be obtained from the school community, as well as obtaining children's views.
- In response to a Select Committee's question regarding homelessness and large families living in crowded conditions, it was noted that this was a challenge.

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Also, the current cost of housing in Monmouthshire meant that it was difficult for young people to live in Monmouthshire and were forced to live outside of the County and were not living locally to provide care for family members.

- There was a need for more social housing in Monmouthshire and this matter may need to be addressed.
- The Team of officers is committed tackling the issues of poverty in the County. However, addressing the statutory requirements in future might require a review of resources. However, currently, the Authority has a strong link with partnership working.

The Chair concluded that:

- A Member Seminar should be held during the summer / autumn of 2016 to highlight the role of the Council and partners in tackling poverty.
- The Committee should be invited to assist in facilitating the public session on what it is like to live in Monmouthshire, which will be held in the autumn.
- The Monmouthshire Public Service Board (PSB) will need to focus its collective effort and resource in preventing poverty and mitigating the effects of poverty and the new Public Service Board Select Committee will have responsible for holding the PSB to account on this. The PSB Select Committee will refer relevant areas for more detailed scrutiny to the Children and Young People's Select Committee, such as scrutiny of the developing Anti-Poverty Action Plan.

The Committee agreed to review this topic in 9 months' time, by which time the work will have progressed and the working arrangements of the PSB and the PSB Select Committee will have embedded.

We resolved to receive the report and noted its content.

#### **6. Scrutiny of Family Support Programmes**

##### **Context:**

- To provide an overview of Families First provision in Monmouthshire and relevant performance outcomes.

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- To focus on partnership working to support families in poverty to address their needs.
- Families First is one of the key Welsh Government anti-poverty programmes, linked closely to the Flying Start and Supporting People programmes. Its focus is on early intervention and relies on effective partnership working to engage with families to prevent escalation into crisis or need for social services intervention. In Monmouthshire, we have Team around the Family (TAF) and a range of commissioned projects which work together to provide an appropriate mix of provision to support families to address their needs.
- Team around the Family (TAF) is a Wales wide approach delivered through Welsh Government's Families First programme. TAF aims to support families early to identify needs and provide support to prevent escalation into crisis. TAF aims to support families in Monmouthshire to reduce the level of need they may be experiencing; this is done by tailoring support with a team of professionals who can provide services to support a family. The TAF process enables families and professionals to work together to deliver services built around the needs of a family, and TAF aims to work with families to identify the right support from the right people at the right time.

#### Families First Outcomes as set by WG for 2015/16:

- People in low income families gain, and progress within employment.
- Children, young people and families achieve their potential.
- Children, young people and families are healthy and enjoy wellbeing.
- Families are confident, nurturing, resilient and safe.

#### Families First projects contribute to Monmouthshire Single integrated Plan:

- Theme 2: People are Confident, Capable and Involved.
- Outcome 5: Families are Supported.
- Families First also contributes significantly to tackling poverty in Monmouthshire.

### **Key Issues:**

#### **Overview of Families First Programmes**

In December 2015 Welsh Government provided notification that the indicative budget for Families First funding in 2016-17 is £651,179, which is a £86,081 reduction from 2015-16. This includes a ring-fenced sum of £50,937 for disability support.

In order to manage the reduction in budget a review of the Families First Programmes and the TAF model was undertaken in January 2016. As a result of the review it was identified that there was a need to increase the number of TAF cases in Monmouthshire. The new Social Services and Wellbeing Act could potentially increase

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in the number of '*Children in Need*' which could be referred to Families First and TAF. In this context, there was the challenge of managing the £86,081 reduction in Families First budget whilst finding additional savings to fund additional TAF worker resource.

Families First Projects and funding allocation are as follows:

#### **Team Around The Family (TAF) 2016-17 Funding: £138,390**

With an increased TAF budget for 2016-17, there will be increased capacity within the current TAF team consisting of a TAF Co-ordinator and 3 x TAF Project Officers. To date TAF has relied on a 'volunteer' lead worker model to co-ordinate TAF support for families in Monmouthshire. However, busy professionals, whilst being committed to the multi-agency approach, don't always have the time to pick up lead worker caseloads to the extent which is required. Consequently, the number of families supported by TAF have been relatively low and additional TAF Project Officers will address this issue. The additional TAF Project Officers will also enable the Authority to provide enhanced support to volunteer lead workers whilst increasing capacity to take on more TAF cases. It will also allow the TAF Co-ordinator to focus on the TAF priorities 2016-17, and increase the number of families supported under the TAF model.

#### **Acorn 2016-17 Funding: £239,786**

The Acorns projects consists of multi-agency teams delivering parenting support, adult learning and advice, early years support (language and play and speech therapy), health and well-being services. It is co-ordinated from Acorn Centre (Integrated Children's Centre) in Abergavenny, and also delivered in other cluster locations across Monmouthshire.

#### **Inclusive Acorn 2016-17 Funding: £30,900**

Inclusive Acorn supports children with disabilities to access the Acorn Project including working with portage workers, paediatricians, parenting programmes and visiting parents at home to assess children, they also provide childcare to enable parents of children with disabilities to access programmes.

#### **Face 2 Face Counselling 2016-17 Funding: £76,560**

Provides community based counselling for young people, therapeutic play for children and family system therapy for whole family groups.

#### **Inclusive Play and Leisure 2016-17 Funding: £20,037**

Access to local authority summer play provision for children with support needs.

#### **Watch, Wait and Wonder 2016-17 Funding: £17,000**

Is an infant Mental Health project focussing on the quality of the relationship between parents and babies. Clinics are held in the north and south of the county and on-going training in infant observation for 0-3yr olds and their parents.

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### **Young Carers Project**

**2016-17 Funding: £50,486**

Young Carers are supported through targeted intervention (advocacy and support) to reduce gaps between themselves and universal cohorts of young people / and are supported to engage in education, employment or training.

### **Home Start**

**2016-17 Funding: £31,000**

Works to alleviate the pressures faced by families with low incomes and children under five by placing volunteers who are usually parents themselves to support them.

Families First embraces multi-agency working; it works collaboratively with Social Services, Education, the Youth Service as well as health, housing, the police and a range of third sector partners. The Families First Manager and TAF Co-ordinator link with a wide range of PSB partnership groups to ensure a joined-up approach, whilst the Families First / TAF Management Group has representation from a wide range of partner organisations. Partnership working forms a key part of tackling poverty and supporting families across the county, and it is important that Select Committees have a strong oversight of this work and the actions that are being taken.

### **Member scrutiny:**

- A presentation and DVD was shown to the Select Committee regarding the Families First Programme.
- Funding for the families First Programme will end on 31st March 2017. The team is waiting for the Welsh Government to confirm whether or not this funding will be provided after March 2017.
- The Select Committee stated that they could help support this programme at ward level. The Scrutiny Manager would provide the Partnership and Engagement JAFF Coordinator with the email addresses of the Select Committee.
- In response to a Select Committee Member's question, it was noted that a family questionnaire is provided at the beginning of the programme and then again when a family finishes the programme. This allows officers to measure the family's progress.
- The Families First Programme was highly valued.
- The Programme was about addressing the needs of the families with a view to increasing the employability / skills of individuals so that they might be better placed to join the labour market.
- Percentage figure could be provided alongside numerical figures.

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- The projects are well connected to each other, as well as being connected to Health Boards, the Police, schools and Social Services.

The Chair concluded that:

- The Select Committee should be informed of future funding available for the Families First Programme.
- Elected Members can play a useful role in assisting officers to raise awareness of the Families First Programme, through distributing leaflets in their communities and advising people in their communities of the existence of the programme and explaining how the programme can assist them. The Scrutiny Manager will email the Policies and Partnership contact details for Committee Members so that elected Members can assist in maximising the awareness of the programme.
- Some of the issues that have been discussed today will be discussed at a strategic level at the Public Service Board Select Committee, which will oversee the work of the Public Service Board. The responsibility for more detailed scrutiny of the performance of family support programmes will however remain with the Children and Young People's Select Committee which will review the progress in nine months' time.

We resolved to receive the report and were mindful of the issues identified.

#### **7. Children and Young People Select Committee Work Programme**

We received the Children and Young People Select Committee work programme. In doing so, the following points were noted:

- The Business Plan for the Education Achievement Service (EAS) does not require scrutiny but the annex should come before the Select Committee for scrutiny.
- The Work Programme to be updated to meet with the Head Teachers of Monmouthshire's four comprehensive schools.
- The Select Committee should scrutinise schools' policies as and when necessary.
- To receive an update on JEG by the Cabinet Member every two months.

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- A special meeting of the Children and Young People Select Committee will be held on 15<sup>th</sup> June 2016 at 2.00pm regarding Children's Services Improvement Journey.
- A joint meeting between the Children and Young People Select Committee and the Adults Select Committee will be arranged to scrutinise the Social Services Annual Report and the Safeguarding Report. A provisional date for this meeting was agreed to be held on 20<sup>th</sup> June 2016 at 2.00pm.
- A joint meeting between the Children and Young People Select Committee and the Economy and Development Select Committee will be held in July 2016.

The Chair thanked the Vice-Chair, the Select Committee and officers for their support in achieving the work that has been undertaken by the Select Committee in 2015/16.

We resolved to receive the Select Committee Work Programme and noted the additional information provided by the Scrutiny Manager.

#### **8. Council and Cabinet Business Forward Plan**

We resolved to receive and note the Council and Cabinet Business Forward Plan.



<b>SUBJECT:</b>	<b>Children's Services</b>
<b>MEETING:</b>	<b>CYP Select Committee</b>
<b>DATE:</b>	<b>7<sup>th</sup> July 2016</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>Social Care and Health</b>

## NON-PUBLICATION

(Insert appropriate non publication paragraph if necessary)

1. **PURPOSE:** To provide members of CYP Select Committee with an appraisal of current issues and key challenges within Children's Services. To appraise members of a proposal for a service improvement programme which addresses these challenges.
2. **RECOMMENDATIONS:** For members to receive and scrutinise the information concerning key challenges within the service and the proposed service improvement programme.
3. **KEY ISSUES:**

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

Over the last year, Monmouthshire Children's Services has continued to deliver services in an increasingly challenging and complex context. The work plan for the service from April 2015 - March 2016 was extensive and required the whole service to pull together in developing systems and processes; improving practice and building partnerships.

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

- Continued increase in our Looked After Children population
- Continued significant budgetary pressure
- Achieving a confident, competent and stable workforce
- Ensuring vulnerable families have access to the right services at the right time, recognising a deficit in family support services

- Implementing intelligent commissioning including families first and core funding
- To articulate our service model and ensure that our model, operating procedures and pathways of care are clear, embedded in practice and widely communicated
- Continued development of our partnership working
- Embedding a consistent quality assurance framework for the service that drives continuous self-assessment, analysis and improvement.

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

The proposed programme approach is set out at appendix 1.

#### **4. REASONS:**

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

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

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

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

#### **5. RESOURCE IMPLICATIONS:**

There are resource implications for the proposed programme outside of core-funding; its successful implementation is likely to require additional invest to re-design funds. We need to ensure that the programme approach is underpinned by a financial model that can track and report on the resourcing of the service as we grow, change and develop. Our ultimate aim is to become a service that operates within the resources allocated by the council based on a clear understanding of risk and need at all levels. It is not expected that this will be a quick turnaround. However, the current invest to save business cases and the implementation of innovations such as 'Where I am Safe' the Children, Young People and their Families commissioning strategy are intended to bring medium to longer term savings over a 2 -3 year period.

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

This is set out at appendix 2

**7. CONSULTEES:**

Claire Marchant – Chief Officer, Social Care and Health  
Departmental Management Team 8<sup>th</sup> June 2016  
Senior Leadership Team 14<sup>th</sup> June 2016

**8. BACKGROUND PAPERS:**

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

**9. AUTHOR:**

**Jane Rodgers – Head of Children's Services**

**10. CONTACT DETAILS:**

**Tel:** 01633 644054

**E-mail:** [janerodgers@monmouthshire.gov.uk](mailto:janerodgers@monmouthshire.gov.uk)

APPENDIX 2



## Future Generations

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




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



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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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## **Monmouthshire County Council**

### **Delivering Excellent Practice in Children's Services**

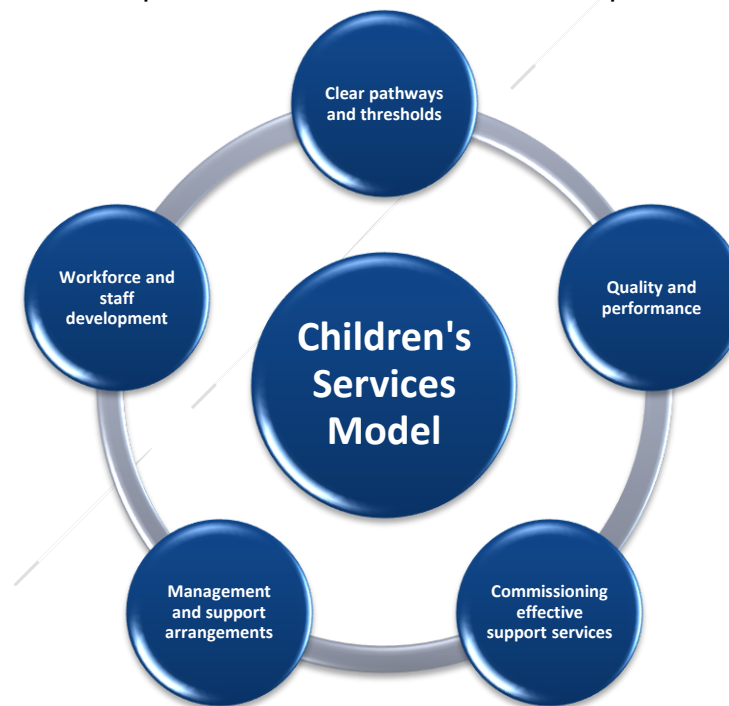
#### **Implementation Plan 2nd Draft**

**20 June 2016**

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

## 1 Introduction

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





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

## 2 Programme architecture

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

Workstream 1: Model, Pathways and Thresholds

Workstream 2: Workforce and Management

Workstream 3: Commissioning, Quality and Performance

Each project is considered in the sections below.

### 3 Workstream 1: Model, pathways and thresholds

The purpose of this workstream is to produce:

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

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

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

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

#### 4 Workstream 2: Workforce and Management

The purpose of this workstream is to:

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

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

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

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

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

## 5 Workstream 3: Commissioning, quality and performance

The purpose of this workstream is to:

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

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

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

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

## 6 Overview Programme Timetable and Dependencies

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

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

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



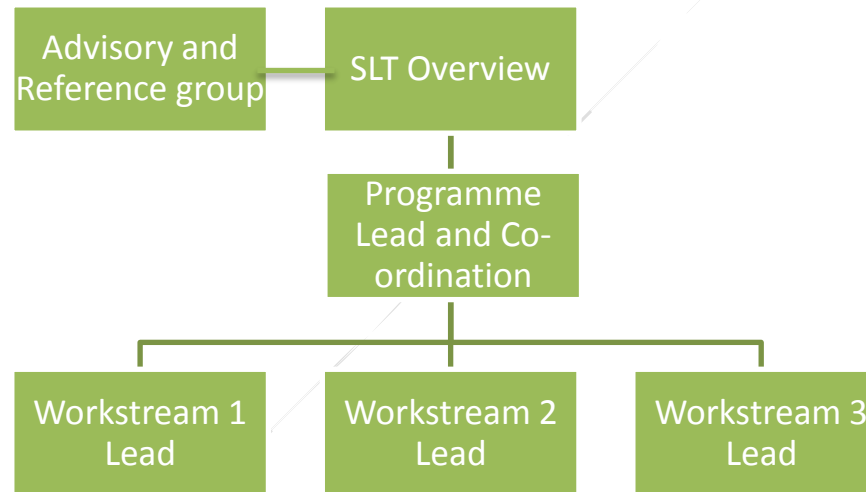
Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	Design and delivery management development for senior practitioners and team to support their management of quality and performance			X Start requires model completed	X	X	X	X	X	
Business Support	HR led project team clarify roles of business support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

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

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

## 7 Programme management, governance and reporting

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



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

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

**20 June 2016**

## 8 Appendix

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

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

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

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

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**SUBJECT: Workforce and Practice Development Plan**

**MEETING: CYP Select Committee**

**DATE: 7<sup>th</sup> July 2016**

**DIVISION/WARDS AFFECTED: Social Care and Health**

**1. PURPOSE:**

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

**2. RECOMMENDATIONS:**

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

**3. KEY ISSUES:**

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



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

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

#### 4. **REASONS:**

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

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

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

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

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

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

**5. RESOURCE IMPLICATIONS:**

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

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

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

**7. CONSULTEES:**

Claire Marchant – Chief Officer, Social Care and Health  
Jane Rodgers – Head of Children's Services  
Departmental Management Team 8<sup>th</sup> June 2016  
Senior Leadership Team 14<sup>th</sup> June 2016

**8. BACKGROUND PAPERS:**

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

9. **AUTHOR:**  
**Claire Robins – Workforce Lead**
10. **CONTACT DETAILS:**

**Tel:** 01633 644054

**E-mail:** [Clairerobins@monmouthshire.gov.uk](mailto:Clairerobins@monmouthshire.gov.uk)



## Developing Capability and Capacity of the Workforce – Programme Plan

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

## Developing Capability and Capacity of the Workforce – Programme Plan

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

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## Developing Capability and Capacity of the Workforce – Programme Plan

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



## Developing Capability and Capacity of the Workforce – Programme Plan

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

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## Developing Capability and Capacity of the Workforce – Programme Plan

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

## Developing Capability and Capacity of the Workforce – Programme Plan

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



## Developing Capability and Capacity of the Workforce – Programme Plan

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

## Developing Capability and Capacity of the Workforce – Programme Plan

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

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

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

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

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


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







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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:	14 <sup>th</sup> June 2017
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**9. VERSION CONTROL**

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





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<b>SUBJECT:</b>	<b>Commissioning Strategy: 'Where I am Safe?' - A Strategy for Children, Young People and their Families</b>
<b>DIRECTORATE:</b>	<b>Social Care and Health</b>
<b>MEETING:</b>	<b>Children and Young People Select Committee</b>
<b>DATE:</b>	<b>7<sup>th</sup> July 2016</b>

## 1. PURPOSE:

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

## 2. RECOMMENDATIONS:

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

## 3. KEY ISSUES:

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

Specifically, it seeks the Children and Young People Select Committee's support to:

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

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

#### **4. REASONS:**

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

#### **5. RESOURCE IMPLICATIONS:**

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

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

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

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

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

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

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

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

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

#### **7. CONSULTEES:**

Claire Marchant – Chief Officer, Social Care and Health  
Jane Rogers, Head of Children's Services  
Departmental Management Team – 8<sup>th</sup> June 2016  
Senior Leadership Team – 14<sup>th</sup> June 2016

#### **8. BACKGROUND PAPERS:**

None

#### **9. AUTHOR:**

Craig Williams, Lead Commissioner – Children's Services

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APPENDIX 1

## Monmouthshire County Council Children's Services



**'Where I am Safe'**

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

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## **Part 1**

### **1. Our Pledge to Children and Young People**

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

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

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

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

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

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

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

### **3. Values and Principles**

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

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

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

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

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

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

## **4. Context**

### **4.1 Policy Context**

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

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

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

### **4.2 National Context**

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

### 4.3 Local Context

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

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

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

### 4.4 Financial Context

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

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

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

	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
Breakdown of LAC Budget (from above)				
External Placements (Residential, Schools, IFAs, Secure, etc.)	1.079	1.169	1.458	2.287
In-house Fostering	1.141	1.355	1.442	1.582
*Other (which includes Independent Living / Supported Housing / Legal Costs / Base Team / Adoption Allowances etc.)	0.155	0.181	0.899	1.073

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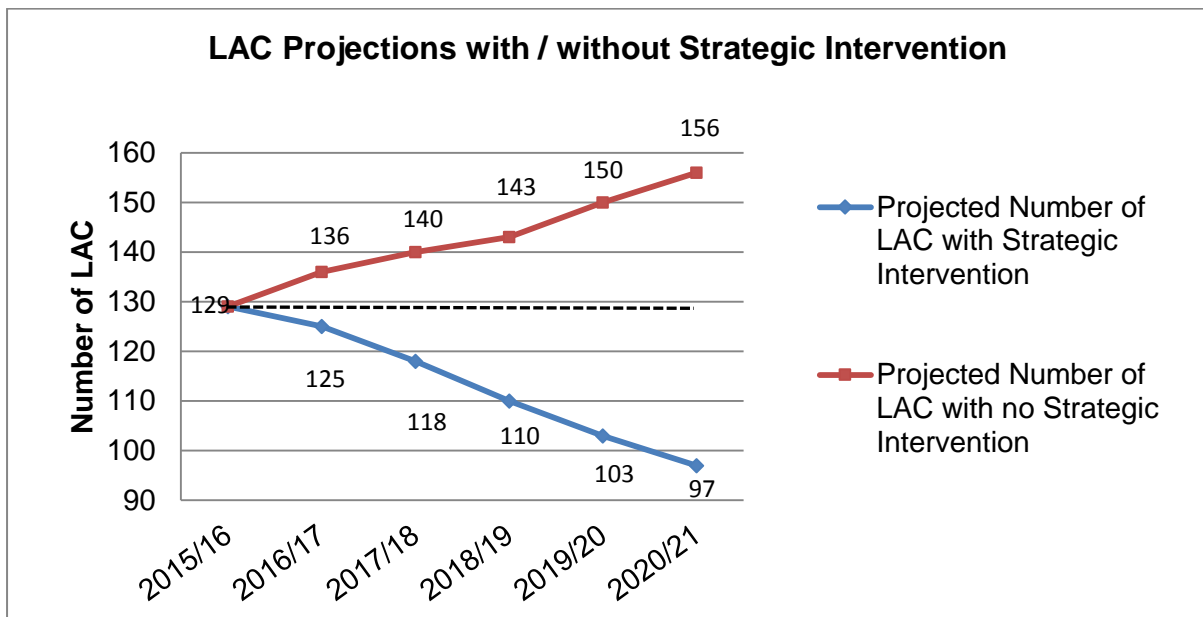
LAC nos. at year end as shown in fig 2	102	103	108	129
Actual Cost of LAC (Per RO Return to WG) - £m	3.748	4.514	5.261	Not Available Yet
Average LAC Unit Cost (£)	<i>Not Calculated</i>	30,000	36,000	42,000
Approximate Cost of LAC based on year end nos. & Unit Cost (£m)				5.418

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

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

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

Fig 2 - LAC Projections with / without Strategic Intervention



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

## Part 2

### 5. Needs Analysis

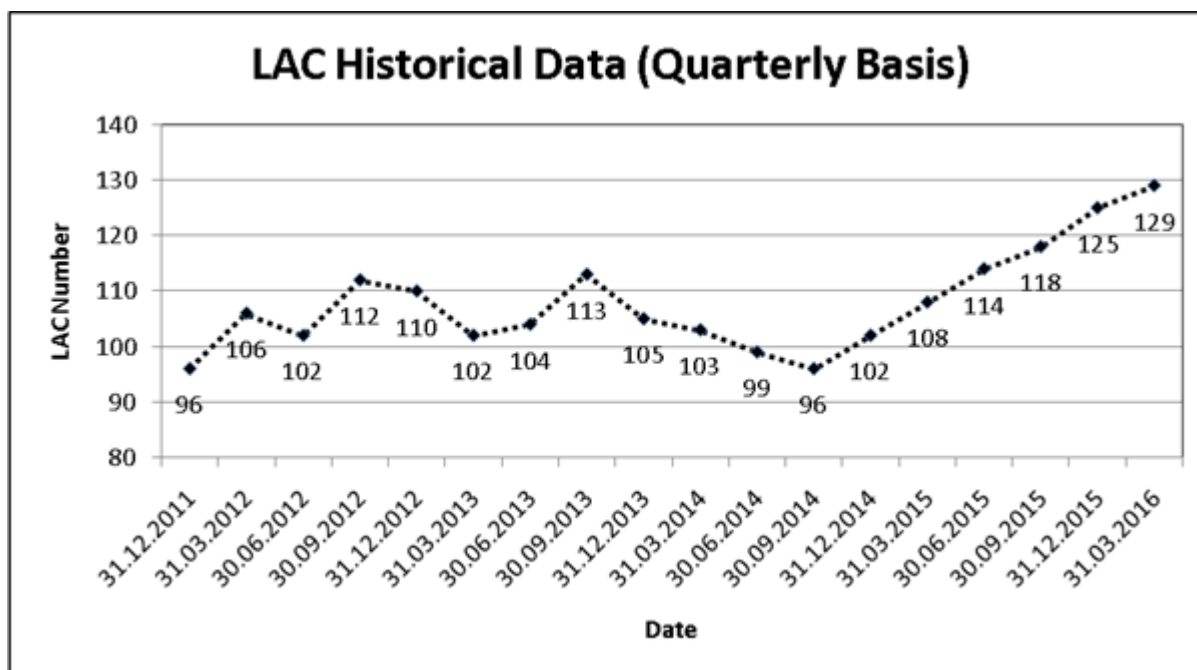
#### 5.1 Number of Looked After Children in Monmouthshire / Wales Comparison

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

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

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

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



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

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

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

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

## 5.2 Age of Looked After Children within Monmouthshire

Fig 5 - Age of Looked After Children within Monmouthshire

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

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



### 5.3 Ages of Children by Admission and Discharge

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

Fig 6 - Ages of Children by Admission and Discharge

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

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

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

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

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

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

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

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

It is recognised that achieving permanence through adoption for children aged 6 plus is likely to be more difficult, and therefore permanency outside of the care system for this age category is most likely to be through revocation of Care Orders where children are placed with parents or through applications for alternative orders such as Special Guardianship Orders or Child Arrangement Orders. A Special Guardianship Order is an order appointing one or more individuals to be a child's 'special guardian'. It is a private law order made under the Children Act 1989 and is intended for those children who cannot live with their birth parents and who would benefit from a legally secure

placement. A Child Arrangements Order decides who the child is to live with and/or who the child will spend time with, and can be granted to more than one person whether they live together or not. If a child arrangements order states that the child will live with a person, that person will have parental responsibility for that child until the order ceases.

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

### **5.5 Parent and Baby Placements between 01.04.2015 – 31.03.2016**

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

Fig 8 - Parent and Baby Placements between 01.04.2015 – 31.03.2016

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

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

Again we do not have the all Wales 2016 comparative figures, as these figures will not be released until later this year. However, Monmouthshire’s provisional figure (which needs to be validated by Welsh Government) for the year ending 31<sup>st</sup> March 2016 was 8.5% of looked after children having three or more placements in the year compared to 1.9% the year before (see fig 9 below).

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

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

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

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

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

## 5.7 Type of Placement

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

Fig 10 - Looked After Children by Placement Type as at 31<sup>st</sup> March

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

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

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

## 5.8 Number of Approved Monmouthshire Foster Carers

Fig 11 - Number of Approved Monmouthshire Foster Carers as at 31<sup>st</sup> March

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

## 5.9 Number of Monmouthshire Placements

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

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

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

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

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

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

### 5.11 Number of Children Placed with Parents as at 31.03.2016

Monmouthshire has a high number of children who are subject to care orders and placed a home with their parents subject to Placement with Parent Regulations. As at 31.03.2016 there were 16 children who were placed with parents. The average length of these arrangements was 1.3 years (although it must be noted that of those 16, 2 children became looked after at the end of March 2016 and a large family became looked after in December 2015, therefore reducing the average length of time of these arrangements). The length of time children remain subject to care orders needs to be reviewed to ensure that wherever possible the right supports and plans are being made to discharge Care Orders when it is safe to do so.

## 5.12 Permanence

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

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

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

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

## 5.13 Number of Care Leavers

Fig 15 - Number of Care Leavers at 31<sup>st</sup> March

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

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

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

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

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

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



### **Part 3**

## **6. Current Service Provision and Placement Choice**

### **6.1 Fostering**

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

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

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

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

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

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

from care in addition to supporting placements to prevent breakdowns due to challenging behaviour.

## **6.2 Children with Complex Needs and Specialist Placements**

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

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

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

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

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

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

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

### **6.3 Mother and Baby Placements**

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

### **6.4 Children with Disabilities**

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

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

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

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

## **6.5 Current Support Services and Commissioned Arrangements**

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

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

## **6.6 Training**

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

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

## **6.7 Independent Foster Placements**

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

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

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

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

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

## **6.8 Residential Placements**

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

## **6.9 Placement with Parents**

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

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

## **Part 4**

### **7. Keeping Children and Young People Safe**

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

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

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

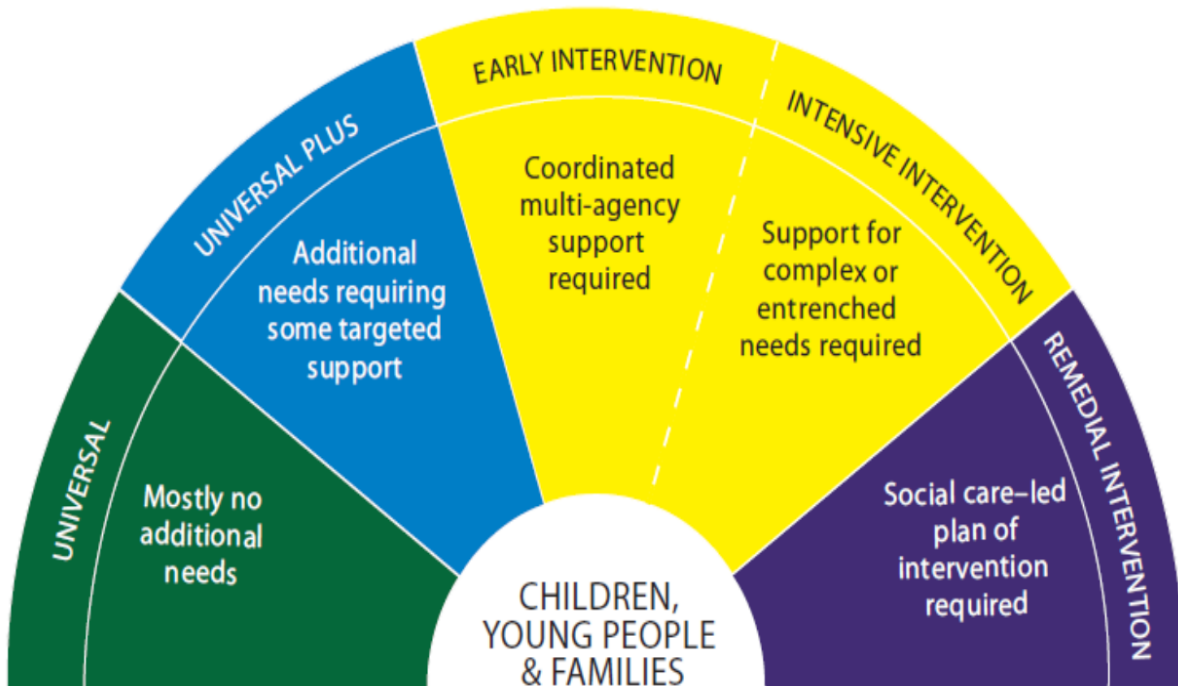
We need to have access to intensive intervention services to reduce the number of looked after children by reviewing the current distribution of resources in early help and intervention, while exploring the rebalancing towards families with more complex needs and edge of care service.

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

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

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

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



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

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

## 7.2 Looked After Children Admissions and Prevention Panel

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



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

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

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

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

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

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

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

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

### **7.3 Legal Planning Meetings**

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

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

### **7.4 Looked After Children Reviews**

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

### **7.5 Children and Young People Support Team**

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

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

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

## **7.6 Adoption**

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

## **7.7 Special Guardianship Orders**

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

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

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

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

## **7.8 Complex Care Panel**

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

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

## **7.9 Consultation and Quality Assurance**

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

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

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

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

### **7.10 Corporate Parenting**

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

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

### **7.11 Accommodation for Care Leavers**

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

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

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

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

## **7.12 Recruitment of Carers**

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

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

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

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

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

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

### **7.13 Key Areas to keeping Children and Young People Safe**

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

This will be achieved through:

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

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



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

Fig 18 - Proposed LAC Reduction 2016 - 2021

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

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

## Part 5

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

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

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

## 9.0 Children, Young People and Families Performance Table

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

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

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

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

APPENDIX 2



# Future Generations

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

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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.

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




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

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

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

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
	their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after. But when children and young people are unable to live with their own family a permanent stable family such as an adoptive placement or a family based foster placement which meets their needs will be sought and secured.	

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


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




Working together with other partners to deliver objectives


The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6<sup>th</sup> of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. Within the Children, Young People and their Families Strategy we outline how we will continue to strengthen commissioning and partnership arrangements to ensure that the services we use are the ones that best meet the needs of children, young people and their families, and will best help families to be able to become successful and independent. We are also going to identify the key needs and service development priorities in terms of supporting families with complex needs, and therefore commission, re-commission or develop these services, to include looking at potential partnerships with neighbouring services. We will also develop a common shared model covering the full Windscreen of Need, and the role the different partners play within in it. This will require a redesign of our front door processes and decision making arrangements while developing a clear and shared understanding of thresholds for different service responses. We will continue to strengthen commissioning and partnership arrangements to ensure that the services we use are the ones that best meet the needs of children, young people and their families, and will best help families to be able to become successful and independent. We will continue to develop working arrangements with partners to

N/A

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?
	ensure that we are achieving the best outcomes for children and young people.	
 <p>Involving those with an interest and seeking their views</p>	<p>Within the Children, Young People and Families Strategy we outline when there is a need for interventions with families we ensure this is undertaken in a coordinated way, and a way that ensures that families are fully involved in planning. The strategy outlines that the voice of the child and the carer's views are sought and are used to support the services that are delivered and developed. Monmouthshire is committed to developing a consultation and engagement strategy and ensuring that the voice of the child is central to everything it does. In addition it is important to build on the existing consultation activities with groups of young people such as the Children in Care Council by including younger children.</p>	<p>It is important that Children's Services engages with the corporate engagement and participation officer to take forward consultation with families.</p>

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



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p data-bbox="389 571 562 815">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="600 301 1346 1091">Within the Children, Young People and Families Strategy we outline our priority to ensure that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. It outlines whenever it is safe to do so, we will always look for ways to support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after. The strategy further outlines when children are unable to remain within their own families we will find the next best alternative which a permanent stable family such as an adoptive placement and a family based foster placement with the aim of returning children and young people to their birth family when it is safe to do so. The strategy as a whole demonstrates how we will meet sustainable development by supporting children, young people and their families and how it may / or may not impact on other organisations.</p>	<p data-bbox="1697 692 1756 719">N/A</p>

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

**SUBJECT: 2015/16 Performance Report: Improvement Objectives and Outcome Agreement**

**MEETING: Children & Young People Select Committee**

**DATE: Thursday 7<sup>th</sup> July 2016**

**DIVISIONS/WARDS AFFECTED: All**

## **1. PURPOSE**

- 1.1 To present the end of year data for the Improvement Objectives (Appendix 1) which are under the remit of the Children and Young People Select Committee:

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

- 1.2 To present an evaluation of the progress and impact made over the three years of the Outcome Agreement 2013 -16 (Appendix 2), for themes which are under the committee's remit:

Outcome Agreement Theme 1: Improving school attainment

Outcome Agreement Theme 3: Poverty and material deprivation

Outcome Agreement Theme 5: Improving early years' experiences

- 1.3 To present the latest performance against wider key national performance indicators that are under the committee's remit (Appendix 3)

## **2. RECOMMENDATIONS**

- 2.1 That members scrutinise the performance achieved and impact made, particularly in areas that fall under the committee's remit, to assess progress and performance against the improvement objectives.
- 2.2 That members scrutinise the performance achieved and impact made, over the three years (2013/14, 2014/15 and 2015/16) of the Outcome Agreement
- 2.3 That members identify and explore any areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.
- 2.4 That members confirm the evaluation scores based on the evidence provided.

## **3. KEY ISSUES**

- 3.1 The Outcome Agreement and the Improvement Objectives have a different focus:

### **Improvement Objectives**

- 3.2 Improvement Objectives are set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them are particularly focussed for the year ahead.
- 3.3 Activity that contributes to the delivery of some objectives cross cuts Select Committee remits and these have also been reported to the other relevant committee(s). Therefore it is suggested members particularly focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole.

3.4 Improvement Objectives are scored based on the Council's Self-evaluation framework, as set in the Improvement Plan 2015/17, Table 1, and performance against them is reported in the Stage 2 Improvement Plan published in October each year.

Level	Definition	Table 1: Description
6	Excellent	Excellent or outstanding – All performance measures will have achieved the target set and all actions will have been delivered.
5	Very Good	Major strengths – A significant majority of actions and measures are on track. No more than one or two falling short.
4	Good	Important strengths with some areas for improvement – The weight of evidence shows that successes are greater than the areas which have not been achieved.
3	Adequate	Strengths just outweigh weakness – The evidence of success marginally outweighs areas which are not on track. Some actions are behind schedule and some measures are falling short of planned targets.
2	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
1	Unsatisfactory	Major weakness – In most areas performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

3.5 Improvement Objective 2 “We will safeguard people, whether young or old, while reducing peoples dependence on social care” is scrutinised by Adults select committee. This includes two areas that will be of interest to Children and Young people select committee these are;

- delivering the children’s services action plan in response to the latest CSSIW inspection report, the service is currently subject to another inspection by CSSIW and the results of this will be reported by the Chief Officer Social Care & Health when published.
- ensuring that senior leaders have good quality information and analysis to provide assurance that children and young people are being safeguarded, the safeguarding performance reports for 2015/16 have recently been presented to a joint Children and Young people and Adults select committee in June 2016.

### Outcome Agreement

3.6 The Outcome Agreement is an agreement with the Welsh Government for a three year period, where the council needs to deliver on performance activity and associated targets that contribute to the Programme for Government. The agreement covered the period from 2013 to 2016.

3.7 In the summer of 2015 the Welsh Government announced the final year of funding for performance in 2015-16 would no longer be attached to performance in the Outcome Agreement and would be rolled directly into the Revenue Support Grant for 2016-17. This means that payment for performance against the targets in the agreement for 2015-16, is assured, the council was also awarded full payment in the previous two years. However given the importance placed on the agreement as part of the council’s performance framework an evaluation of performance achieved over the three years of the agreement has been undertaken. The evaluation highlights progress made against the actions and performance indicators set in the Outcome Agreement.

### Key National Indicators

3.8 Appendix 3 sets out further key performance indicators that are in the national performance indicator set used by Welsh Government and are under the committee’s remit. The primary purpose is to highlight the performance achieved in 2015/16. In some cases this may result

in duplication of indicators already included in other sections of the report. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committee(s).

**4. REASONS:**

- 4.1 To ensure that members have an understanding of performance against these areas of work and are able to scrutinise them to ensure a rigorous focus on improvement and delivering the Council's priorities of education, support for vulnerable people, support for enterprise and job creation and maintaining locally accessible services.

**5. AUTHORS:**

Richard Jones, Policy and Performance Officer

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## Appendix 1 - Improvement Objectives 2015//16

<b>MCC Improvement Objective 1:</b> We will improve at all key stages of education					
<b>Council Priority:</b> Education			<b>Single Integrated Plan Outcome:</b> People have access to practical and flexible learning		
<b>What the Single Integrated Plan identifies that we will contribute to</b>			<b>Why have we chosen this?</b>		
<p>We will provide practical and flexible learning by:</p> <ul style="list-style-type: none"> <li>• Redesigning our schools and making them fit for purpose</li> <li>• Offering a more flexible education system that meets the needs of pupils, their families and employers</li> <li>• Improving access to education for vulnerable groups</li> <li>• Addressing key factors to underachievement</li> </ul>			<p>Education is one of the four priorities for the council. We are working to improve performance at all key stages. While at a headline level our key stage results are amongst the best in Wales we still need to narrow the gap in attainment between those who receive free school meals and those who don't.</p>		
<b>Overall impact score</b>					
<p><b>Level 4 Good - Important strengths with some areas for improvement</b></p> <p>The relationship with the EAS has matured and the quality assurance of processes is more robust and provides a better understanding of the challenge and support needed to schools and the authority. Performance improved at Foundation phase and key stages 2, 3 and 4 for pupils not eligible and receiving free School Meals, except at Key stage 3 where performance for pupils receiving free school meals declined, while not all targets were met.</p> <p>Estyn has judged that Monmouthshire County Council's education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four and concluded that the authority is no longer in need of special measures. The new School at Raglan has been occupied since September 2015 and work has commenced on site for both Caldicot and Monmouth. The council has approved a business case of investment in schools ICT infrastructure, Phase 1 of the ICT in schools improvements: upgrading equipment and infrastructure as well as implementing SIMS in the classroom is due for completion in December 2016.</p>					
<b>What will we do?</b>	<b>Timescale</b>	<b>How we will measure success</b>	<b>What have we done?</b>	<b>What difference has it made?</b>	<b>Progress</b>
Continue to commission and monitor the regional Education Achievement Service (EAS) to challenge, support and develop teachers to continuously raise standards in the classroom and create a culture that nurtures excellence.	December 2016	<p>Measure: Results at Foundation Phase, Key stage 2, Key stage 3 and Key stage 4.</p> <p>Measure: Percentage of schools in the top quartile across all key stages</p>	<p>As a region we have developed a new way of working with our commissioned EAS. This will enable us to develop and define increasingly robust processes for quality assurance to be implemented from September 2016 consistently across the region.</p> <p>The relationship with the EAS has matured and is becoming</p>	<p>Performance in Summer 2015:</p> <p><b>Foundation Phase</b></p> <p>Performance improved and was ranked 2<sup>nd</sup> in Wales, a decline from being ranked top the previous year, with 91.8% of pupils achieving the Foundation phase indicator.</p> <p>The percentage of schools in the top quartile declined to 23% from 35%, Fewer schools are now in the lowest quartile</p>	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
		<p>Measure: Reduction in using the powers available to us under the School Standards Act.</p>	<p>increasingly more robust. The authority has a good understanding of the challenge and support needed to individual schools and across the authority. The authority / EAS has implemented an annual stocktake process which now covers all key stages from 2015, which should show the benefit in 2016.</p>	<p><b>Key stage 2:</b> Performance improved and was ranked 1<sup>st</sup> in Wales with 92.5% of pupils achieving the CSI</p> <p>32% of schools were in the top quartile an improvement from 16% in the previous year.</p> <p><b>Key stage 3:</b> Performance improved and was ranked 2<sup>nd</sup> in Wales with 90.8% of pupils achieving the CSI.</p> <p>In 2015 25% of schools were in the top quartile.</p> <p><b>Key stage 4:</b> Performance improved and was ranked 1<sup>st</sup> in Wales with 66.9% of pupils achieving key stage 4 level 2 inclusive.</p> <p>50% of schools were in the top quartile an improvement from 25% in the previous year.</p> <p>There are currently no warning notices in place for any Monmouthshire school.</p>	

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Develop robust assessment processes to make sure that we can intervene at the earliest possible opportunity with corrective actions that will achieve the best outcomes for all learners.</p>	<p>December 2016</p>	<p>Measure: Percentage of pupils achieving the core subject indicator at all key stages:</p> <ul style="list-style-type: none"> <li>i) not eligible for free school meals</li> <li>ii) eligible for free school meals.</li> </ul>	<p>We have introduced termly monitoring of progress against targets to identify concerns and instigate support to schools at the earliest opportunity. The interrogation goes down to pupil level data.</p> <p>Also, we have refocused the use of the Pupil Deprivation Grant (PDG) to ensure its wider use for vulnerable pupils and so we have broadened the scope from the restricted focus on fsm alone.</p> <p>This is in addition to the improvements highlighted in the entry above, which in this context has led to a greater understanding of the impact of fsm eligibility on pupil performance.</p>	<p>Pupil performance Summer 2015:</p> <p><b>Foundation Phase</b> Performance for pupils not eligible for FSM and receiving FSM improved but was below targets.</p> <p><b>Key Stage 2</b> Performance for pupils not eligible for FSM improved and was above target. Performance for pupils receiving FSM improved but fell below the target set.</p> <p><b>Key Stage 3:</b> Performance for pupils not eligible for FSM improved and was above target. Performance for pupils receiving FSM declined and was below target</p> <p><b>Key Stage 4:</b> Performance for pupils not eligible for FSM slightly improved but fell below target. Performance for pupils receiving FSM improved and was above target.</p>	<p>Overall meeting target</p>
<p>Continue to deliver our Post-Inspection Action Plan to develop services and governance arrangements which address the recommendations made by Estyn in 2012.</p>	<p>December 2015</p>	<p>Milestone: The authority will no longer be in Estyn special measures.</p>	<p>The Post-Inspection Action Plan (PIAP) has been delivered across the six recommendations given by Estyn in the initial judgement. This culminated into a recent Estyn monitoring visit in November 2015 and subsequent outcome letter in January 2016.</p> <p>Improvements against the issues identified in the Estyn monitoring</p>	<p>Estyn has judged that Monmouthshire County Council's education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four and concluded that the authority is no longer in need of special measures.</p>	<p>Met target</p>



			visit letter in January 2016 will be a continuing focus.		
<b>What will we do?</b>	<b>Timescale</b>	<b>How we will measure success</b>	<b>What have we done?</b>	<b>What difference has it made?</b>	<b>Progress</b>
Deliver, through the 21 <sup>st</sup> century schools programme two new secondary schools and a primary school. We will identify future priorities for new schools through the Education Review.	Raglan Primary - September 2015 Caldicot Secondary and Monmouth Comprehensive - March 2017	Measure: Number of school builds completed and occupied on time.	The new school at Raglan has been occupied since September 2015. The first health check of the school in November 2015 identified a number of defects which have been dealt with by the contractor within the agreed period.  The Caldicot main school build programme has commenced on site and is on the programme schedule. Works on the Monmouth Comprehensive school development have commenced and are on schedule. Costs are being monitored to keep in line with budget.	Plaza teaching at the new Raglan Primary has been positively greeted by staff, parents and pupils.  No difference can be shown for Caldicot and Monmouth schools until their final completion and occupancy.	On target (revised since objective set)
Restructure the provision for children and young people with Additional Learning Needs to achieve sustainable, flexible and responsive services that are inclusive for all and delivered at the point of need.	March 2017	Milestone: ALN Hubs are in Place.  Measure: Number of statements and SAPRA agreements.	In this context ALN Hubs means regional provision in the North and South of the county. This milestone is not likely to be secured until 2017 and currently is in mid consultation. We are at the point we would expect to be.	The Authority issued 8 statements in 2015, which is nearly a 75% reduction compared to the 31 issued last year.  The authority issued 75 School Action Plus Resource Assist (SAPRA) agreements and 348 children have Statements of Special Educational Need	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
Invest in ICT, enabling schools to maximise the impact of technology to create immersive and inclusive classrooms which support the learning needs of students across the whole curriculum.	December 2016.	Milestone: Funding is secured and a project plan for roll-out completed.	<p>The council has approved a business case for £885,000 of investment in schools ICT infrastructure, bringing it up to a common standard and platform commensurate with the 21st century schools programme and WG aspirations for connectivity.</p> <p>Agreement has now been reached with all but three schools signing up to the SRS Service Level Agreement (SLA), and a recalculation of the SLA funding has been undertaken to ensure it is still viable. The SLA is still viable and it recommended that the programme of upgrading the ICT infrastructure proceeds. A report was presented to cabinet and council in January 2016 which was approved.</p> <p>Work has begun on phase 1 with the appointment of technicians who are in the early stages of implementation.</p>	<p>Phase 1 of the ICT in schools improvements: upgrading equipment and infrastructure as well as implementing SIMS in the classroom is due for completion in December 2016.</p> <p>Phase 2 will see the migration of school based server infrastructure up to the SRS over an 18 month period.</p>	On target

How will we know the difference it has made	2013/14 (12/13 Academic Year)	2014/15 (13/14 Academic Year)	2015/16 Target (14/15 Academic Year)	2015/16 14/15 Academic Year)	Trend
Percentage of pupil attendance in primary schools	94.4%	95.8%	95.8%	95.8%	Unchanged/Met target
Percentage of pupil attendance in secondary schools	93.5%	94.6%	94.5%	94.8%	Unchanged/Met target

How will we know the difference it has made	2013/14 (12/13 Academic Year)	2014/15 (13/14 Academic Year)	2015/16 Target (14/15 Academic Year)	2015/16 14/15 Academic Year	Trend
The percentage of pupils achieving the Foundation Phase indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 91.9% ii) 74.6%	i) 92.2% ii) 82.7%	i) 94.3% ii) 94%	i) 92.9% ii) 82.9%	i) Improved/ missed target ii) Improved/ missed target
The percentage of pupils achieving the Key Stage 2 Core Subject Indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 91.2% ii) 75.8%	i) 92.2% ii) 70%	i) 92.8% ii) 87.5%	i) 93.8% ii) 81.9%	i) Improved/ met target ii) Improved/ missed target
The percentage of pupils achieving the Key Stage 3 Core Subject Indicator: i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 83.7% ii) 59.6%	i) 86.9% ii) 66.3%	i) 90% ii) 72%	i) 93.6% ii) 62.3%	i) Improved/ met target ii) declined/ missed target
The percentage of all pupils achieving Key Stage 4 Level 2 Threshold including English or Welsh and Maths i) Pupils not eligible for free school meals ii) Pupils receiving free school meals	i) 61.6% ii) 26.7%	i) 70.6% ii) 25%	i) 75.5% ii) 35%	i) 71.0% ii) 39.4%	i) Improved/ missed target ii) Improved/ missed target
The percentage of schools performing above the median for: Foundation Phase Indicator Key Stage 2 Core Subject Indicator Key Stage 3 Core Subject Indicator Key Stage 4 Level 2 Threshold including English and mathematics	i) 64.5% (20/31) ii) 48.4% (15/31) iii) 50% (2/4) iv) 50% (2/4)	i) 67.7% (21/31) ii) 41.9% (13/31) iii) 25% (1/4) iv) 75% (3/4)	i) 100% (31/31) ii) 67.7% (21/31) 100% (4/4) 75% (3/4)	i) 61.3% (19/31) ii) 61.3% (19/31) iii) 75% (3/4) iv) 100% (4/4)	i) missed target ii) missed target iii) missed target iv) met target
The number of children with: i) Statements of Special Educational Need ii) School Action Plus Resource Assist (SAPRA)	i) 425 ii) 0	i) 399 ii) 0	Shifting balance from statements to SAPRA	i) 348 ii) 75	On target based on latest data
<b>Longer Term Measures</b>		<b>Actual 2013/14</b>	<b>Actual 2014/15</b>	<b>Actual 2015/16</b>	
Percentage of pupils leaving education, training and worked based learning without a recognised qualification		0.4%	0.1%	0.1%	
Percentage of pupils who have been looked after leaving education, training and worked based learning without a recognised qualification		0%	0%	0%	
Percentage of 16 year olds who are not in education, employment or training		2.8%	1.7%	1.9%	

## Appendix 2 – Outcome Agreement 2013/16 Themes

<b>Outcome Agreement Theme</b>		<b>Theme 1: Improving school attainment</b>		
<b>Monmouthshire Theme(s)</b>		People have access to practical and flexible learning People in Monmouthshire benefit from education, training and skills development		
<b>Wales Programme for Government Theme &amp; Outcome</b>		Education: Improving school attainment		
<b>MCC Evaluation score 2013/14 – 2015/16</b>		Fully Successful – 2 points		
<b>During the term of the agreement we will:</b>	<b>What have we done so far?</b>	<b>What difference has it made so far?</b>		<b>Progress</b>
Deliver our 21 <sup>st</sup> Century Schools programme in line with funding arrangements with the Welsh Government	<p>The new school at Raglan has been occupied since September 2015. The first health check of the school in November 2015 identified a number of defects which have been dealt with by the contractor within the agreed period.</p> <p>The Caldicot main school build programme has commenced on site and is on the programme schedule. Works on the Monmouth Comprehensive school development have commenced and are on schedule. Costs are being monitored to keep in line with budget.</p>	<p>Plaza teaching at the new Raglan Primary has been positively greeted by staff, parents and pupils.</p> <p>No difference can be shown for Caldicot and Monmouth schools until their final completion and occupancy.</p>		On target (revised since agreement set)
Implement and assure our Safeguarding Policy to ensure compliance in all maintained and non-maintained education settings.	A Monmouthshire Safeguarding and Child Protection Policy is in place and embedded across the Council's services. Compliance with the council's policy is monitored through a range of methods and reporting to SLT and full Council on a 6-monthly basis. Since 2014 the Safeguarding Unit has annually provided performance reports to the Children and Young People Select Committee and the Council using a trio of reports. Proposed changes to the whole authority safeguarding approach to further strengthen arrangements, including introducing a	<p>The authority has made huge progress within the past three years on assuring safeguarding in the authority. In the main, this has been in response to Monmouthshire having been placed in Estyn Special Measures where Safeguarding was a first of six key recommendations. The authority has been removed from Special Measures and Estyn concluded the authority has made strong progress in addressing the recommendation on assuring safeguarding.</p> <p>An end of year appraisal for 2015/16, on the nine prioritised whole authority safeguarding objectives has been completed, a summary of overall performance is:</p>		On target

During the term of the agreement we will:	What have we done so far?	What difference has it made so far?	Progress															
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 143</p>	<p>safeguarding strategy, are currently being developed.</p> <p>A range of key actions have been implemented to support and monitor compliance with the policy including audits, training and improved recruitment processes. In addition, a whole authority corporate group has been put in place to give a strategic lead on safeguarding and to monitor progress of activities and impact made.</p> <p>All decision reports to Select, Cabinet and Council include an impact statement regarding any implications the decision might have on safeguarding and/or corporate parenting. A Cabinet member champions safeguarding across the organisation. Corporate safeguarding arrangements have been audited by the Internal Audit Service.</p>	<p>Important processes and practices are embedded across the authority supported by key services such as the Safeguarding Unit, Peoples Services and the Volunteer Coordinator. These include on recruitment and staff training, including for volunteers.</p> <p>Some parts of the authority have embedded safeguarding better than others, for instance, assuring volunteers used across all service areas and on other aspects of recruitment.</p> <p>There is a need to tighten practices across the authority where safeguarding does not appear to be understood and / or mainstreamed e.g. as identified through internal quality assurance completed on practices and in assuring safeguarding through contracted service arrangements.</p> <p>A review of the current framework in place and consideration of what the authority needs in future has been completed and proposals, including a draft safeguarding strategy, will be reported to select committee and then Cabinet and Council for decision.</p>																
<p>Rebalance the relationship we have with our schools to ensure we provide an appropriate level of challenge and support. We will determine in consultation with the Education Achievement Service (EAS), the level of informal / formal intervention to be used in each school. This will be</p>	<p>Working with the EAS we have fully implemented the national model for school improvement to inform the support and intervention needed in schools. This incorporates three steps:  Step 1 - performance and standards  Step 2 - self-evaluation /capacity to self-improve, leadership and the quality of teaching and learning  Step 3 - categorisation and level of support, challenge and intervention.</p> <p>In addition we have revised and implemented our policy for working with schools causing concern</p>	<p>This model uses categories, steps and a traffic light rating. Number 1 and letter A reflect better performing schools and the level of concern ranges from Green (less support needed) to Red (more support needed). A summary of <a href="#">National Categorisation</a> of schools for Monmouthshire in 2014-2015 and 2015-2016 is:</p> <p>Primary Schools Step 1 (performance and standards)</p> <table border="1" data-bbox="1189 1230 1854 1331"> <thead> <tr> <th>Year</th> <th>Group4</th> <th>Group3</th> <th>Group2</th> <th>Group1</th> </tr> </thead> <tbody> <tr> <td>14-15</td> <td>0 (0%)</td> <td>8 (27%)</td> <td>14 (47%)</td> <td>8 (27%)</td> </tr> <tr> <td>15-16</td> <td>0 (0%)</td> <td>4 (13%)</td> <td>12 (40%)</td> <td>14(47%)</td> </tr> </tbody> </table>	Year	Group4	Group3	Group2	Group1	14-15	0 (0%)	8 (27%)	14 (47%)	8 (27%)	15-16	0 (0%)	4 (13%)	12 (40%)	14(47%)	<p>On target in implementing the new framework</p>
Year	Group4	Group3	Group2	Group1														
14-15	0 (0%)	8 (27%)	14 (47%)	8 (27%)														
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During the term of the agreement we will:	What have we done so far?	What difference has it made so far?	Progress																																																																											
<p>based on school performance and could be formal warning notices, removal or replacement of governors or governing bodies, withdrawal of delegated financial and or staffing powers</p>		<p>Primary Schools Step 2 (self-evaluation /capacity)</p> <table border="1" data-bbox="1189 209 1854 304"> <thead> <tr> <th>Year</th> <th>D</th> <th>C</th> <th>B</th> <th>A</th> </tr> </thead> <tbody> <tr> <td>14-15</td> <td>1 (3%)</td> <td>12(40%)</td> <td>13 (43%)</td> <td>4 (13%)</td> </tr> <tr> <td>15-16</td> <td>1 (3%)</td> <td>8 (27%)</td> <td>16 (53%)</td> <td>4 (17%)</td> </tr> </tbody> </table> <p>Primary Schools Step 3 (Level of Support needed)</p> <table border="1" data-bbox="1189 336 1854 432"> <thead> <tr> <th>Year</th> <th>Red</th> <th>Amber</th> <th>Yellow</th> <th>Green</th> </tr> </thead> <tbody> <tr> <td>14-15</td> <td>1 (3%)</td> <td>12(40%)</td> <td>14 (47%)</td> <td>3 (10%)</td> </tr> <tr> <td>15-16</td> <td>2 (7%)</td> <td>7 (23%)</td> <td>16 (63%)</td> <td>5 (17%)</td> </tr> </tbody> </table> <p>Secondary Schools Step 1 (performance and standards)</p> <table border="1" data-bbox="1189 496 1854 592"> <thead> <tr> <th>Year</th> <th>Group4</th> <th>Group3</th> <th>Group2</th> <th>Group1</th> </tr> </thead> <tbody> <tr> <td>14-15</td> <td>1 (25%)</td> <td>1 (25%)</td> <td>2 (50%)</td> <td>0 (0%)</td> </tr> <tr> <td>15-16</td> <td>0 (0%)</td> <td>1 (25%)</td> <td>2 (50%)</td> <td>1 (25%)</td> </tr> </tbody> </table> <p>Secondary Schools Step 2 (self-evaluation /capacity)</p> <table border="1" data-bbox="1189 624 1854 719"> <thead> <tr> <th>Year</th> <th>D</th> <th>C</th> <th>B</th> <th>A</th> </tr> </thead> <tbody> <tr> <td>14-15</td> <td>0 (0%)</td> <td>1 (25%)</td> <td>3 (50%)</td> <td>0 (0%)</td> </tr> <tr> <td>15-16</td> <td>0 (0%)</td> <td>1 (25%)</td> <td>3 (50%)</td> <td>0 (0%)</td> </tr> </tbody> </table> <p>Secondary Schools Step 3 (Level of Support needed)</p> <table border="1" data-bbox="1189 751 1854 847"> <thead> <tr> <th>Year</th> <th>Red</th> <th>Amber</th> <th>Yellow</th> <th>Green</th> </tr> </thead> <tbody> <tr> <td>14-15</td> <td>0 (0%)</td> <td>1 (25%)</td> <td>3 (50%)</td> <td>0 (0%)</td> </tr> <tr> <td>15-16</td> <td>0 (0%)</td> <td>1 (25%)</td> <td>3 (50%)</td> <td>0 (0%)</td> </tr> </tbody> </table>	Year	D	C	B	A	14-15	1 (3%)	12(40%)	13 (43%)	4 (13%)	15-16	1 (3%)	8 (27%)	16 (53%)	4 (17%)	Year	Red	Amber	Yellow	Green	14-15	1 (3%)	12(40%)	14 (47%)	3 (10%)	15-16	2 (7%)	7 (23%)	16 (63%)	5 (17%)	Year	Group4	Group3	Group2	Group1	14-15	1 (25%)	1 (25%)	2 (50%)	0 (0%)	15-16	0 (0%)	1 (25%)	2 (50%)	1 (25%)	Year	D	C	B	A	14-15	0 (0%)	1 (25%)	3 (50%)	0 (0%)	15-16	0 (0%)	1 (25%)	3 (50%)	0 (0%)	Year	Red	Amber	Yellow	Green	14-15	0 (0%)	1 (25%)	3 (50%)	0 (0%)	15-16	0 (0%)	1 (25%)	3 (50%)	0 (0%)	
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<p>Strengthen service planning and review Children and Young Peoples services under a refreshed service planning and performance management framework. Implement this under more robust management to ensure the outcomes</p>	<p>The Children and Young People directorate have service plans in place as part of the corporate improvement framework and regular Check-in, Check-out and 1/1 appraisals are also completed. The Policy &amp; Performance team have worked closely with the directorate to support their performance planning and performance management.</p> <p>CYP DMT has adopted a more structured regime in its meetings to manage the directorate's business. This has ensured a more robust approach to business planning, monitoring and reviewing performance and securing intervention in services as needed.</p>	<p>The Estyn Monitoring letter following the Monitoring visit in March 2015 identified:          "The CYP's directorate has a more effective system for reporting on the progress against the actions in the service improvement plans and on the achievement of performance indicators to senior officers and elected members. Staff at all levels are beginning to be held to account more rigorously for their areas of responsibility."</p> <p>Following the Estyn Monitoring visit in November 2015, Estyn has judged that Monmouthshire County Council's education services for children and young people has made strong progress in addressing the recommendation on corporate planning, and satisfactory progress in recommendations on self-evaluation and performance management.</p>	<p>On target</p>																																																																											

During the term of the agreement we will:	What have we done so far?				What difference has it made so far?			Progress
<p>Continue our support to schools to improve ICT provision. Particularly, we will develop a data system to give teachers more immediate availability to data so that they can readily assess every pupil's performance. This will help schools in tracking individual pupil progress and in identifying any concerns due to variations in performance so that we can give more effective support.</p> <p>Page 145</p>	<p>The key point of this activity is to ensure robust target setting and timely and appropriate intervention to help pupils achieve their best performance.</p> <p>The practice in target setting procedures has been a concern over the past years and last year this was reviewed with the EAS to determine one overall target to replace the previous separate minimum and challenging targets.</p> <p>However, an improved ICT platform is crucial to delivering on the overall objective. So far all schools have access to a pupil tracking system on site, but we want to provide access to a classroom system.</p> <p>The council has approved a business case for £885,000 of investment in schools ICT infrastructure, bringing it up to a common standard and platform commensurate with the 21st century schools programme and WG aspirations for connectivity.</p>				<p>The authority is working with the EAS and schools to ensure a focus on pupil tracking and in instigating appropriate pupil support. This is for all pupils, but will ensure a focus on narrowing the gap between those eligible for free school meals and those not eligible</p> <p>SIMS has been trialled in the classroom at Shirenewton Primary School. Experience to date shows that teachers have saved time using this method to carry out the target setting process.</p> <p>Phase 1 of the ICT in schools improvements: upgrading equipment and infrastructure as well as implementing SIMS in the classroom is due for completion in December 2016.</p> <p>Phase 2 will see the migration of school based server infrastructure up to the SRS over an 18 month period.</p>			On target

How much did we do?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend 14/15 – 15/16	Comment
<p>The percentage of all pupil attendance in schools:</p> <p>i) Primary Schools:</p> <p>ii) Secondary Schools:</p>	<p>i) 94.7</p> <p>ii) 93.2</p>	<p>i) 94.4</p> <p>ii) 93.4</p>	<p>i) 95.8</p> <p>ii) 94.5</p>	<p>i) 95.8</p> <p>ii) 94.5</p>	<p>i) 95.8</p> <p>ii) 94.8</p>	<p>i) maintained/met target</p> <p>ii) improved /met target</p>	

How well did we do it?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend	Comment
The percentage of pupils achieving the Foundation Phase indicator: i)All pupils ii)Pupils receiving free school meals	i) 86.8 ii) 72.9	i) 89.5 ii) 74.6	i)91.2 ii)82.7	i) 94.2 ii) 94	i)91.8 ii)82.9	i) improved/missed target ii) improved/missed target	
The percentage of pupils achieving the Key Stage 2 Core Subject Indicator: i)All pupils ii)Pupils receiving free school meals	i) 86.3 ii) 62.3	i) 89.3 ii) 75.8	i)89.5 ii)70	i) 92.2 ii) 87.5	i)92.5 ii)81.9	i)improved/met target ii)improved/missed target	
The percentage of all pupils achieving Key Stage 4 Level 2 Threshold including English or Welsh and Maths i)All pupils ii)Pupils receiving free school meals	i) 56.3 ii) 25.7	i) 57.3 ii) 26.7	i) 65.6 ii) 25	i) 70.5 ii)35	i) 66.9 ii) 39.4	i) improved/missed target ii) improved /above target	
The percentage of schools in the 3rd quartile of the national standards framework (i) Foundation Phase (ii) Key Stage 2 core subject indicator (iii) Key Stage 3 core subject indicator (iv) Key Stage 4 level 2 including English and Maths	i)29.0 ii)35.5 iii)50.0 iv)50.0	i)19.3 ii)32.3 iii)0 iv)0	i)16.1 ii)38.7 iii)25.0 iv)25.0	i)6.5 ii)9.7 iii)25.0 iv)0.0	i)29 ii)25.8 iii)25.0 iv)0.0	(lower is better) i) declined/missed target ii)improved/missed target iii)maintained/met target iv) improved/met target	
The percentage of schools in the 4 <sup>th</sup> quartile of the national standards framework (i)Foundation Phase (ii) Key Stage 2 core subject indicator (iii) Key Stage 3 core subject indicator (iv)Key Stage 4 level 2 including English and Maths	(i)16.1 (ii)22.6 (iii)25.0 (iv)25.0	(i)16.1 (ii)19.3 (iii)50 (iv)50	i)16.1 ii)19.3 iii)50.0 iv)0.0	i)6.5 ii)9.7 iii)0.0 iv)0.0	i)9.7 ii)12.9 iii)0.0 iv)0.0	(lower is better) i)improved/missed target ii)improved/missed target iii) improved/met target iv)unchanged/met target	



Is anyone better off?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	RAG Trend	Comment
Percentage of pupils leaving education, training and worked based learning without a recognised qualification	0.1	0.4	0.1	0.0	0.1	Unchanged/missed target	
Percentage of pupils who have been looked after leaving education, training and worked based learning without a recognised qualification	0	0	0	0	0	Unchanged/met target	
Percentage of 16 year olds who are not in education, employment or training (NEET)	3.8	2.8	1.7	2.8	1.9	Declined /met target	

<b>Outcome Agreement Theme</b>	Theme 3: Poverty and material deprivation		
<b>Monmouthshire Theme(s)</b>	People are confident, capable and involved & Our County Thrives		
<b>Wales Programme for Government Theme &amp; Outcome</b>	Poverty and material deprivation		
<b>MCC Evaluation score 2013/14 – 2015/16</b>	Fully Successful – 2 points		
<b>During the term of the agreement we will:</b>	<b>What did we do?</b>	<b>What difference has this made?</b>	<b>Progress</b>
<p>Deliver the Flying Start Scheme, including parenting programmes and early language development</p> <p>Page 148</p>	<p>200 children have benefitted from Flying Start nursery provision in 2015/16. 73% of Flying Start funded childcare sessions were attended.</p> <p>The Incredible years Infant and Toddler programmes continue to be delivered each term in each of the four Flying Start areas of Abergavenny, Caldicot, Chepstow and Monmouth.</p> <p>Early language development support to eligible young children continues to be provided. Children in receipt of the support now also receive an early language play plan within their childcare setting.</p>	<p>In 2015/16 75% of children on the flying start scheme reached or were close to their development milestones at 2 years, which is below the target of 86% and performance achieved in the previous 2 years of the agreement.</p> <p>83% of children on the Flying Start scheme reached or were close to their development milestones at 3 years. Which met the target set and was an improvement on performance in the first two years of the agreement.</p> <p>Any decline in assessment scores can be due to a range of factors, individual child development, family background or lack of engagement in the programme. Also, this can be influenced by new children entering the programme in expansion areas, here they may have received an assessment without any prior intervention.</p>	Behind Target
	<p>Deliver the Acorn Project to families in need, including parenting support and early years support.</p>	<p>The Acorn project has continued to deliver evidenced based parenting programmes, informal structured groups and drop in support. The project provides a menu of evidence based programmes from 0-18 years. Continued to run programmes in 4 main Monmouthshire towns as well as the ability to deliver one to one where appropriate.</p>	<p>In 2015/16 91% of parents reported an improvement in parenting skills and 88% reported improved confidence in supporting their children after receiving Acorn Project support. These were above the targets set. Over the three years of the agreement from 2012/13 both these measures have seen an increase.</p>

During the term of the agreement we will:	What did we do?	What difference has this made?	Progress
	<p>A total of 22 evidenced based parenting programmes across the county were completed in the year, with 51 being delivered across the term of the agreement. The Acorn project worked with a 241 families during 2015/16, and 661 families across the term of the agreement. 379 referrals were received in 2015/16, with a total of 1198 referrals received across the term of the agreement.</p> <p>Take up of services remained quite static at an average of 76% across the term of the agreement</p>	<p>100% of parents reported an improvement in their child's development.</p>	
<p>Continue to assist pre start and existing business in Monmouthshire to access support through Monmouthshire Enterprise and other partners.</p>	<p>Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. This is evidenced by 283 business start-ups being supported over the course of the agreement, although 2015/16 start-ups (58) is lower than the annual target of 75.</p> <p>The fourth Monmouthshire Business Awards took place in October 2015</p>	<p>Assistance from Monmouthshire Business Enterprise and partners has helped create 140 jobs in the year, delays in larger pipeline projects coming to fruition has meant this is lower than the annual target.</p> <p>There were a total of 99 entrants for 11 award categories at the business awards. The Awards promoted new and existing business success and Monmouthshire as the place to set up business.</p>	<p>On target</p>
<p>Develop an Enterprise Strategy</p>	<p>The Monmouthshire Business Growth and Enterprise Strategy has been developed and continues to be delivered focused on three strategic priorities:</p> <ul style="list-style-type: none"> <li>• Supporting business growth</li> <li>• Encouraging inward investment</li> <li>• Growing Entrepreneurs</li> </ul> <p>Specific progress includes:</p> <ul style="list-style-type: none"> <li>• Appointment of a Business and Enterprise Manager, Strategic Investment and Funding Manager and SMART communities &amp; Digital Access Manager.</li> </ul>	<p>The strategy provides a programme of business support, networking and facilitation which will help unlock the potential for growth in the County.</p> <p>Looking at longer term trends over the course of the agreement, average wage levels of people working in the county have risen from £427 in 2013 to £478 in 2015.</p>	<p>On target</p>

During the term of the agreement we will:	What did we do?	What difference has this made?	Progress
	<ul style="list-style-type: none"> <li>• Development of a Business Growth &amp; Enterprise web portal, providing a toolkit for businesses at: <a href="http://www.monmouthshire.biz">www.monmouthshire.biz</a></li> <li>• Development of an Action Plan for Growing Entrepreneurship.</li> <li>• Continued promotional activity to promote the rollout and exploitation of high speed broadband across the County for both businesses and communities</li> </ul>	.	
<p>Develop and implement an anti-poverty strategy</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 150</p>	<p>We have developed an Anti-Poverty Programme of Intent which highlights the key anti-poverty themes of the Single Integrated Plan. Our focus is to identify those who are affected by poverty and provide a coherent range of services which support people to overcome barriers, allowing them to fully participate in society and engage in education, training and employment.</p> <p>We intend to do this by focusing on the following:</p> <ul style="list-style-type: none"> <li>○ Preventing Poverty by giving people the best start in life. Breaking the link between socio-economic disadvantage, educational under-achievement and impaired life chances</li> <li>○ Helping people to improve their skills, enhance the relevance of their qualifications and remove barriers to employment</li> </ul> <p>Mitigating the impact of poverty through the provision of a coherent programme of support targeted towards those who are disadvantaged by poverty</p> <p>A number of Public Service Board (PSB) Partnerships delivering in the three key areas have been identified:</p>	<p>This is on-going work that enables us to map provision and develop partnerships with the community, service providers, the third sector and employers. It ensures that tackling poverty is a cross-cutting theme as set out in the Single Integrated Plan and directed through the PSB Partners.</p> <p>The partnerships under the Monmouthshire PSB are instrumental in ensuring that we continue to focus our efforts and resources towards preventing poverty and mitigating the effects of poverty. Our focus moving forward will be to regularly review our performance indicators with each partnership to ensure that they are aligned to national initiatives and local needs, whilst ensuring an intelligence-led approach to targeting those in need.</p>	On target

During the term of the agreement we will:	What did we do?				What difference has this made?		Progress
Page 151	<ul style="list-style-type: none"> <li>○ Preventing Poverty: Supported by Flying Start, Families First Programmes, TAF, Early Years Development and Childcare Partnership and Integrated Youth Offer</li> <li>○ Helping people into work: Supported 16+ Employability Group, Integrated Youth Offer, and Families First Programme</li> <li>○ Mitigating the Impact of Poverty: Supported by the Financial, Economic and Digital Inclusion Partnership, Flying Start, Families First Programme and Integrated Youth Offer</li> </ul> <p>A corporate champion has been nominated, governance arrangements established and key performance indicators set to measure progress</p> <p>Chairs of the Key LSB partnership groups have been consulted and a Tackling Poverty Group set up to review, implement and monitor the Tackling Poverty Action Plan.</p>						
	How much did we do?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend 14/15 - 15/16
Number of children benefitting from Flying Start nursery provision	82	119	158	150	200	N/A	This indicator records the actual numbers of children who accessed childcare including full and reduced offers. In this sense the number is subject to fluctuations and the authority has no control over it. The measure therefore gives context but doesn't measure how many engage in the programme.

How much did we do?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend 14/15 - 15/16	Comment
Percentage of Flying Start funded childcare sessions attended	73%	70%	69%	75%	73%	Improved/ met target	This measure supplements the above measure to capture the number of funded sessions that are actually attended by eligible children
<b>How well did we do it?</b>							
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners <sup>i</sup>	60	103	122	75	58 (provisional)	Declined/ below target	
Percentage of children on the Flying Start scheme reaching, exceeding or within one age band below the developmental norm at 24 months	85%	80%	85%	86%	75%	Declined/ below target	Any child who scores more than one age band below their developmental norms aged two, will receive an intervention within childcare. Play Plans will be delivered and development closely monitored.
Percentage of Acorn Project parents who report improved parenting skills	79%	88%	90%	85%	91%	Improved/met target	
<b>Is anyone better off?</b>							
Percentage of Acorn project parents who report improved confidence as a parent	79%	83%	92%	83%	88%	Declined/met target	
Percentage of eligible children reaching, exceeding or within one age band below the developmental norm at 36 months	92%	80%	81%	83%	83%	Improved/ Met target	Replacement measure for the "Percentage of children on the Flying Start scheme aged 23-25 months who were more than one age interval below the developmental norm who show an improvement at 35 – 37 months"
Proportion of children living in low income families	12.5% (2011 data)	11.9% (2012 data)	12.0% (2013 data)	12.2%	Not available	N/A	The latest available data produced by HMRC is for 2013 for all children in low income families.
Average wage levels in the county (gross weekly pay by workplace)	£438	£427	£464	£475	£478	Improved/ Met target	

<b>Outcome Agreement Theme</b>	Theme 5: Improving early years' experiences		
<b>Monmouthshire Theme(s)</b>	Theme : Our County Thrives		
<b>Wales Programme for government theme &amp; outcome</b>	Theme: The Culture and Heritage of Wales Outcome: Improving early years' experiences <i>The focus for Monmouthshire, as part of this outcome, is access to physical activity and play for children and young people.</i>		
<b>MCC Evaluation score 2013/14 – 2015/16</b>	Fully Successful – 2 points		
<b>During the term of the agreement we will:</b>	<b>What did we do?</b>	<b>What difference has this made?</b>	<b>Progress</b>
Develop a Monmouthshire Walking and Cycling strategy	<p>The cycling strategy is still in draft and being developed alongside the strategic cycling group and Welsh Cycling strategy. This is being further developed in line with the Active Travel (Wales) Bill. As part of the act a consultation was undertaken in Autumn 2015 on the walking &amp; cycling "Existing Routes Maps" in the County which cycling group members contributed to. The first set of Existing Route Maps were submitted to Welsh Government on 22 January 2016.</p> <p>This will link to the Walking Product Development Strategy which helps promote the County as a walking destination. Further work is being undertaken linking cycling and walking as part of the realignment of the Creating an Active Monmouthshire group with the Single Integrated Plan outcomes. Walking and cycling projects have also been included in the Community Infrastructure levy draft plan.</p>	<p>The Walking Product Development Strategy is being implemented with partners. The walking toolkit has been launched which provides practical advice and guidance to support volunteer groups</p> <p>Across six areas (Abergavenny, Chepstow, Gilwern, Monmouth, Caldicot-Magor and Usk) the maps show key walking and cycling routes that are deemed relevant for everyday journeys (journeys to work, school, to access shops or services, etc. i.e. not purely recreational) and have been audited and found to be complying with the standards set out in the Welsh Government's Active Travel Act Design Guidance. These maps are available at <a href="http://www.monmouthshire.gov.uk/active-travel-act">www.monmouthshire.gov.uk/active-travel-act</a></p>	On target

During the term of the agreement we will:	What did we do?	What difference has this made?	Progress
Implement a MCC Aquatic Pathway to develop swimming	A 50 week swimming lesson plan for all 4 leisure centres continues to be provided as part of the Aquatic Plan. There has been an increase in swimming memberships, including junior swimming lessons. Our current Learn to Swim programme is operating at 95% capacity and we are looking to maximise the programme further.	The pathway plan is helping drive the achievement of key targets related to swimming, working towards every child being a swimmer. Data from the Summer of 2015 shows 75% of children swimming 25 metres at Key Stage 2 with a greater number of children being tested. This rate is a decrease from the 76% achieved in the summer of 2014.	Behind target
Complete an individual school sport survey with every Primary and Secondary School and use the findings to plan future service priorities.	<p>The findings from the survey in 2013 were used to plan future service priorities and develop the 5x60 scheme.</p> <p>The survey was completed again in 2015 with a high response rate from every primary and secondary school in Monmouthshire.</p>	<p>The outcome of the school sport survey in 2015 shows an increase in children in Monmouthshire who are physically active (Hooked on sport for life) from 42% in 2013 to 49% in 2015. The Wales average in 2015 was 48%.</p> <p>The findings from the 2015 survey will again be used to plan future service priorities and develop the 5x60 scheme.</p>	On target
Encourage young people to become ambassadors for sport inspiring future generations.	There are currently 90 young ambassadors at bronze, silver, gold or platinum levels helping to promote, lead and inspire other young people in Monmouthshire to participate in sport.	A total of 1350 volunteer hours have been delivered which would cost an equivalent of approximately £13,500 to deliver. Over the three years of the agreement a total of 3620 volunteer hours have been delivered.	On target
Work towards achieving bronze and then silver Insport Award for inclusive sport provision, including accreditation with community clubs.	In 2014 Monmouthshire Council's leisure services have achieved the bronze award for inclusive sport provision from Disability Sport Wales. Work is continuing to achieve the next stage, the silver award. Currently 18 community sports clubs have achieved Insport accreditation (which supports the development of inclusive thinking, planning, and delivery by the club).	The bronze award recognises the progress and commitment made by the Council in providing inclusive sport facilities and opening up opportunities for disabled people to participate in sport.	On target



During the term of the agreement we will:	What did we do?	What difference has this made?	Progress
<p>Complete a Monmouthshire Play sufficiency audit and address areas of improvement for play provision identified</p>	<p>A review of the Council's Summer Play Schemes has been completed, with the Town and Community Councils who support those schemes and gained approval for a new inclusive open access play model for Summer 2016, which will be delivered at 8 community venues across Monmouthshire by Torfaen Play Service. This summer play provision will be supported by shared specialist provision in Torfaen for children with the highest level of support. It will also be supported by summer sports camps in the leisure centres.</p> <p>A review and update of the statutory "Play Sufficiency Assessment" and a "Play Action Plan" required by March 2016 has been undertaken and will be used to guide the work of the Play Strategy Group, the partnership group who have been mandated to progress the key actions identified in the action plan.</p>	<p>The review of the summer play schemes will provide a wider range of inclusive open access play locations in Summer 2016. It is also designed to be more sustainable, both financially and in the changing regulatory environment.</p> <p>The new play <a href="#">action plan</a> 2016/17 is intended to give a clearer framework for partnership work around play provision.</p>	<p>On target</p>
<p>Take forward actions related to childcare and associated play from the Monmouthshire Childcare Sufficiency assessment and continue to assess demand and requirements through annual Childcare Sufficiency Refresh and Action Plan Update</p>	<p>A <a href="#">Childcare Sufficiency Assessment</a> (CSA) 2014-17 was produced and published in April 2014, including a gap analysis and action plan.</p> <p>The latest CSA Annual Report was submitted in March 2016, monitoring progress made against targets in the action plan and producing a revised action plan.</p>	<p>The annual report highlighted there is sufficient childcare of all types in all areas of Monmouthshire with an appropriate level of places being maintained, latest data shows there is a 21% childcare vacancy rate. The report has also highlighted the need to register additional childminders, to provide more flexible childcare to meet the needs of parents who work atypical hours.</p>	<p>On target</p>

How much did we do?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend	Comment
Number of young people aged 11- 25 who are young ambassadors for sport	29	71	80	75	90	Improved/ met target	
Number of community sports clubs achieving in-sport accreditation	12	14	16	18 (2 further clubs)	18	Improved/ met target	This includes 16 existing clubs who have retained their accreditation in the year and 2 new clubs have achieved the standards.
The number of childcare places available, relevant to uptake	5361 Places 27% vacancy rate	5624 Places 24% vacancy rate	5544 Places 21% vacancy rate	Maintain an appropriate level of places and vacancy rate	Not completed	Not applicable	There has not been a detailed analysis of data since April 2015 as changes to the regulations removed the requirement to submit an annual Refresh. The next full CSA will be submitted by March 2017 so places offered and vacancy rates will be collated during the summer holidays.
Complete play sufficiency audit and take forward actions identified	Carried out the audit work	Audit and action plan completed.	Funding secured for 2 play areas in Monmouth	Develop one further destination play area with a range of accessible play equipment	Funding has been secured and consultation on the development is ongoing. Play Sufficiency Assessment” and a “Play Action Plan” required by March 2016 have been completed	Behind target	Funding has been secured for the refurbishment of a destination play area in Monmouth and the substantial upgrading of five neighbourhood play areas in other parts of the county consultation on the development of these play areas is underway.

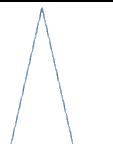

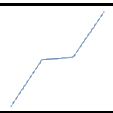
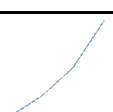
How well did we do it?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	RAG & Trend	Comment
Number of volunteer hours delivered by young ambassadors for sport	410	960	1310	1200	1350	Improved/met target	
Number of visits per 1000 of the population to leisure centres where the visitor will be participating in physical activity	6852	8099	7893	7600	8205	Improved/met target	Improved data collection of visitor numbers at leisure centres that were not previously captured has contributed to this increase, excluding this data visitor numbers have still been broadly maintained and above targeted levels. The target for the year was set lower based on the impact of the new school rebuilding on Monmouth leisure centre.
<b>Is anyone better off?</b>							
Percentage of young people who participate in physical activity 5x60 scheme	40%	41%	42%	43%	43% (Apr 15 – Mar 16)	Improved/met target	Data is for academic years, unless marked, for example 2014/15 data is autumn term 2014 to summer term 2015.
Percentage of children swimming 25 metres at Key Stage 2	72%	76%	75%	78%	Produced Annually	Not available	Data is for academic years. 2015/16 data will not be available until Summer 2016. This rate is down on the 76% achieved in 2013/14
Percentage of children who are physically active (hooked on sport for life)	Baseline set in 2013/14	42% Wales Average 40%	Bi annual	48% Above Wales average	49%	Improved/met target	The target was to maintain physical activity above the Wales average for the bi annual survey completed in 2015 which was 48%, therefore this has been met. Further information is available in a <a href="#">Monmouthshire summary</a>

## Appendix 3 – National Performance Indicators

### National Performance Indicators

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

### Education

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
EDU/002i	The percentage of all pupils in local authority schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification	0.1	0.4	0.1	0.1	0	✘	Unchanged	Unchanged		Performance has been maintained but missed the target for no pupils to leave education without a qualification.
EDU/002ii	The percentage of pupils in local authority care, and in local schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification.	0	0	0	0	0	✓	At maximum	At maximum		No pupil in local authority care left education without a qualification.
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	86.3	89.3	89.5	92.5	92.2	✓	Improved	Improved		Performance improved, was above target and was ranked 1st in Wales with 92.5% of pupils achieving the CSI
N	Numerator	746	754	812	826						
D	Denominator	864	844	907	893						
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	77.7	80.4	84.2	90.8	88.3	✓	Improved	Improved		Performance improved, was above the target and was ranked 2nd in Wales with 90.8% of pupils achieving the CSI
N	Numerator	596	650	664	679						
D	Denominator	767	809	789	748						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0	0	0	0	0	N/A	N/A	N/A		The authority has no maintained school offering teacher assessment in Welsh first language therefore this indicator is not applicable.
N	Numerator	0	0	0	0						
D	Denominator	767	809	789	748						
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	463.7	472.6	525.7	516.4	not set	N/A	Marginal Decline	Improved		The average point score for pupils aged 15 has declined .
N	Numerator	407618	433887	404755	417743						
D	Denominator	879	918	770	809						
EDU/015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	55.6	57.1	64.5	75	tbc	N/A	Improved	Improved		The Authority issued 8 statements in the year, which is nearly a 75% reduction compared to the 31 issued last year. Fewer pupils are being issued with statements of SEN as the authority moves towards issuing SAPRAs instead of Statements.
N	Numerator	15	12	20	6						
D	Denominator	27	21	31	8						
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	100	100	100	100	100	✓	At maximum	At maximum		Fewer pupils are being issued with Statements of SEN as the authority moves towards issuing SAPRAs instead of Statements.
N	Numerator	11	7	13	*						
D	Denominator	11	7	13	*						
EDU/016a	Percentage of pupil attendance in primary schools	94.7	94.4	95.8	95.8	95.8	✓	Unchanged	Marginal Improvement		Pupil attendance in primary school has been maintained in line with targets.
N	Numerator	102096	111236	84479	85002						
D	Denominator	1940976	1976456	2016265	2029959						
EDU/016b	Percentage of pupil attendance in secondary schools	93.2	93.5	94.6	94.8	94.5	✓	Marginal Improvement	Marginal Improvement		Pupils attendance in secondary school has increased above the targeted level.
N	Numerator	84878	79239	62895	62293						
D	Denominator	1240552	1210278	1170249	1207152						
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	56.3	57.3	65.6	66.9	70.5	✗	Marginal Improvement	Improved		Performance improved and was ranked 1st in Wales, although this was slightly below the Local authority target.
N	Numerator	495	526	505	541						
D	Denominator	879	918	770	809						

## Social Care Children's

### Overview from the Chief Officer Social Care & Health:

Children's services in Monmouthshire are on an improvement journey which is being delivered through a programme to develop practice, the workforce and the range of services available. There has been a marginal reduction in performance in Children's services against some key indicators from a performance high in 2014/15. The performance trajectory over the last 3 years is still upwards and there is confidence through the improvement programme that there will be sustainable improvement in performance.

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
SCC/002	The percentage of children looked after who have experienced one or more changes of school while being looked after	10.2	11.0	21.4	20.5	10	✘	Improved	Declined		15 looked after children had a non-transitional school move this year.
N	Numerator	6	8	15	15						
D	Denominator	59	73	70	73						
SCC/004*	The percentage of children looked after on 31 March who have had three or more placements during the year	2.7	10.7	1.9	8.5	6.0	✘	Declined	Declined		Provisional figure. 11 children had 3 or more placements during the year.
N	Numerator	2	11	2	11						
D	Denominator	101	103	108	129						
SCC/011b	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social worker	22.4	33.2	57.4	52.7	60	✘	Declined	Improved		Year on year improvement is not expected as it is not always appropriate to see a child alone. Reasons are supplied and checked where the child has not been seen alone.
N	Numerator	81	93	213	157						
D	Denominator	362	280	371	298						
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	66.9	66.3	84.5	84.2	90	✘	Marginal Decline	Improved		A very marginal decline in the percentage of LAC statutory visits undertaken on time during the year but a large increase in looked after children. Over 4 years this indicator has improved significantly.
N	Numerator	439	677	865	1095						
D	Denominator	656	1036	1024	1300						
SCC/033d*	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	88.9	92.3	88.9	62.5	100	✘	Declined	Declined		We have few 19 year old care leavers, 8 this year. Of these, 3 are not in contact.
N	Numerator	8	12	8	5						
D	Denominator	9	13	9	8						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
SCC/033e*	The percentage of young people formerly looked after who are known to be in suitable, non-emergency accommodation at the age of 19	100	91.7	87.5	80	100	✘	Declined	Declined		Of the 5 care leavers in touch, 1 is in not in suitable accommodation.
N	Numerator	8	11	7	4						
D	Denominator	8	12	8	5						
SCC/033f*	The percentage of young people formerly looked after who are known to be engaged in education, training or employment at the age of 19	25	58.3	25	40	75	✘	Improved	Improved		Of the 5 care leavers in touch, 3 are not in education, training or employment
N	Numerator	2	7	2	2						
D	Denominator	8	12	8	5						
SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	269	222	308	241	147	✓	Declined	Declined		Predicted results for this year's cohort of pupils suggested our point score would be lower than last and our target was set accordingly
N	Numerator	1614	1773	2156	2168						
D	Denominator	6	8	7	9						
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	68.4	73.3	98	100	98	✓	Improved	Improved		All children and young people's pathway plans to transition to independence were reviewed in the year
N	Numerator	54	44	50	48						
D	Denominator	79	60	51	48						
SCC/045	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	59.5	86.1	93.9	92.4	95.0	✘	Marginal Decline	Improved		A marginal decline in the percentage reviews of children undertaken on time during the year but significant improvement over 4 years.
N	Numerator	566	543	597	709						
D	Denominator	952	631	636	767						

<sup>i</sup> The audit trail for some of the start-ups included in the 2015/16 data is incomplete, therefore this has been marked as provisional.

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## REPORT

<b>SUBJECT</b>	<b>REVENUE &amp; CAPITAL MONITORING 2015/16 OUTTURN STATEMENT</b>
<b>DIRECTORATE</b>	<b>Chief Executive's Unit</b>
<b>MEETING</b>	<b>Children and Young People Select Committee</b>
<b>DATE</b>	<b>7<sup>th</sup> July 2016</b>
<b>DIVISIONS/ WARD AFFECTED</b>	<b>All Authority</b>

### 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 4 which represents the financial outturn position 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 a net revenue outturn underspend of £676,000, an improvement of £878,000 on quarter 3 outturn predictions.
- 2.2 Members consider a capital outturn spend of £18.3m against a revised budget of £18.8million, after proposed slippage of £43.7 million, resulting in a net underspend of £508k, of which circa £433k is available for recycling onto other projects/priorities which it is recommended will be held pending review of the additional pressures identified in paragraph 3.6.3.

- 2.3 Consider and approve the £43.7m capital slippage recommended, paying attention to those schemes included in paragraph 3.5.4 where slippage has been requested by the service manager but is not being recommended to slip (£170k), and notes the significant level of slippage required at outturn not manifest earlier in the year highlighting a concern in managers capital forecasting going forward.
- 2.4 Considers the use of reserves proposed and notes the significant decline on earmarked reserve levels at end of 2015-16 and the likely indication at end of 2016-17.
- 2.5 Approves the reallocation of reserve balances, as per paragraph 3.9.5 following the actuarial review of the insurance reserve and review of other small reserve balances, in order to address reserve pressures and the apportionment of general underspend in supplementing reserve levels as follows:
- £1,037 million to Redundancy and Pensions reserve
  - £419k to IT reserves
  - £350k to Invest to Redesign reserve
- 2.6 Approves the use of the Invest to Redesign reserve during 2016-17 totalling £30,835 as MCC's additional contribution to enable the work on the City Deal initiative to continue.

### 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 4 : Final outturn

<b>Table 1: Council Fund 2015/16 Outturn Forecast Summary Statement at Period 4 ( Month 12 )</b>	<b>Actuals at Outturn  £'000</b>	<b>Revised Annual Budget @ Outturn £'000</b>	<b>Over/ (Under) Spend @ Outturn  £'000</b>	<b>Variance Over/ (Under) Outturn to Month 9 £'000</b>	<b>Forecast Over/ (Under) Spend @ Month 9 £'000</b>	<b>Forecast Over/ (Under) Spend @ Month 6 £'000</b>	<b>Forecast Over/ (Under) Spend @ Month 2 £'000</b>
Social Care & Health	39,530	38,247	1,283	55	1,228	1,101	519
Children & Young People	51,265	51,351	(86)	(226)	140	197	274
Enterprise	10,070	10,140	(70)	(92)	22	601	338
Operations	15,818	16,216	(398)	(238)	(160)	339	634
Chief Executives Unit	6,634	7,001	(367)	(175)	(192)	(31)	(120)
Corporate Costs & Fees	18,020	18,215	(195)	(95)	(100)	(61)	63
<b>Net Cost of Services</b>	<b>141,337</b>	<b>141,171</b>	<b>166</b>	<b>(771)</b>	<b>938</b>	<b>2,146</b>	<b>1,708</b>
Attributable Costs – Fixed Asset Disposal	138	233	(95)	(13)	(82)	(51)	0
Interest & Investment Income / losses	(165)	(51)	(114)	(65)	(49)	(33)	(30)
Interest Payable & Similar Charges	3,295	3,663	(368)	19	(387)	(382)	(202)
Charges Required Under Regulation	5,566	5,806	(240)	1	(241)	30	74
Contributions to Reserves	389	95	294	299	(5)	0	0
Contributions from Reserves	(2,031)	(2,773)	742	(169)	911	108	(90)

Capital Expenditure financed from reserves	272	272	0	0	0	0	0
<b>Amounts to be met from Government Grants and Local Taxation</b>	<b>148,800</b>	<b>148,416</b>	<b>384</b>	<b>(700)</b>	<b>1,084</b>	<b>1,818</b>	<b>1,460</b>
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	(61,003)	(60,094)	(909)	(159)	(750)	(600)	(500)
Council Tax Benefits Support	5,906	6,097	(191)	(19)	(172)	(152)	(93)
<b>Net Council Fund (Surplus) / Deficit</b>	<b>(676)</b>	<b>40</b>	<b>(716)</b>	<b>(878)</b>	<b>162</b>	<b>1,066</b>	<b>867</b>
Budgeted contribution from Council Fund	0	(40)	40	0	0	0	0
	<b>(676)</b>	<b>0</b>	<b>(676)</b>	<b>(878)</b>	<b>162</b>	<b>1,066</b>	<b>867</b>

3.1.3 The bottom line underspend situation of £676k requires further analysis to understand the underlying net cost of services position which is artificially benefitted by a reduced draw on reserves, and compromised by net redundancy costs not funded by reserves that the services have had to accommodate, as these wouldn't normally be budgeted transactions.

3.1.4 The net cost of services overspend position of £166k reported above includes £702k of reserve funded projects which are now going to be deferred to 2016/17, and also a net £209k additional contributions to reserves which were unbudgeted. Whilst this has no effect on the outturn position overall, it artificially improves the net cost of services by this amount and for transparency taking this into account results in an overspend of circa £1.077m. This is still a good result for services considering the financial challenges that have been absorbed in relation to a £1.4 million overspend in Social Care Children's Services, accommodating £717k in redundancy costs as well as making ad hoc saving to compensate for mandate pressures that were unachievable or delayed (in para 3.3 below) of £537k. However the need to make such considerable ad hoc savings per annum will continue to introduce an unhelpful volatility to service budget monitoring, and compromise robust and sustainable service re-engineering

3.1.5 The analysis in the table below takes the “simple” outturn for services and adjusts for the level of redundancy costs incurred by Directorates this year, includes the effect of replenishment to reserves that are accounted for within Appropriations rather than service Directorates and adjusts for budgeted expenditure to be funded from reserves where costs have not been incurred during 2015-16 and instead a request has been received to transfer such spending to 2016-17, that have the effect of introducing artificial underspends.

<b>Directorate Cost</b>	<b>Reported Outturn Variance</b>	<b>Redundancy costs (excl schools) absorbed by Directorates unbudgeted for</b>	<b>Unbudgeted Contributions to Reserves recorded in Appropriations</b>	<b>Reserve funded expenditure requested deferred</b>	<b>Revised Services Outturn</b>
Social Care & health	1,283	(11)		48	1,320
Children and young people	(86)	(43)	104	49	24
Enterprise	(70)	(562)	63	586	17
Operations	(398)	(76)			(474)
Chief Executives	(367)	(25)	42	19	(331)
Corporate Costs & levies	(195)				(195)
<b>Net Cost of Services</b>	<b>166</b>	<b>(717)</b>	<b>209</b>	<b>702</b>	<b>361</b>

3.1.6 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 periodic recovery plan agreed by Cabinet.

### 3.1.7 Slippage on Reserve funded projects

The following table indicates the extent of budgeted reserve funding 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	73,200	0
	Centre of Innovation funding was £130k no longer required, compensates for £110k Circuit of Wales expenditure	Invest to Redesign/Priority Investment	110,500	0
	Reserve funding to facilitate 14-15 mandates	Invest to Redesign	0	49,000
	Eisteddfod	Priority Investment	72,700	372,300
	Local development plan	Priority Investment	0	100,000
	HR restructure	Invest to Redesign	22,500	0
	Innovation and marketing assistance to deliver mandates	Invest to Redesign	51,300	13,700
	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	
	Alternate Deliver model consideration		9,300	50,700
	Museums Acquisitions	Museum acquisitions	3,000	
<b>Sub Total Enterprise</b>			<b>536,800</b>	<b>585,700</b>
Social Care & Health	Service Transformation Adult Social Care	Invest to Redesign	111,900	48,200
	Children's Services Temporary Staff	Priority Investment	153,300	
	Youth Offending Team Partnership	Trading Account	57,200	
<b>Sub Total Social Care</b>			<b>322,400</b>	<b>48,200</b>

Children & Young People	Innovation and marketing assistance to deliver mandates	Invest to Redesign	10,600	49,400
	CYP development fund	Priority Investment	273,400	
	Restorative Approaches	Priority Investment	61,000	
	Raising Education standards	Priority Investment	56,000	
<b>Sub Total Children &amp; Young People</b>			<b>401,000</b>	<b>49,400</b>
<b>Sub Total Operations</b>	<b>Bus lease repayments</b>	<b>Grass Routes Buses</b>	<b>25,900</b>	<b>0</b>
Chief Executives	Council Tax Recovery	Invest to Redesign	28,800	0
	Innovation and marketing assistance to deliver mandates	Invest to Redesign	66,200	18,800
	Reserve funding to facilitate 14-15 mandates	Invest to Redesign	13,000	0
	NNDR hardship case	Priority Investment	18,750	
<b>Sub Total Chief Executive's</b>			<b>126,750</b>	<b>18,800</b>
<b>Sub Total Corporate</b>	<b>Redundancy Strain Costs</b>	<b>Redundancy &amp; pension</b>	<b>325,400</b>	<b>0</b>
Appropriations	Fixed asset disposal	Capital receipts generation reserve	138,000	95,400
	Vehicle leasing	Invest to Save Advances	69,300	
	Prudentially borrowed vehicle repayments	Invest to Redesign	0	0
<b>Sub Total Appropriations</b>			<b>207,300</b>	<b>95,400</b>
<b>Total</b>			<b>1,945,550</b>	<b>797,500</b>

### 3.1.8 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.

<b>Directorate</b>	<b>Service</b>	<b>Redundancy Costs 2015-16</b>
Enterprise	Strategic Management	85,279
	Strategic Property	17,136
	Community Hubs	289,709
	Community Education	96,317
	Leisure	18,081
	Markets	24,519
	Whole Place	31,392
	<b>Sub total</b>	<b>562,443</b>
Operations	Transport	9,131
	Building Cleaning	1,091
	Resources	7,271
	Grounds	54,154
	Highways	3,978
	<b>Sub total</b>	<b>75,625</b>
Social Care & Health	Supporting People	1,932
	My Day	8,783
	<b>Sub total</b>	<b>10,715</b>
<b>Chief Executives</b>	<b>Revenues</b>	<b>24,918</b>
<b>Sub total</b>		<b>716,647</b>
<b>Children &amp; Young People</b>	<b>Schools</b>	<b>465,728</b>
<b>Total</b>		<b>1,085,241</b>

3.1.9 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. Ignoring the schools aspect which is either funded by the CYP revenue budget, or proportionate



schools contribution, it is commonplace for managers to make requests for reserve funding to afford redundancy costs caveated on services looking to afford such costs in the first instance. Given the revenue account's net underspend, it is not necessary to utilise reserves to afford such costs in 2015-16, which is a fantastic and welcome achievement by services.

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

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
<b>Social Care &amp; Health (SCH)</b>					
<b>ADULT SERVICES</b>					
Severn View DC & My Day DC	(35)	0	(35)	(12)	Underspend due to low Superannuation take up, manager temporarily reduced to a three day week
Nardy Park Rehabilitation Unit	(10)	0	(10)	(12)	Section 33 income increased throughout the year
Nardy Park	74	0	74	14	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 in 2016-17.
Severn View Residential	112	0	112	19	Overspend mainly in salaries & wages due to sickness cover and backfilling of posts due to ICF schemes. Supplies & Services budget also overspent by £27k.
Direct Care	(110)	0	(110)	(39)	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	(124)	0	(124)	(21)	Current Disabilities team manager vacancy plus ICF grant meeting costs of the Direct Care team manager.
Other Adult Services	(8)	0	(8)	(18)	See Appendix 6
<b>CHILDREN SERVICES</b>					
Fostering Allowances and Payments For Skills	150	0	150	6	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	(72)	0	(72)	(6)	This budget is prone to volatility and since month 9 further work has been undertaken to control costs.

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 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	111	0	111	93	Increased legal costs in regard to Solicitor / Barrister fees not expected to crystallise within 2015-16 at M9
Therapeutic Service	(26)	0	(26)	2	Under spend due to vacant Play Therapist post being filled on a part time basis from 07/09/15
External Placements – LAC	1,038	0	1,038	(56)	Outturn activity resulted in 71 placements compared to 70 at month 9. 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)	0	This cost centre is generally used to fund the over spend within S026 – External Placements LAC.
GWICES (Gwent Wide Integrated Community Equip Services)	(24)	0	(24)	(2)	Based on the costs associated with the GWICES costs incurred from the hosts -Torfaen
Other Children's Services –appendix 6	(10)	0	(10)	(8)	See Appendix 6 Children's Services
SCYP - Placement & Support Team	150	0	150	28	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	(32)	0	(32)	(5)	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	250	0	250	17	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	84	0	84	(7)	Large part of overspend relates to the continued use of agency staff to cover sickness and the employment of a Student Placement Social Worker, improved since M9.
FRS – Family Support Team	(8)	0	(8)	(50)	This budget is currently employing the services of social workers to cover for various staff absences.
Bus Cases / Temp Funding - Cabinet 06/05/15	(45)	0	(45)	22	Underspend relates to delayed appointment to social worker posts connected with approved business cases

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Other Children's Services	12	0	12	32	See Appendix 6
<b>COMMUNITY CARE</b>					
Aids for Daily Living	44	0	44	22	Based on GWICES report received from the host Torfaen CBC
Adult Transformation	(48)	0	(48)	(56)	Head of Service to make formal reserve slippage request to take underspend into 2016-17 to close off the scheme in June.
Other Community Care / Adult teams	287	n/a	287	274	Chepstow area of the county has suffered from a low framework provider take up of domiciliary care packages resulting in more costly providers being used. Residential numbers have increased in the year with a lack of in house provision in this area. See appendix 6 for detailed explanation on adult care teams. The overspend in this area needs to be read collectively with the underspend to "contingency in the line below.
Contingency	(242)	0	(242)	(242)	To plan for the £1.2m budget mandate saving for Practice Changes, budgets were moved from teams into this cost centre to accelerate developments ready for 2016/17
Frailty	(62)	0	(62)	(62)	Reflects the deferment of the loan repayment until 2016/17
Other Com Care	1	0	1	12	See appendix 6
<b>COMMISSIONING</b>					
Drybridge Gardens	(22)	0	(22)	(9)	Vacancy at unit has led to underspend
Commissioning Strategy	(42)	0	(42)	(26)	Reduction in Contract and Diesel costs for Minibuses
Other Commissioning	4	0	4	20	See appendix 6
<b>PARTNERSHIP</b>	57	0	57	57	Overspend will be funded from the specific Youth Offending Service reserve
<b>RESOURCES</b>	(16)	0	(16)	(18)	See appendix 6
<b>Total SCH at Outturn</b>	<b>1,284</b>	<b>0</b>	<b>1,284</b>	<b>56</b>	<b>Total SCH Outturn at 2015-16 financial year end</b>

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
<b>Children &amp; Young People (CYP)</b>					
ISB	129	0	129	14	Additional costs of protection at schools and additional professional fees for legal services
Service Level Agreement	(159)	0	(159)	(149)	Savings in Maternity, Premature Retirement and Supply Compensation
Management	50	n/a	50	26	Professional fees relating to schools moved to ISB and additional recovery board costs
Financial Management Services	36	n/a	36	6	vacancy has been temporarily filled earlier than previously anticipated
Support Services	20	n/a	20	11	Additional Health & Safety assessment costs for pupils
Additional Learning needs	(320)	n/a	(320)	(168)	Additional savings of £140k for out of county placements and an increased level in recoupment income of £68k. These were not known at month 9, due to the decision of a tribunal and the de-statementing of a pupil. In addition, more pupils were admitted to Mounton House, therefore increasing the recoupment income.
ALN Management	42	0	42	42	Cost of redundancy which maybe met from reserves
Community Education Youth General	0	116	116	5	Funding from Torfaen Training has since reduced in 15-16, however the ESF grant will now start in 2016-17. 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.

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Other CYP	0	n/a	0	(13)	See Appendix 7
<b>Total CYP at Outturn</b>	<b>(202)</b>	<b>116</b>	<b>(86)</b>	<b>(226)</b>	<b>Total CYP Outturn at 2015-16 financial year end</b>

<b>Enterprise (ENT)</b>					
Sustainability	65	18	83	(15)	Sections' inability to achieve the expected full income targets. Though increased income from PV schemes
Strategic Property Management	(65)	0	(65)	(15)	Under spend relates partly to a staff vacancy, and a reduction in budgeted professional fee's.
Cemeteries	(76)	n/a	(76)	0	Increase in budgeted income during the financial year along with lower than anticipated expenditure,
County Farms Unit	(16)	n/a	(16)	(1)	Due to a reduction is expected maintenance along with higher than anticipated income.
Markets	105	28	133	(5)	Overspend on employee costs due to delayed implementation of restructure along with unbudgeted overtime. The alternative delivery plan of reducing maintenance work has produced some savings
Community Education	147	0	147	(31)	£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. Educational leisure course income has increased during the final 3 months of the year
Community Hubs	255	125	380	(6)	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, Slight reduction since M9 due to savings on restructure
Eisteddfod	(502)	0	(502)	(72)	This year's spend is £73k but there is still uncertainty around the final costs with the remaining £372k needing to be rolled forward into 16-17 as the agreed project runs over two financial years. At present Community fund raising totals circa £130k, which avoids an equivalent underwriting from reserves.
Homelessness	(52)	0	(52)	(7)	Funding of the Financial Inclusion Officer coming from the Implementing the Housing Act Grant £28,000 and a reduction

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
					in expenditure against B&B accommodation offset by bad debt write offs since M6 Also £7k saving on professional fees
Renovation Grants	5	0	5	(12)	Overspend relates to unbudgeted overheads on DFG grant income
Lodgings Scheme	(96)	0	(96)	(55)	The under spend is due to occupancy levels being at a high level than predicted/budgeted therefore increasing the amount of rental income and HB benefit.
Spend to Save	(29)	0	(29)	(2)	Saving due to unexpected one-off grant funding
Whole Place	(17)	n/a	(17)	3	Increased event costs since M9
People Services, Innovation & Business	(77)	0	(77)	123	This is mainly the effect of underspends in the Innovation services compensating for overspends in Business Growth and Enterprise, People Services and IT.
General Overheads	(22)	100	78	(35)	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. Movement due to staff savings since M9.
Development Plans, Mgmt and Business Control	(221)	0	(221)	(71)	LDP savings as scheme not implemented in 2015-16 and savings on Professional fees not manifest at M9
Cultural Services, incl. Museums & Shirehall,	168	30	198	163	117k relates to a service assumption to treat significant adhoc expense (replacement of vehicles and equipment) as part of simple trading deficit, when instead that reserve funding should have been subject to a formal request of Members. The museums section overspend relates to 10k green screen savings that couldn't be achieved and 20k conservation income that couldn't be achieved.
Leisure Services	12	30	42	2	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

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
					recovery plan from increased income has not materialised see Appendix 8 for further detailed comments
Tourism, Caldicot Castle & Country Parks	83	15	98	(46)	Most significantly caused by continuing net overspend at Caldicot castle, which has struggled for last 2 years to reconcile activity with budget. Situation compromised still further by separate managers at Old Station and Castle, where service budget presumes a sharing/halving of such resource costs. TIC costs affected by a need to "double man" facility due to threatening and abusive behaviour from a member of the public which has contributed to the total overspend, a cost situation improved by the closure of facilities during winter months.
Other Enterprise	(82)	0	(82)	(10)	See Appendix 8
<b>Total ENT at Outturn</b>	<b>(415)</b>	<b>346</b>	<b>(69)</b>	<b>(92)</b>	<b>Total ENT Outturn at 2015-16 financial year end</b>

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Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
<b>Operations (OPS)</b>					
Transport Policy	(67)	0	(67)	(48)	Increase in income due to favourable winter weather conditions
Green Car Scheme	(12)	0	(12)	(12)	The scheme has produced an under spend due to the increased uptake in staff joining the scheme.
Highways	(405)	50	(355)	(46)	SWTRA and Mechanical infrastructure has underspent by £301,000, an improvement of £51,000 from Month 9. Income activity shows that our Annual Activity programme came in as expected but we had an increase in the last 3 months of the year in Task order and Emergency response work. These are both reactive functions and are difficult to predict and is the reason for the variance from M9.



Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Public Transport Subsidy LTSG Grant	59	0	59	22	Un-budgeted staff costs, mainly on salaries and overtime and an increase in transport costs.
Public Transport Subsidy Grant	(39)	0	(39)	5	Administering the Bus Services Support Grant is claimable against the grant £50,000, this has been offset by small over spend on vehicle and transport costs of £11,000 at Outturn.
Home To School Transport	201	0	201	(133)	Similar to Caldicot Castle above, the net budget for these services presumes historic savings endorsed by Council that have not been made, 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. However, the variance from month 9 is due to an increase in forecast private hire income, a decrease in fuel costs and additional income from the collaborative arrangement with NCC on an integrated Transport Unit. This situation has been addressed in setting the 2016-17 budget.
School Transport – External	(112)	0	(112)	(20)	The under spend is due to a saving from a vacant post £9,000 and reductions in transportation costs due to pupils moving and savings made from the retender of some contracts £104,000. The variance from month 9 is due to the value of retendered contracts not being known at month 9.
Special Educational Needs	(61)	0	(61)	(29)	Vacant post £11,000 and reductions in transportation costs and season tickets £21,000 and some retendered contracts.
Passenger transport	63	0	63	72	The over spend primarily relates to overtime.
Procurement	(102)	0	(102)	(102)	Saving due to not needing to fund joint procurement venture
Schools Catering	24	n/a	24	(18)	Variance from month 9 due to increased school meals income, meal number have continued to increase in the last qtr. above expectations leading to an improved outturn position
Resources	213	n/a	213	93	Forecasted deficit position is due to a reduction in income as a result of a shortfall in capital fees.
Accommodation	(125)	n/a	(125)	34	Underspend due to a continued reduction in premises and supplies and services costs on all accommodation though reduced from M9
Grounds Maintenance	(54)	0	(54)	(44)	Variance from month 9 relates to lower than predicted reactive maintenance costs. This partly relates to a reduction on non-

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Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
					essential unnecessary expenditure being incurred along with the profile of expenditure being higher during winter months this winter was particularly mild resulting in reduced costs.
Refuse & Cleansing Operations	(35)	25	(10)	(10)	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 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.
AG Training	39	0	39	(7)	Has seen demand fall due to both increasing competition from other training providers and Council's facing major budget pressures only undertaking mandatory training.
Grounds Operational Management	<b>(68)</b>	<b>0</b>	<b>(68)</b>	6	Grounds operational management savings
Other Operations	<b>9</b>	<b>0</b>	<b>9</b>	0	See Appendix 9
<b>Total OPS at Outturn</b>	<b>(472)</b>	<b>75</b>	<b>(397)</b>	<b>(237)</b>	<b>Total OPS Outturn at 2015-16 financial year end</b>

Chief Executive's Office (CEO)					
Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Customer Relations	10	0	10	(2)	Professional fees incurred during a complaint investigation.

Members Costs	5	0	5	(12)	Improvement from month 9 due to savings realised from the Committee Chair.
Democratic Services	(84)	0	(84)	(24)	Savings in supplies & services and Cabinet office grants
Legal	(19)	0	(19)	(1)	Savings in supplies & services and unfilled staff vacancy
Public Protection	(58)	0	(58)	(23)	Savings in supplies & services and increased income
Audit	(22)	0	(22)	(12)	Savings in supplies & services and unfilled staff vacancy
Benefits	(182)	n/a	(182)	(114)	Savings in Housing Benefit awarded and reduced administration costs.
Council Tax & NNDR Administration	39	0	39	(17)	Overspend due to shortfall in Court summons income and redundancy costs for Officer
Cashiers	9	0	9	(5)	Overspend is largely attributable to increased annual card fees
Revenues Systems Administration	(32)	0	(32)	0	Vacant post, reduced petrol costs and reduced system costs as proportion now charged to Housing Benefits
Policy and Partnership Management	(39)	0	(39)	15	Movement due to contribution to Modern Government project and additional supplies and services costs
Other CEO	6	0	6	19	See Appendix 10
<b>Total CEO at Outturn</b>	<b>(367)</b>	<b>0</b>	<b>(367)</b>	<b>(176)</b>	<b>Total CEO Outturn at 2015-16 financial year end</b>

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Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
<b>Corporate (COL)</b>					
Audit Commission Fees (Certification Grant Claims)	(41)	n/a	(41)	(9)	Mainly savings in relation to the auditing of grant claims and statutory inspection fees
Drainage Levies	10	0	10	0	Drainage Levy original budget insufficient for service cost
Coroner Fees	16	0	16	0	Original budget insufficient for service costs
Gwent Crematorium	(138)	0	(138)	(48)	Increased income from activity at the Gwent Crematorium
Early Retirement Pension Costs	202	n/a	202	35	Additional pension strain cost of notified in latter part of 2015/16

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Insurance Premium Payment(Direct)	(98)	n/a	(98)	(31)	Based on reduction in premium costs as a result of the tender completed in September 2015.
Insurance Settlement Expenditure	(2)	0	(2)	(2)	Insurance settlement claims predicted to be lower due to reduced claims activity
Indirect Revenue Gains Reserve	(138)	0	(138)	(41)	Rate rebates from MCC Properties
Other Corporate	(5)	0	(5)	2	See appendix 11
<b>Total COL at Outturn</b>	<b>(194)</b>	<b>0</b>	<b>(194)</b>	<b>(94)</b>	<b>Total COL Outturn at 2015-16 financial year end</b>

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Appropriations (APP)					
Attributable Costs - Fixed Asset Disposal	(95)	0	(95)	<b>(13)</b>	12 Schemes delayed mainly due to a rethink of disposal strategy to optimise receipts. The balance on this budget is requested as slippage into 1617
Interest and Investment Income	(52)	0	(52)	<b>(3)</b>	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	(368)	n/a	(368)	<b>19</b>	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	(240)	n/a	(240)	<b>1</b>	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 has achieved a saving on MRP payments due.
Earmarked Contributions Reserves (Revenue)	1,035	n/a	1,035	<b>130</b>	See separate reserves section
Other Appropriations	(62)	0	(62)	(62)	Other investment income

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
<b>Total APP at Outturn</b>	<b>218</b>	<b>0</b>	<b>218</b>	<b>72</b>	<b>App Outturn at 2015-16 financial year end</b>

<b>Financing (FIN)</b>					
Council Tax	(910)	n/a	(910)	(160)	Surplus due to projected better Council Tax Collection rates and an increased Council Tax base.
Benefit Support	(191)	n/a	(191)	(20)	The outturn reflects the current commitments within the system. As caseloads continue to reduce,
Total Financing	<b>(1,101)</b>	<b>0</b>	<b>(1,101)</b>	<b>(180)</b>	
<b>Grand Total @ Outturn</b>	<b>(1,213)</b>	<b>537</b>	<b>(676)</b>	<b>(878)</b>	<b>Total Outturn at 2015-16 Financial Year End</b>

3.11 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 Schools' balances outturn position for 2015-16.

Council Fund Outturn 2015/16– Schools position  (Period 4)	(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 on School Balances @ Outturn  £'000	Reserve Balances at 2015-16 Outturn (A+D)  £'000	(D) Draw Forecasted on School Balances @ Month 9  £'000	Variance Month 9 To Outturn  £'000	Draw Forecasted on School Balances @ Month 6  £'000	Draw Forecasted on School Balances @ Month 2  £'000
<b>Clusters</b>									
Abergavenny	(412)	124	(305)	(181)	(594)	46	(227)	(19)	100
Caldicot	(426)	275	(439)	(164)	(590)	112	(276)	153	252
Chepstow	98	36	84	120	218	80	40	63	45
Monmouth	(424)	166	(41)	125	(299)	138	(13)	154	193
Special	24	(18)	103	85	109	116	(31)	105	(28)
<b>Total</b>	<b>(1,140)</b>	<b>583</b>	<b>(598)</b>	<b>(15)</b>	<b>(1,156)</b>	<b>491</b>	<b>(507)</b>	<b>457</b>	<b>562</b>

3.2.2 School balances at the beginning of the financial year amounted to £1,140,000. The Schools will contribute a net £15,000 to school balances for 2015/16, therefore leaving £1,156,000 as the closing reserve balances. This is against a declining collective school reserves position both budgeted for and reported in previous 3 quarters. The same volatility in outturn has been experienced as in 2014-15. CYP regard their forecasting compromised by the ad hoc release of funding from Education Achievement Service during the last quarter. By way of illustration, unanticipated grant awards to Monmouthshire schools amounted to £315k in just March 2016 alone. CYP regard pragmatically there is very little structured improvement that can be achieved in such a volatile funding arrangement, and that such awards will tend to compensate for project costs already being progressed, so having a generally beneficial effect on the schools usage of their reserves. It is not an ideal situation, but one that is being addressed with EAS colleagues.

3.2.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster. Chepstow Comprehensive School does have a recovery plan in place, however it has missed its recovery target by circa £100k for 2015-16. This simplistically is due to the contribution to redundancy costs that the school has incurred and additional water rates demands. The formal school budget submitted for 2016-17 proposes an improvement on reserve levels of £200k. Governors accept a proposition to make a further £56k savings, to keep on track with the reserve improvements supplied and endorsed in their original recovery plan. This would rectify the effect of 2015-16 position in full. They are working through the detail of that at the moment and intend to communicate intentions to CYP colleagues for consideration of their continued support.

- 3.2.4 5 Five schools exhibited a deficit position at the start of 2015/16; Llanvihangel Crucorney, Castle Park, Chepstow Comprehensive, Llandogo and Mounton House Special School. Of these five schools, the following three have seen an increase in their deficit at outturn and their balances are as follows: Chepstow School (£414,067) due to water charges and an increase in exam fees; Llanvihangel Crucorney (£23,605) as a result of having to employ an additional teacher due to increased pupil numbers; and Mounton House Special School (£154,854), due to significant staffing changes and a delay in grant funding through the ESF project. The other two schools have seen a decrease in their deficit balance. One additional school, Overmonnow Primary, is now also exhibiting a deficit (£19,101), taking the total number of schools in a deficit position to six at the end of 2015/16.
- 3.2.5 Schools balances are exhibiting a fluctuating trend with some schools showing a continuing reduction in schools balances which is of concern and others a more balanced trend.

<b>Financial Year-end</b>	<b>Net level of School Balances</b>
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)

- 3.2.6 There has been a significant reliance on reserve balances to supplement school spending plans in the last 4 years across individual schools with a certain amount of replenishment, to the extent that a number of balances now exceed Welsh Government guideline levels of no more than £50,000 for a primary school and £100,000 for a secondary school. CYP colleagues are intent to undertake a more in-depth review into extent of individual balances in conjunction with recent 2016-17 reported reserve usage with a view to ensuring levels do not exceed WG guidance levels. The results of this exercise will be reported alongside 2016/17 qtr1 activity.
- 3.2.7 Further information on Schools is provided in Children & Young People Select Appendix 5. Individual School Balances are available in Appendix 14 CYP School Select.

### 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 Outturn

<b>DIRECTORATE</b>	<b>Specific Savings Initiatives 2015/16 £'s</b>	<b>Savings Identified @ Outturn £'s</b>	<b>Percentage of Savings Achieved %</b>	<b>Delayed Savings to 2016/17 £'s</b>	<b>Savings Unachievable in 2015/16 £'s</b>
<b>Children &amp; Young People</b>	1,514,000	1,398,000	<b>92%</b>	0	116,000
<b>Social Care &amp; Health</b>	274,000	274,000	<b>100%</b>	0	0
<b>Enterprise</b>	1,392,983	1,046,728	<b>75%</b>	125,000	221,255
<b>Operations</b>	1,513,000	1,463,000	<b>97%</b>	75,000	0
<b>Chief Executives Office</b>	85,000	85,000	<b>100%</b>	0	0
<b>Total Budgeted Savings</b>	<b>4,778,983</b>	<b>4,266,728</b>	<b>89%</b>	<b>200,000</b>	<b>337,255</b>

3.3.2 Mandated savings of 89% were achieved by outturn, with £337,255 being deemed as unachievable, a further £200,000 is expected to crystallise in 2016-17. This is an improvement on month 9 data which concluded 83% savings being made collectively.

3.3.3 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 comments are in regard to savings mandates that have not been met.



### Operations (OPS)

- Highways advertising income is forecasting a £50,000 delayed saving due to planning issues in regard to the implementation of the scheme. The saving against budget has been achieved through other means to compensate for these delayed savings.
- Trade Waste cannot reach the extra trade waste re-cycling bags target of £25,000, expectations are that this can be achieved in future periods.

### 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 since month 6 in total.
- Sustainable Energy Initiatives is reporting £18,110 of unachievable income targets though this has been offset by additional Cemetery income.
- Museums, Shirehall & Castles and Tourism – £15,000 shortfall due extra staffing requirements at Chepstow TIC which was closed for the winter 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 at Outturn.
- In House development of ICT systems and associated income generation through future sales estimated at £100,000 will not occur.
- MCC Markets has reported that the extra income of £28,145 from the Markets has been unachievable due to budget pressures relating to the Borough theatre. The service has achieved £42k against the alternative delivery plan of ceasing all repair and maintenance work to the asset portfolio.
- The delayed implementation of the Community Hubs project to 2016-17 has led to a £125,000 savings shortfall.

### Children and Young People (CYP)

- The Youth Service are forecasting to achieve £84,000 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.

- 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 Outturn is as follows

<b>MCC CAPITAL BUDGET MONITORING 2015-16 AT Outturn by SELECT COMMITTEE</b>						
<b>CAPITAL BUDGET SELECT PORTFOLIO</b>	<b>Actual Outturn</b>	<b>Slippage Brought Forward</b>	<b>Total Approved Budget 2015/16</b>	<b>Provisional Capital Slippage to 2016/17</b>	<b>Revised Capital Budget 2015/16</b>	<b>Capital Expenditure Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Children &amp; Young People</b>	11,276	7,267	51,330	(39,731)	11,599	(323)
<b>Adult</b>	321	35	353	(30)	323	(1)
<b>Economic &amp; Development</b>	88	531	759	(680)	79	9
<b>Strong Communities</b>	6,637	2,940	10,073	(3,243)	6,831	(193)
<b>Capital Schemes Total</b>	<b>18,322</b>	<b>10,773</b>	<b>62,515</b>	<b>(43,684)</b>	<b>18,832</b>	<b>(508)</b>

**MCC CAPITAL BUDGET MONITORING 2015-16 AT Outturn BY SCHEME CATEGORY**

<b>CAPITAL BUDGET SCHEME</b>	<b>Actual Outturn</b>	<b>Slippage Brought Forward</b>	<b>Total Approved Budget 2015/16</b>	<b>Provisional Capital Slippage to 2016/17</b>	<b>Revised Capital Budget 2015/16</b>	<b>Capital Expenditure Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Asset Management Schemes</b>	2,710	889	3,603	(604)	2,999	(289)
<b>Future Schools</b>	10,022	6,699	48,896	(38,875)	10,022	0
<b>Other School development Schemes</b>	171	219	1,075	(847)	227	(56)
<b>Infrastructure &amp; Transport</b>	3,135	671	4,566	(1,408)	3,158	(23)
<b>Regeneration Schemes</b>	517	947	1,654	(1,096)	558	(41)
<b>Sustainability Schemes</b>	4	81	81	0	81	(77)
<b>County Farm Schemes</b>	208	152	352	(144)	208	0
<b>Inclusion Schemes</b>	1,235	348	1,354	(119)	1,235	0
<b>ICT Schemes</b>	181	188	288	(107)	181	0
<b>Other Schemes</b>	142	580	646	(483)	162	(20)
<b>Capital Schemes Total</b>	<b>18,323</b>	<b>10,773</b>	<b>62,515</b>	<b>(43,684)</b>	<b>18,831</b>	<b>(508)</b>

### 3.5 Proposed Slippage to 2016-17

3.5.1 Slippage volunteered in relation to Future Schools programme amounted to £38.875m at outturn. Other service managers have volunteered a further £4.809m. This is actually higher than 2014-15 levels which is worrying given the motivations and communications made to reduce in year slippage.

3.5.2 At quarter 3 it was highlighted that service managers had requested far lower slippage levels £2,433,000 and £38,000 for services managers and property services respectively. The risk that managers would struggle to convert the extent of commitments during the last quarter into actual expenditure has been borne out, and raises a concern about the quality of their forecasting.

3.5.3 The same discipline has been applied to the consideration of slippage at outturn as in 2014-15 to recommend appropriate slippage levels to Members, i.e.

- whether there has been little or no progress in previous 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.

3.5.4 The following services have made requests for slippage, which are categorised into those proposed to Members for endorsement and those not.

Service Officer	Project Narrative	Amount Proposed for endorsement £'000	Amounts not proposed for endorsement £'000
S Kneafsey	Future Schools	<b>38,875</b>	
P Mullen	Connected Worker application	38	
	Retaining wall & bridges	30	
	Carriageway resurfacing	196	
	Public Realm improvements	443	
	Rockfield Car Park	265	
	<b>Sub total</b>	<b>972</b>	
R Joy	Energy Efficiency Street Lighting	434	
S Hayward	ICT Schools	827	
	SharePoint/active directory purchase	11	
	Intranet/internet functionality	35	
	EPOS Museums		(10)
	<b>Sub total</b>	<b>873</b>	<b>(10)</b>

L Widenham	Agresso upgrade	10	
	Revenues online facilities	13	
	<b>Sub total</b>	<b>23</b>	
I Bakewell	DFGs	7	
S Wiggam	Low cost home ownership	112	
D Hill Howells	Woodstock Way Linkage (sc106)	177	
	Community Hubs Infrastructure	60	
	Farms Portfolio maintenance	138	
	Area Management	20	
	Caerwent House	300	
	Town Centre partnership	2	
	<b>Sub total</b>	<b>697</b>	
R Rawlings	Abergavenny Town Team	30	
R Hoggins	Granville St & Wyebridge St Car park	185	
R O'Dwyer	Property – combined	207	
	ESR Access for all schools		(49)
	Replacement cattle market	173	
	Provision of gas interlocks school kitchens		(11)
	Asbestos removal		(45)
	<b>Sub total</b>	<b>380</b>	<b>(105)</b>
M Lewis	Caldicot Castle Kitchen improvements	34	
	Public rights of way improvements	40	
	<b>Sub total</b>	<b>74</b>	
M Moran	Monmouth Sports Ground Drainage	23	
	MUGA Byfield Lane (sc106)	5	
	Magor & Undy (sc106)		(32)
	Recreation Croesonen (sc106)	40	
	Caldicot 3g pitch (sc106)	27	
	Combined 3 Monmouth Developments (sc106)	314	
	Caerwent offsite recreation (sc106)	300	
	<b>Sub total</b>	<b>709</b>	<b>(32)</b>
P Keeble	Croesonen Infant Site (sc106)		<b>(23)</b>

M Davies	Pedestrian Improvements land off Sudbrook Way (sc106)	28	
B Winstanley	County Farms disposal	7	
	Non county farms disposal	278	
	<b>Sub total</b>	<b>285</b>	
	TOTAL	<b>43,686</b>	<b>(170)</b>

3.5.5 The section 106 unendorsed slippage provides no net saving to the authority and will be returned to sc106 balances for subsequent recommendation for subsequent reallocation by officers and consideration by Cabinet.

3.5.6 The net underspent funding envelope for Future schools is being slipped forward in full but as yet scheme specific costs identified still fall significantly outside this limit, pending further consideration by Project Board.

### Page 192 3.6 Capital Outturn

3.6.1 After allowing for most of the indicative slippage volunteered by services, the capital programme for 2015-16 is £508k underspent, a significant improvement on £76k reported underspend at month 9, and is predominantly the effect of underspends to Thornwell sewer diversion works £231k, slippage requests proposed to be declined totalling £170k, and £80k underspends in development schemes under £250 (mainly abortive PV schemes). £13k underspend Rogiet carpark and £10k unspent road safety grant expenditure.

3.6.2 Of this £508k underspend, considering the financing sources below, £433k is available to be reallocated to other schemes, with the balance either being returned to Sc106 pot, or resulting in an underspend in grant income which cannot be re-utilised

3.6.3 There are number of capital pressures that are not currently captured in the capital programme:

- The tendered prices on the Future Schools programme are currently being worked through and may result in a capital pressure
- The demand for Disabled Facility Grants is currently running ahead of the annual £600k budget. There is an indicative backlog totalling circa £350k.
- The Community Hub in Abergavenny - the previous decision made by Members in de-committing the Abergavenny Library project recommended that specific capital budgets to develop a Community Hub along with projects to improve the public realm that supports regeneration of the town centre (the Better Bryn Y Cwm Plan) be brought forward to be financed from the funding released.
- There has been a proposal that the Council vacate Innovation House and sell the asset, to generate a capital receipt and generate revenue savings. This necessitates work to J and E block at the Usk HQ to convert to office space and early indications suggest costs of circa £1.2m
- Long list of capital pressures presented at Cabinet and Council when setting the Capital MTFP in January 2016, including considerable backlogs in Infrastructure, property, compliance with DDA, and Public Rights of Way.

3.6.4 It is recommended that Members hold the available balance of circa £433k resources, until there is cost certainty with the Future Schools programme as this remains the Council's top priority.

### 3.7 Capital Financing and Receipts

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

<b>MCC CAPITAL FINANCING BUDGET MONITORING 2015-16 AT Outturn BY FINANCING CATEGORY</b>								
<b>CAPITAL FINANCING SCHEME</b>	<b>Annual Financing Forecast</b>	<b>Slippage Brought Forward</b>	<b>Original Budget</b>	<b>Budget Revisions</b>	<b>Total Approved Financing Budget 2015/16</b>	<b>Provisional Budget Slippage to 2016/17</b>	<b>Revised Financing Budget 2015/16</b>	<b>Increase / Reduction 2015/16 Capital Financing</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
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	5,366	3,952	16,816	672	21,441	(16,050)	5,391	(25)
S106 Contributions	379	690	0	619	1,309	(880)	429	(50)
Unsupported Borrowing	10	1,274	15,311	(5,023)	11,563	(11,553)	10	0
Earmarked Reserve & Revenue Funding	920	409	490	622	1,520	(590)	930	(10)
Capital Receipts	7,689	4,414	11,134	7,062	22,611	(14,500)	8,112	(423)
Low Cost Home Ownership Receipts	77	33	0	156	189	(112)	77	0
Unfinanced	0	0	0	0	0		0	0
<b>Capital Financing Total</b>	<b>18,323</b>	<b>10,773</b>	<b>47,633</b>	<b>4,108</b>	<b>62,515</b>	<b>(43,684)</b>	<b>18,831</b>	<b>(508)</b>

### 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

<b>TOTAL RECEIPTS</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Balance b/f 1 <sup>st</sup> April	17,440	5,312	11,815	(2,684)	(1,751)
Deferred Capital Receipts	4	4	4	4	4
Less: Set aside Capital Receipts	(6,250)	0	0	0	0
Less: Receipts to be applied – General	(2,397)	(2,009)	(509)	(509)	(509)
Less : Receipts to be applied - 21C Schools	(5,292)	(5,918)	(17,662)	(3,962)	0
<b>TOTAL Actual / Estimated balance c/f 31<sup>st</sup> March</b>	<b>3,501</b>	<b>(2,615)</b>	<b>(6,356)</b>	<b>(7,155)</b>	<b>(2,260)</b>
Receipts forecast to be received in year as 2015/19 MTFP	10,235	25,220	2,150	0	0
Increase / (decrease) in forecast receipts forecast at month 6	(8,428)	(3,520)	3,250	5,400	5,500
Less Set Aside Capital receipts (end of Year)	0	(7,274)	(1,732)	0	0
<b>Anticipated Capital Receipt Levels</b>	<b>5,312</b>	<b>11,815</b>	<b>(2,684)</b>	<b>(1,751)</b>	<b>3,244</b>
<b>TOTAL Estimated balance reported in 2015/19 MTFP Capital Budget proposals</b>	<b>11,660</b>	<b>21,104</b>	<b>11,542</b>	<b>10,388</b>	<b>10,388</b>
<b>Increase / (Decrease) compared to MTFP Capital Receipts Forecast</b>	<b>(6,348)</b>	<b>(9,290)</b>	<b>(14,227)</b>	<b>(12,139)</b>	<b>(7,144)</b>

#### Points to note:

- The net 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 (£8.1m).
- The deposit received against the old Abergavenny cattle market sale is not included in 2015-16 receipts (£1.6m), and has been subsumed alongside the balance of receipt in 2016-17.
- The decrease in receipts in 16/17 is due to a delay in LDP receipts offset by delayed Coed Glas receipt.



- The increase in forecast receipts in 17/18 is due to slippage of LDP receipts from 16/17 to 17/18.

- 3.8.2 The decrease in the Capital receipts balance of £6.3m compared to the MTFP at 31/3/2016 is due to: the reduction in forecast receipts (£8.4m); an increase in receipts applied to 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 slippage of capital receipts funded budgets (mainly 21C schools) to 1617 (£14.6m).
- 3.8.3 The balance of receipts forecast to be available at the end of the mtfp window, 31/3/2019 is reduced against the forecast in the 15/16 MTFP by £7.1m 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).
- 3.8.4 It is normal practice to only utilise capital receipt balances received in previous years. Although this was planned in the Capital mtfp, it is necessary to utilise receipts within the year of receipt. This introduces a considerable risk around the impact of delayed receipts.
- 3.8.5 The Council has agreed to the inclusion of Future Schools initiative within the Capital Programme 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. There is increasing concern given the apparent slippage in realising receipts, that the funding of Future schools may be compromised, and necessitate unbudgeted borrowing costs as borrowing replaces receipts, thereby requiring greater revenue savings from Directorates.

### **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 monitoring 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. It also includes the reserve recommendations being made as part of this report.

## SUMMARY EARMARKED RESERVES POSITION 2015-16 AT Outturn

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)	(399,431)	406,883	177,915	(1,298,155)	(72,508)	507,357	233,363	(639,943)
IT Transformation	(639,840)	(418,674)	73,200	98,479	(886,835)			248,862	(637,974)
Insurance & Risk Management	(2,250,388)	(30,000)	1,043,992		(1,236,396)				(1,236,396)
Capital Receipt Regeneration	(460,342)		137,981		(322,361)		95,376		(226,985)
Treasury Equalisation	(990,024)				(990,024)				(990,024)
Redundancy & Pensions	(599,936)	(1,036,754)	325,434		(1,311,256)		592,521		(718,735)
Capital Investment	(1,620,945)	(15,500)		371,846	(1,264,599)			619,236	(645,363)
Priority Investment	(1,973,294)	(62,717)	915,942		(1,120,069)		703,914		(416,155)
Museums Acquisitions	(59,798)		3,038		(56,760)				(56,760)
Elections	(83,183)	(25,000)			(108,183)	(25,000)	100,000		(33,183)
Mass Routes Buses	(160,615)	(5,000)	25,913		(139,702)	(5,000)			(144,702)
<b>Sub Total</b>	<b>(10,321,888)</b>	<b>(1,993,076)</b>	<b>2,932,383</b>	<b>648,239</b>	<b>(8,734,342)</b>	<b>(102,508)</b>	<b>1,999,168</b>	<b>1,091,461</b>	<b>(5,936,499)</b>
<b>Restricted Use Reserves</b>									
Chairman's	(36,754)		36,754		0)				0
Youth Offending Team	(382,226)		57,226		(325,000)				(325,000)
Building Control Trading	(490)	(11,518)			(12,008)				(12,008)
Outdoor Education Centres	(190,280)				(190,280)				(190,280)
CYP Maternity	0	(104,000)			(104,000)				(104,000)
I Learn Wales	(48,674)		48,674		0				0
<b>Total Earmarked Reserves</b>	<b>(10,980,311)</b>	<b>(2,108,594)</b>	<b>3,075,037</b>	<b>648,239</b>	<b>(9,365,628)</b>	<b>(102,508)</b>	<b>1,999,168</b>	<b>1,091,461</b>	<b>(6,377,507)</b>

3.9.2 This indicates that by the end of 2016-17 the Council is likely to utilise about 42% of the useable earmarked reserves brought forward from 2014-15, based on approvals to use reserves so far. This is a small improvement on the reported levels at month 9 and is a mixture of revised delayed usage together with the welcome effect from Enterprise Directorate activities. This Directorate's activities no longer necessitates £130k funding for innovation services allowing the effect of MCC's Circuit of Wales costs (£110k) to be absorbed (subject to a separate report for Member approval of this) without

further compromising reserve levels. In addition, the community fundraising levels in relation to Eisteddfod of £130k so far, has the effect of reducing the Council's exposure and obligation to bankrolling the shortfall in community funding targets of £300k. This latter revision is based on the extent of fundraising achieved at the end of 2015-16, it may be possible to reduce this obligation still further during 2016-17 based on further community success.

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 If action is not taken to slow down the use of ear marked reserves through the above mechanisms, consideration will increasingly 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 and the need for a greater extent of revenue savings and upheaval to services.

3.9.5 An actuarial assessment on the Council's insurance provision allows earmarked reserve levels to be realigned largely to part replenish redundancy reserve, invest to redesign and IT reserve. The iLearnWales (£49k) reserve is recommended to be transferred to the IT reserve to help fund schools IT replacement as Raglan underspend hasn't manifested itself to extent proposed. The Chairman's Reserve (£37k) has not been used for several years and therefore it is recommended that it is released to enable replenishment of other reserves. The recommended replenishment of reserves is indicated in the table below:

Sources of Reserve Replenishment	£'000	Proposals	£'000
General underspend	677	Redundancy reserve top up	1,037
Chairman's reserve extinguishment	37	IT reserve top up	419
Ilearn Wales extinguishment	49	Invest to redesign top up	350
Release of 201516 MMI reserve contribution	168		
Reallocation of insurance provision balance	876		
<b>Total</b>	<b>1,806</b>	<b>Total</b>	<b>1,806</b>

- 3.9.6 The extent and nature of reserve replenishment is based on a trend in pressure rather than explicit costs anticipated. The only exception to this being a recent understanding that City Deal considerations will require an additional top up contribution of £500,000 from partner Councils. Our anticipated proportion necessitates a payment of £30,832 which is proposed to be an additional budgeted draw on the invest to redesign reserve.

## **4 REASONS**

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

## **5 RESOURCE IMPLICATIONS**

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

## **6 WELL BEING OF FUTURE GENERATIONS IMPLICATIONS AND CORPORATE PARENTING**

The decisions highlighted in this report have no future generations and corporate parenting implications.

## **CONSULTEES**

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

## **8 BACKGROUND PAPERS**

- 8.1 Outturn monitoring reports, as per the hyperlinks provided in the Appendices

## **9 AUTHOR**

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**Appendices (attached below)**

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

**Appendix 2C to 5C (click link to reports page on Hub)**

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

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

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

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

**Appendix 6 to 14 (click link to reports page on Hub)**

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

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

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

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

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

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

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

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

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

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

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Budgeted Service Savings Mandates Progress 2015/16

DIRECTORATE	Saving included in 2015/16 Budget £'000	Savings reported achieved month 2 £'000	Savings reported achieved month 6 £'000	Savings reported achieved month 9 £'000	Savings achieved @ outturn £'000	Percentage progress in achieving savings %	Delayed savings £'000	Savings not achievable £'000
Children & Young People	1,514	1,400	1,377	1,377	1,398	92%	0	116
Social Care & Health	274	274	274	274	274	100%	0	0
Enterprise	1,393	1,025	975	1,015	1,047	75%	125	221
Operations	1,513	1,211	1,258	1,438	1,463	97%	75	0
Chief Executive's	85	85	85	85	85	100%	0	0
<b>Total Mandated Service Savings 2015-16</b>	<b>4,779</b>	<b>3,995</b>	<b>3,969</b>	<b>4,189</b>	<b>4,267</b>	<b>89%</b>	<b>200</b>	<b>337</b>

CHILDREN & YOUNG PEOPLE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium /
Schools delegated budgets	16	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	1,124,000	1,124,000	1,124,000	1,124,000	1,124,000	0	0	Fully met, the delegated funds were reduced to all schools.	
School library service - combine with general library service	18	Continuation of 2014-15 mandate. Service costs expired in 2014-15	20,000	20,000	20,000	20,000	20,000	0	0	Fully met, SLS has closed	
School Music service - Reduction in subsidy	20	Continuation of 2014-15 mandate. Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50,000	50,000	50,000	50,000	50,000	0	0	Fully met, Gwent music have worked very successfully on other income generation and have worked very closely with us to achieve this	



<b>CYP Transformation Additional Needs/Mounton House</b>	<b>35</b>	Review the core offer and funding for all Special Needs Resource Bases across Monmouthshire £100k, Review of service functions to create efficiencies across services and rationalise with a view to reduce expenditure £20k.	120,000	120,000	120,000	120,000	120,000	0	0	Fully met, new SLA produced and schools have brought in	
<b>Youth Services</b>	<b>42</b>	Replace core funding with other income sources	200,000	86,000	63,000	63,000	84,000	0	116,000	£84,000 the savings have been met, but the service are reporting an £116k overspend at Outturn. This is due to two grants being delayed.	High

<b>1,514,000</b>	<b>1,400,000</b>	<b>1,377,000</b>	<b>1,377,000</b>	<b>1,398,000</b>	<b>0</b>	<b>116,000</b>
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<b>SOCIAL CARE &amp; HEALTH</b>											
<b>Budget proposals 2014/15</b>	<b>Savings Mandate Narrative</b>	<b>Saving included in 2015/16 Budget</b>	<b>Value of Saving Forecast at Month 2 £s</b>	<b>Value of Saving Forecast at Month 6 £'s</b>	<b>Value of Saving Forecast at Month 9 £'s</b>	<b>Value of Saving achieved at Outturn £'s</b>	<b>Delayed savings £'s</b>	<b>Savings not achievable £'s</b>	<b>Assessment of progress</b>	<b>Risk of current forecast saving NOT being achieved ( High / Medium / Low )</b>	<b>Risk of current forecast saving NOT being achieved ( High / Medium / Low )</b>
<b>SCH Transition project staff transfer to Bright New Futures</b>	Combining our initiative with Bright new futures to establish a shared service model	14,000	14,000	14,000	14,000	14,000	0	0	Savings Achieved	N/A	Low
<b>Sustaining Independent Lives in the community</b>	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	260,000	260,000	260,000	260,000	260,000	0	0	Savings Achieved	N/A	Low
		<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>0</b>	<b>0</b>			

ENTERPRISE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
DEVELOPMENT OF LEISURE SERVICES	1	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	420,983	420,983	385,983	390,983	390,983	-	30,000	15k Caretaker savings will not be achieved as the school didn't charge us until 15-16 so there is a full years charge in this year. 15k 3G pitch income will not be achieved due to delays in the implementation of the lighting and electricity which had affected the number of bookings, this is a £5k improvement on the position at M6 <b>£35K achievable in alternative delivery plans</b> <b>Delayed Lighting</b>	High

<b>Collaboration on housing services and development of careline services</b>	<b>2</b>	Continuation of 2014-15 mandate involving the commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater	55,000	55,000	55,000	55,000	55,000	-	-	Saving fully achieved	Low
<b>Sustainable energy initiatives</b>	<b>5</b>	3 year mandate starting 2014-15, 2015-16 commitment Investing in biomass boilers £15k,sustainable energy initiatives £18k	33,000	-	-	-	14,890	-	18,110	The section has achieved £14,890 through the <b>Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £33K achievable.</b> The remaining element of the saving that has not been achieved has been offset in the division through increased income from within the cemeteries section.	

<b>Museums, Shirehall &amp; Castles and Tourism</b>	<b>6</b>	Continuation of 2014-15 mandate. Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models.	190,000	170,000	145,000	145,000	145,000	-	45,000	Museums - 30,000 of savings will not be achieved. Green Screen savings of 10,000 and 20,000 conservation income. The Green Screens are not yet up and running and they will not generate that amount of income within 1 year. 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	
<b>Strategic Property Review (phase 2)</b>	<b>26</b>	The Accommodation Working Group is now charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.	100,000	100,000	100,000	100,000	100,000	-	-	Achieved	

Community Hubs & Contact Centre	28	Continuation of 2014-15 mandate. Reducing staffing costs £85k, improved management of green spaces £40k	250,000	125,000	125,000	125,000	125,000	125,000	-	"Forecast overspend of £10,000 is mainly due to higher than anticipated employee costs, this has been partly off set by a reduction in supplies and services expenditure where possible. 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 where as it is only possible to achieve 6 months of reduced costs. The community Hubs are likely to achieve savings from September 2015." This outturn includes
ICT	31	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget	250,000	130,000	140,000	138,000	150,000	-	100,000	Savings mandate 31 - SRS have achieved their 150k saving. The 100k savings that were to be

<b>Planning Income</b>	<b>40a</b>	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a	24,000	24,000	24,000	24,000	24,000	-	-	Fully achieved	Low
<b>Market Income</b>	<b>41a</b>	Increased Market Income generation	70,000	-	-	37,000	41,855		28,145	The section has been unable to deliver the mandate saving of £50k for increased income, part of the savings mandate had been delivered through a reduction in Advertisement and the processes outlined in <b>Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 50k achievable Cease all repair and maintenance work to asset portfolio.</b>	

<b>1,392,983</b>	<b>1,024,983</b>	<b>974,983</b>	<b>1,014,983</b>	<b>1,046,728</b>	<b>125,000</b>	<b>221,255</b>
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CHIEF EXECUTIVE'S UNIT & OPERATIONS											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
<b>OPERATIONS</b>											
Home to School Transport - fundamental review of policy	14	Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.	101,000	0	72,000	101,000	101,000	0	0	£72k from mandate has been found by reducing the post 16 grants awarded. £30k achievable by other means through a reduction in the fuel budget to reflect reduced diesel prices.	Low



Facilities - transfer functions to other providers	15	Continuation of 2014-15 mandate. Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100,000	10,000	10,000	100,000	100,000	0	0	Building Cleaning £50k mandate saving has been partly achieved through transfer of public conveniences to town councils the remaining proportion of the saving has been achieved through the alternative delivery plan ". Waste - "Also there is £40k resulting from the shortfall on additional external income budget, ( £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of this increase, but a pressure still remains." <b>£90k achievable</b> <b>A reduction in grounds and</b>	
Transport Rationalisation	25	Rationalisation of transport services	62,000	62,000	62,000	62,000	62,000	0	0	Saving fully achieved	Low

<b>Cost neutral waste service</b>	<b>36</b>	Cleansing service efficiencies £50k, Trade waste recycling £40k, Grey and Nappy bag changes £180k	270,000	184,000	184,000	270,000	270,000	0	0	There are two mandates that will not be fully achieved in 15-16. £86k on mandate 36 "Route Optimisation", transport leasing costs build into the saving but we own the vehicle that we reduced from the fleet and therefore no leasing savings could be achieved. Also, the mandate originally cut 6 FTE posts, but only 5 FTE posts could be cut. Also there is £40k resulting from the shortfall on additional external income budget, (Mandate 15 above, £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of
<b>Waste Management - Project Gwyrdd</b>	<b>37</b>	Landfill cost reduction	250,000	250,000	250,000	250,000	250,000	0	0	Forecasted to be fully achieved
<b>Waste Mgt - Efficiency &amp; Realignment</b>	<b>37a</b>	Staff Restructuring	50,000	50,000	50,000	50,000	50,000	0	0	Achieved - Grounds Vacancies

<b>Waste Mgt - Modernising Trade Waste Services</b>	<b>37b</b>	Modernising Waste Collection Services	50,000	50,000	50,000	25,000	50,000	25,000	0	£15K were generated through the sale of trade recycling bags and £10k from the introduction of waste transfer notes. The £25K has been mitigated through fuel and superann contributions.	
<b>Waste Mgt - Collection changes, Grey bags and nappies</b>	<b>37c</b>	Colection Changes to Waste Services	180,000	180,000	180,000	180,000	180,000	0	0	Achieved	
<b>Highways</b>	<b>41</b>	Staffing reduction £162k, materials and plant reduction £70k, procurement, stores and fuel savings £50k, trading account savings £113k, additional advertising and skip income £55k	450,000	425,000	400,000	400,000	400,000	50,000	0	No advertising savings achieved as previously reported - this shortfall has been found through other means.	Low

TOTAL

<b>1,513,000</b>	<b>1,211,000</b>	<b>1,258,000</b>	<b>1,438,000</b>	<b>1,463,000</b>	<b>75,000</b>	<b>0</b>
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CHIEF EXECUTIVE'S UNIT											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
Democracy and Regulation Services	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.	85,000	85,000	85,000	85,000	85,000	-	-	Achieved	Low
			<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>		

## Strong Communities Select Committee Portfolio Position Statement at Outturn (2015/16)

### Head of Operations Commentary

The Operations Directorate outturn has continued to evidence the steadily improving situation of the previous 3 monitoring reports. It is gratifying to be able to report an underspend of £397,000 to contribute in part to the overall underspend situation.

Despite the exception of gales and flooding over Christmas and new year the winter weather has proved quite mild, which has mitigated some of the traditional volatility around winter maintenance. Notable in the underspend was the net additional contributions from Highways and Grounds maintenance external income and car park income. (However the reliance on Highways income will need to be to a lesser extent going forward following anticipated changes to the financial regime affecting trunk road agency work). Waste modelling continues to benefit from clarity on recycling costs (post tender) together with fuel saving contributions. Whilst still in overall deficit, the PTU position is significantly affected by historic savings that have not been made previously. This is addressed in the 2016-17 budget process so shouldn't prove as significant an issue going forward. But irrespective of this, the service has also made an improvement on quarter 3 activity, consequential to continued effect of retendering previously reported previously and savings in fuel costs. Schools catering and property maintenance also exhibited an adverse situation, the former being much less than the deficit levels inherited when the service came to Operations. The latter being significantly affected by restrictions on the extent of capital recharges and the amount of advice/support to Future schools programme garnered from outside the Council. These will continue to be areas of focus for 2016-17 but encouragingly the degree of overspend in both areas combined is still less than the overall saving achieved in relation to office accommodation costs by the Directorate.

### 1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

<b>Strong Communities Service Area</b>	<b>Budget @ Month 9</b>	<b>Budget Revision Virements</b>	<b>Budget @ Outturn</b>	<b>Actual Outturn</b>	<b>Variance @ Outturn</b>	<b>Variance @ Month 9</b>	<b>Variance @ Month 6</b>	<b>Variance @ Month 2</b>	<b>Actual Movement Months 9 to Outturn</b>
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's

Chief Executive's	7,001	0	7,001	6,634	(367)	(192)	(31)	(120)	(175)
Operations	16,308	(92)	16,216	15,819	(397)	(160)	339	634	(237)
Corporate	18,215	0	18,215	18,021	(194)	(100)	(61)	63	(94)
Appropriation	7,152	92	7,244	7,463	219	146	(328)	(248)	71
Financing	(148,376)	0	(148,376)	(149,477)	(1,101)	(923)	(752)	(593)	(178)
<b>Total Strong Communities Select</b>	<b>(99,700)</b>	<b>0</b>	<b>(99,700)</b>	<b>(101,544)</b>	<b>(1,844)</b>	<b>(1,229)</b>	<b>(833)</b>	<b>(264)</b>	<b>(615)</b>

1.2 The most significant over and under spends are

<b>Strong Communities Service Area</b>	<b>Overspend</b>	<b>Underspend</b>	<b>Actual Movement Mth's 9 to Outturn (Positive)/ Negative £000's</b>	<b>Commentary on Outturn</b>
	<b>£000's</b>	<b>£000's</b>		
<b>CEO</b>				
Benefits		181	(114)	The underspend is from £111k saving against housing benefit payments, 43k additional grant income, 21k in year saving for administration costs and a 6k underspend against the Discretionary Housing Budget (DHPs). The under spend has increased by 114k predominately due to changes in the Housing Benefit that has been awarded over the period.
Council Tax	38		17	25k relates to redundancy costs, 36k shortfall in summons income which is offset by 8k reduction in

				bad debt provision, 6k staff vacancies, 5k from reduced supplies and services expenditure and 4k additional income for NDR Admin.
Systems and Exchequer		28	0	16k from vacancies, reduced transport costs of 6k and reduced system costs of 6k.
Audit		21	(12)	Under spend due to vacancy savings and general restriction on supplies and services savings.
Corporate and Democratic Services		9	0	Savings from vacancies of 15k, the introduction of Modgov resulted in savings of printing and photocopying of 21k offset by increases in professional fees 27k
Elections		50	(28)	Extra income from cabinet office grants of 26k, savings in printing, postage and subscription costs 24k
Legal and Land Charges		18	(1)	Savings achieved mainly through vacancies and additional income
Public Protection		58	(22)	Increased income in public health 28k and commercial services of 21k and savings in professional fees and transport of 9k
Policy & Partnerships		40	(15)	19k relates to reserve funding of Digital media designer which needs to be carried forward into 16/17, 47k relates to extra grant funding (LSB and Afghan relocation) offset by inability to meet income target in communications of 16k and increased costs of 10k relating to the Modern Government project and compliance with the Welsh Standards legislation.
<b>Total CEO</b>	<b>38</b>	<b>405</b>	<b>(175)</b>	<b>Net Underspend (367)</b>

<b>OPERATIONS</b>				
<b>Service</b>	<b>Overspend</b>	<b>Underspend</b>	Actual Movement Mth's 9 to Outturn <b>(Positive)/ Negative</b>	<b>Commentary on Outturn</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	
Operations – Highways		354	(44)	Restrictions were placed on essential spend to meet the target set by the departmental recovery plan, additional income from SWTRA for non-scheduled task and emergency works, and increased income from fixed penalty notices on street works.
Operations – Fleet Transport		79	(61)	Additional car parking income through increased usage and increased income from the Green Car Scheme as numbers of staff using the scheme has increased.
Operations – Passenger Transport Unit	99		(87)	The budget assumed ALN transport savings of 150k but they have proven unachievable. Offsetting savings have been achieved through holding vacancies, reduction in transportation costs and season tickets.
Operations – School Catering	23		(18)	Increased costs to comply with Healthy Eating in Schools Agenda and a reduction in budgeted meals
Operations – Property Services	68		(61)	A reduction in fee income generated from capital projects.
Operations – Accommodation costs		124	35	Maintenance costs for Magor and Usk are underspent mainly due to reduced costs as buildings are relatively new.
Operations – Waste and street scene		30	1	40k over spend in Raglan Training Centre, where there has been a fall in demand offset by additional income of 70k in Grounds Maintenance because



				income expectations as listed in the recovery plan have now materialised.
<b>Total Operations</b>	<b>190</b>	<b>587</b>	<b>(237)</b>	<b>Net Underspend (397)</b>

<b>Corporate Services</b>	<b>Overspend</b>	<b>Underspend</b>	<b>Actual Movement Mth's 9 to Outturn (Positive)/ Negative</b>	<b>Commentary on Outturn</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	
<b>CORPORATE</b>				
Audit Commission Fees (Certification Grant Claims)		(42)	(7)	Mainly savings in relation to the auditing of grant claims and statutory inspection fees
Gwent Crematorium		(50)	(48)	Increased income from activity at the Gwent Crematorium
Early Retirement Pension Costs	202		36	Additional cost of redundancies notified in latter part of 2015/16
Indirect revenue Gains		(138)	(41)	Rate rebates from MCC Properties
Insurance Settlement Expenditure		(95)	(2)	Insurance settlement claims predicted to be lower due to reduced claims activity
Insurance Premium Payment(Direct)		(98)	(70)	Based on reduction in premium costs as a result of the tender completed in September 2015.
Other Corporate	27		38	See Appendix 11 for further details
<b>Total Corporate</b>	<b>229</b>	<b>423</b>	<b>(94)</b>	<b>Net Underspend (194)</b>

<b>APPROPRIATIONS</b>				
Attributable Costs - Fixed Asset Disposal		(95)	(69)	The balance on this budget is requested as slippage into 2016-17 on sales as yet uncompleted
Interest Payable and Similar Charges		(368)	(405)	Underspend due to reduce borrowing requirement in 2015-16 than budgeted
Charges Required Under Regulation		(241)	0	There is a balance of capital receipts available and this will achieve a saving on MRP payments due.
Interest and Investment Income		(114)	(64)	Reduction in impairment relating to the Heritable investment not included in M9 forecast
Net Contribution from Reserves	1,037		609	Estimated net draw from Reserves for approval by Cabinet 8 <sup>th</sup> June 2016
<b>Total Appropriations</b>	<b>1,037</b>	<b>818</b>	<b>71</b>	<b>Net overspend 219</b>
<b>FINANCING</b>				
Council Tax		909	(159)	Surplus due to projected better Council Tax Collection rates as a result of the increased Council Tax base.
Benefit Support		191	(19)	The outturn reflects the current commitments within the system. As caseloads continue to reduce,
<b>Total Financing</b>		<b>1,101</b>	<b>(178)</b>	<b>Net Underspend (178)</b>

6

1.2 Please see Appendix 9,10,11,12 and 13 for further analysis of the directorate expenditure at Outturn.

## 2. 2015-16 Savings Progress

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

Operations Budgeted savings were £1,513,000 at Outturn. Of the remaining savings, £75,000 are delayed until the 2016/17 financial year and none were unachievable.

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

Man. No.	Mandate Description	Target Savings £'s	Actual Savings Achieved £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Actual Savings Variance Since Month 9 £'s
	<b>STRONG COMMUNITIES</b>					
14	Home to School Policy Changes	101,000	101,000	0	0	0
15	Facilities - Transfer functions to other providers	100,000	100,000	0	0	0
25	Transport Review and Rationalisation	62,000	62,000	0	0	0
36	Cost Neutral Waste Service	270,000	270,000	0	0	0
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	25,000	0	0
37c	Waste Mgt - Collection changes, Grey bags and nappies	180,000	180,000	0	0	0
41	Highways	450,000	400,000	50,000	0	0
	<b>Total Operations</b>	<b>1,513,000</b>	<b>1,438,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>

	<b>CHIEF EXECUTIVES'</b>					
40a	Democracy & Regulation	85,000	85,000	0	0	0
	<b>Total CEO</b>	<b>85,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

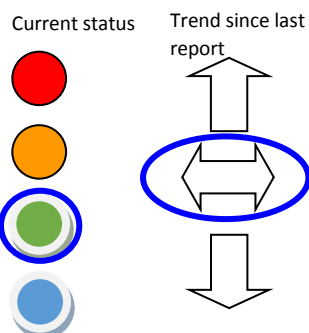
2.1.1 Please see Savings Mandate Appendix SM for further details on savings

### Budget Mandates

#### Progress and Next Steps at Outturn

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Mandate RAG	Savings Progress at Outturn	Next Steps	Type	Year-end target	Achieved	Variance	Owner
<b>Mandate 14</b> <b>Home to School Transport</b>	<p><b>Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.</b></p> <p>Post 16 travel grant removed. - Green</p> <p>Removal of the non-statutory element of travel grants to post 16 students by July – Green</p> <p>Increase in post 16 charging – achieved increase in costs in 14/15, however the 29k target for the financial year 15/16 will not be delivered as already budget savings already realised.</p> <p>Transport Policy currently on hold.</p>	<p>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'.</p> <p>A pressure mandate was submitted and subsequently awarded for the financial year 2016/17 to address budget deficit for the service.</p>	Income Savings Total	0 101,000 101,000	0 72,000 72,000	0 29,000 29,000	Roger Hoggins/ Richard Cope

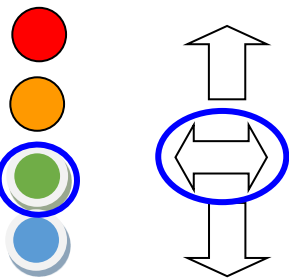


**Mandate 15 \***

**Facilities - transfer functions to other providers**

Current status

Trend sin



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 2<sup>nd</sup> Dec) - £30k achievable**

**A reduction in the fuel budget to reflect reduced diesel prices.**

The savings within the alternative delivery plan have been achieved at outturn.

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

Total	29,000	29,000	0
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**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".

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.

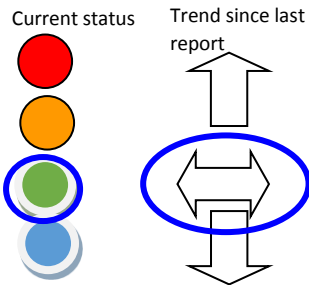
Will remain red with the limited savings until end of the year.

Income	100,000	10,000	<b>90,000</b>
Savings	0	0	0
Total	100,000	10,000	<b>90,000</b>

Roger Hoggins

**Mandate 25**

**Fleet Rationalisation**



**Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec) - £90k achievable on variance reported at month 6. A reduction in grounds and highways, fuel and manpower budget (45k/45k split respectively)**

The alternative delivery plan was fully delivered at outturn.

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

Total	90,000	90,000	<b>0</b>	
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**The savings for this mandate were being achieved from the reduction of fleet vehicles across the authority.**

This fleet reduction was implemented. The restructure element due to protection of employment policy did not achieve 100% of the targeted savings, however the shortfall was made from other savings within the service.

There are other operational opportunities currently being considered :-

ICT 22 – the connected worker project is currently being trialled.

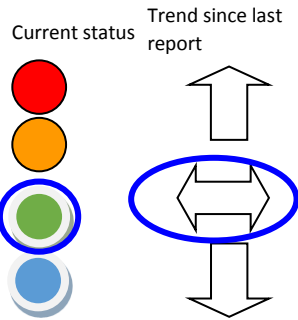
ICT 13– the pool car booking system – this has not progressed due to financial investment requirements.

No next steps for fleet reduction as complete.  
Continue to review the 2 ICT projects.

Income	0	0	0	Debbie Jackson
Savings	62,000	62,000	0	
Total	62,000	62,000	0	

**Mandate 36 \***

**Route Optimisation**



Mandate from 2014/15

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

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

**Alternative Delivery Plan (agreed by cabinet 2<sup>nd</sup> Dec) – 86k achievable on variance reported at month 6.**  
**Reduced fuel and labour budget to reflect reduced diesel prices and staff not joining the Local Government Pension Scheme.** The alternative plan was fully delivered at outturn.

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 superannuation (pension) within the department and this is reflected in the month 6 and 9 financial monitoring reports. The route optimisation pressure will not be carried into 2016-17 as the pressure mandate rectifies this position.

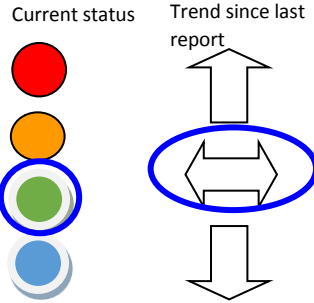
**Alternative Delivery Plan – based on variance reported against original mandate at month 6**

Income	0	0	0
Savings	270,000	184,000	86,000
Total	270,000	184,000	86,000
<b>Total</b>	<b>86,000</b>	<b>86,000</b>	<b>0</b>

Rachel Jowitt

**Mandate 37a**

**Waste Services**



The mandate is about re-aligning the service in order to be as customer focused and efficient as possible. To reduce duplication of services which provide clarity on responsibility and service delivery. To remove duplication and harmonise working practices.

Vacancies have been deleted therefore savings have been fully achieved at outturn.

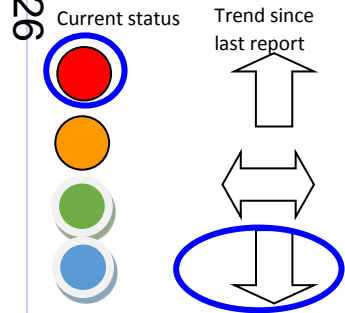
No relevant Next Steps

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

Rachel Jowitt

**Mandate 37b**

**Trade Waste**



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

As at outturn £15k has been generated through the sale of trade recycling bags Initially it was anticipated that this would increase as businesses replenished stocks In addition £10,000 income generated for administrative charge for issuing new Duty of Care/Waste Transfer Notice

Continue to review operational impact.

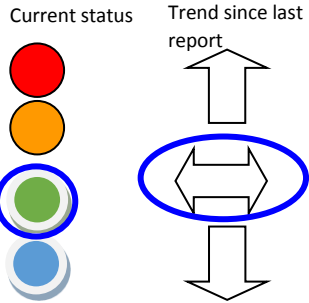
Income	40,000	25,000	15,000
Savings	10,000	0	10,000
Total	50,000	25,000	25,000

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 fully delivered at outturn.

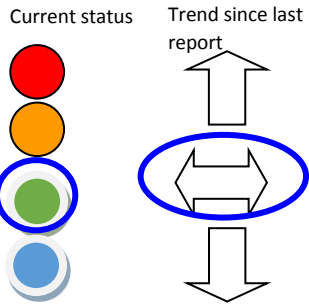
Continue to review as still early stages. No other next steps relevant.

Income	0	0	0
Savings	180,000	180,000	0
Total	180,000	180,000	<b>0</b>

Rachel Jowitt

**Mandate 40a**

**Democracy**



This mandate purpose was to reduce the budget requirement in a number of areas through a range of actions including :-  
 Management restructure – Green.  
 Increased income generation – Green  
 Removal of a vacant post – Green  
 Reduction in mileage budget – Green

All action plans delivered in order to achieve the savings.

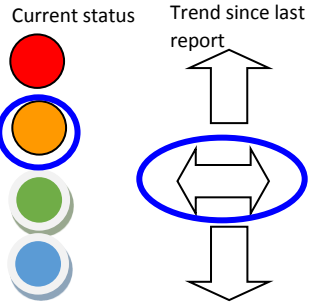
In relation to budget delivery no next steps  
 Non budget Service improvements.

Income	24,000	24,000	0
Savings	85,000	85,000	0
Total	109,000	109,000	<b>0</b>

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.due to problems with planning.

**Savings** - on target to be delivered.  
**Income** – The service have encountered planning problems with the installation of signs on the highway, delaying the opportunities to income generate.

Income	55,000	5,000	50,000	Roger Hoggins
Savings	395,000	395,000	0	
Total	450,000	400,000	50,000	

Summary – Outturn	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.

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

## Capital Outturn Forecast

The budget is separated under the following headings

<b>STRONG COMMUNITIES</b>	<b>Actual Outturn</b>	<b>Original Budget</b>	<b>Slippage from 2014/15</b>	<b>Budget Virement or Revision</b>	<b>Total Approved Budget @ Outturn</b>	<b>Provisional Slippage carried Forward 2016/17</b>	<b>Adjusted Budget @ Outturn</b>	<b>Actual Variance To Budget @ Outturn</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£'000's</b>	<b>£,000's</b>
Fixed Asset Purchases from Revenue	272	0	0	272	272	0	272	0
Development Schemes Over £250k	11	0	11	0	11	0	11	0
Development Schemes under £250k - essential	370	0	373	410	783	(402)	380	(10)
Development Schemes under £250k	551	270	566	0	836	(205)	631	(80)
Infrastructure	2,754	2,112	671	1,392	4,175	(1,408)	2,767	(13)
IT Schemes – Infrastructure / Hardware	74	0	147	0	147	(72)	74	0
IT Schemes – Web Related	0	0	35	0	35	(35)	0	0
Low Cost Home Ownership	77	0	33	156	189	(112)	77	0
General Maintenance Schemes	208	201	145	0	346	(138)	208	0
Renovation Grants	647	600	54	0	654	(7)	647	0
Section 106	420	0	705	479	1,184	(716)	468	(48)
Specific Grant Funded	381	0	0	391	391	0	391	(10)
Property Maintenance Schemes	873	893	200	(43)	1,051	(147)	904	(31)
<b>Grand Total</b>	<b>6,637</b>	<b>4,486</b>	<b>2,940</b>	<b>2,648</b>	<b>10,073</b>	<b>(3,243)</b>	<b>6,831</b>	<b>(193)</b>

Further details of all the schemes are contained in the appendix 5C.

**APPENDIX (links to Hub)**

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

**APPENDIX 3**

**DIRECTOR'S COMMENTARY**

The service exhibited a £70k underspend prior to consideration of deferred reserve funding and additional contributions made to reserves. The most significant aspect of reserve funding deferred reflects Eisteddfod facilitation. It has always planned to be a multi-year funding consideration with more significant expenditure elements being incurred in the year the Eisteddfod takes place. Also the extent of community fundraising in relation to Eisteddfod is such to allow a review of reserve funding demands and £130,000 previously caveated reserve funding will not be required going forward into 2016/17. Similarly an underspend of £130k reserve funding to support people and organisational development work, has effectively enabled the absorption of the net cost of our contribution to due diligence works required for the Circuit of Wales scheme, without additional pressure on reserve levels.

The Directorate has also responded to significant upheaval during the year with regard to significant mandated saving delivery and re-engineering of services, having incurred and pleasingly absorbed in full the effect of £562,000 redundancy costs without any additional call on reserve funding being necessary. This is especially important given the scale and nature of the demands placed on the service – both in terms of increased cost efficiency and additional income generation – and the implementation of significant service redesign in Community Hubs and Community Learning and introduction of significant legislation in Planning and Housing.

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

Achieving this outturn against a very unstable backdrop and increasingly challenging targets is very pleasing. It is entirely down to the exceptional abilities, willingness and efforts of the many brilliant teams and individuals who work so tirelessly and enterprisingly to maintain local services in our county.

1.1 The combined budget and outturn forecast for this portfolio is

<b>Economic &amp; Development Service Area</b>	<b>Budget @ Month 9</b>	<b>Budget Revision Virements</b>	<b>Budget @ Outturn</b>	<b>Actual Outturn</b>	<b>Variance @ Outturn</b>	<b>Variance @ Month 9</b>	<b>Variance @ Month 6</b>	<b>Variance @ Month 2</b>	<b>Actual Movement Months 9 to Outturn</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Community led Delivery	2,388	0	2,388	2,266	(122)	97	340	138	(219)
Commercial and People Development	4,032	0	4,032	3,980	(52)	(117)	127	100	65
Enterprise Management	397	0	397	412	15	5	10	0	10
Development Planning	911	0	911	691	(220)	(150)	(150)	0	(70)
Tourism, life and Culture	2,412	0	2,412	2,721	309	187	274	100	122
<b>ENT Select</b>	<b>10,140</b>	<b>0</b>	<b>10,140</b>	<b>10,070</b>	<b>(70)</b>	<b>22</b>	<b>601</b>	<b>338</b>	<b>(92)</b>

1.2 The most significant over and underspends are:



<b>E&amp;D Service Area</b>	<b>Overspend</b> £000's	<b>Underspend</b> £000's	<b>Actual Movement Mth's 9 to Outturn (Positive)/ Negative</b> £000's	<b>Commentary on Outturn</b>
Asset Management	54		(42)	Redundancy costs of 25k, inability to achieve income targets for PV schemes 83k, inability to meet increased income targets for Markets of 108k offset by increased Cemeteries income 76k and savings on reduced maintenance, professional fees and vacancies of 85k
Community Education	147		(31)	Redundancy costs of 96k, additional costs of 65k arising from the delay in implementing the restructure.
Community Hubs	381		(6)	Redundancy costs of 374k and reduced supplies and services spending of 6k to mitigate overspending
Eisteddfod		502	(72)	Reserve funding not required until 2016/17 financial year
Housing		184	(70)	Savings from one off grant funding, a reduction in expenditure against B&B accommodation and through increasing occupancy levels in Lodging Schemes
Whole Place		18	2	Savings from vacancies
Business Growth & Enterprise	21		44	Costs of 110k for Circuit of Wales which is reserve funded offset by 62k underspending on RDP which is to be carried forward, 14k reserve funding for Innovation and marketing which will not be used in 2015/16 and other minor savings
Innovation		184	(31)	130k reserve funding will not be called on in 15/16 and savings of premises costs of 27k and restricted expenditure on supplies and services giving further savings of 27k
People Services	86		111	45k additional software costs, 11k agency fees and 30k termination agreement
ICT Technology	25		(59)	Inability to achieve 100k savings that were to be achieved through in-house software development offset by 49k reserve funding which will not be called on in 15/16 but needed in 16/17 and 26k savings from restricting expenditure on supplies and services

Enterprise Management	15		10	Inability to find vacancy factor, full year impact of 15/16 pay award and other minor increases in supplies and services
Development Management		56	(56)	Underspend on professional fees due to reduced number of public enquiries
Development Plans		164	(14)	Additional income 65k and reduced call on LDP reserve £100k which will need to be carried forward into 16/17
Museums and Cultural services	198		164	122k relates to Outdoor Education which will be fully recovered by reserve funding, Green screen savings of 10k and budget mandate savings of 20k from conservation income have not been achieved, further reductions in income of 39k and additional pension costs of 7k.
Leisure Services	12		1	ADM costs of 9k and redundancy costs 18k which will be reserve funded. 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 15k, loss of free swimming grant of 30k and additional staff costs of 30k
Tourism	99		(45)	87k historic underfunding of Caldicot castle, additional staff costs of 72k offset by staff vacancies in Countryside and Rights of way of 60k
<b>TOTAL</b>	<b>1,038</b>	<b>1,108</b>	<b>(92)</b>	<b>Net Total (70)</b>

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

## 2015-16 Savings Progress

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

Enterprise budgeted savings were £1,046,728 at Outturn. Of the remaining savings £125,000 are delayed and £221,255 were unachievable.






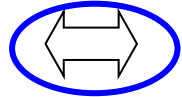

Man. No.	Mandate Description	Target Savings £'s	Actual Savings Achieved £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Actual Savings Variance Since Month 9 £'s
	<b>ECONOMY &amp; DEVELOPEMNT</b>					
1	Dev of Leisure & Outdoor services	420,983	390,983	0	30,000	0
2	Collaboration of Housing services	55,000	55,000	0	0	0
5	Sustainable Energy Initiatives	33,000	14,890	0	18,110	14,890
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	150,000	0	100,000	12,000
40	Planning income	24,000	24,000	0	0	0
41a	Market Income	70,000	41,855	0	28,145	4,855
	<b>TOTAL ENTERPRISE</b>	<b>1,392,983</b>	<b>1,046,728</b>	<b>125,000</b>	<b>221,255</b>	<b>31,745</b>

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

## Budget Mandates

### Progress and Next Steps at Outturn

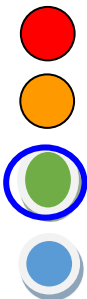
(including Recovery Plan actions agreed by Cabinet 2<sup>nd</sup> December 2015)

Mandate RAG	Outturn position	Next Steps	Type	Year-end target	Achieved at outturn	Variance	Owner
<b>Mandate 1</b>  <b>Leisure.</b>  Page 238 Current status    	Trend since last report   	<p><b>Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction in caretaking provision in Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k.</b></p> <p>Restructure process complete.</p> <p>All departments have individual service plans.</p> <p>All plans tracked and monitored by the individual service area.</p> <p>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>Continue to review the 3G 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>Income 155,000</p> <p>Savings 265,983</p> <p>Total 420,983</p>	<p>135,000</p> <p>250,983</p> <p>385,983</p>	<p><b>20,000</b></p> <p><b>15,000</b></p> <p><b>35,000</b></p>	<p>Ian Sanders</p>

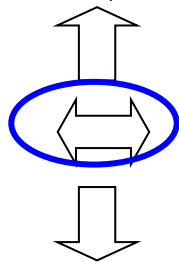
**Mandate 2**

**Housing**

Current status



Trend since last report



**Alternative Delivery Plan (agreed by cabinet 2<sup>nd</sup> Dec) - £35K achievable from the variance reported at Month 6.**

Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K.

Increase in swimming income was not achieved.

**Alternative Delivery Plan based on variance reported against original mandate at Month 6**

Total

35,000

5,000

**30,000**

- Commercialisation of the care line service.**  
The number of clients at 1<sup>st</sup> April 2016 was 771. For Q4, the number of new clients was lower than the previous 3 quarters, resulting in a net fall in clients. Nevertheless, the mandate target for the financial year 2015/16 was achieved at outturn.
- Joint housing solutions service with TCBC.**  
Year 1 and current position is currently being reviewed and evaluated. Report scheduled for Adult's Select committee on the 21<sup>st</sup> June
- Expansion of shared housing scheme & B&B reduction.**

Continue to drive marketing plan and bespoke marketing campaign being developed with Communications Team. Future intentions include to further develop the website and link in with key dates/events eg engagement forums; legislation changes.

Investigate new equipment options and re-visit the scope for Careline to support Social Care priorities eg: implementation of 'Canary' assessment tool.

Key issue continues to be the typical number of clients

Income  
Savings  
Total

25,000  
30,000  
55,000

25,000  
30,000  
55,000

0  
0  
0

Ian Bakewell

Expansion of the Shared Housing Scheme has continued. As at the 21<sup>st</sup> April, there are 55 units. B&B placements during the financial year have increased, however costs have decreased as a result in average stay times.

- **Management restructure.**  
The staffing restructure took place in line with planned timeline.

leaving the service due to age related reasons, however potential younger customers will be attracted into the service with the introduction of new equipment, thus increasing income generating opportunities.

Priority going forward into 16/17 is to evaluate the impact and benefit of the Joint Housing approach, engaging with private landlords to facilitate discharging the homeless prevention duty and developing a private leasing model.



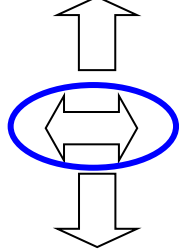
**Mandate 6**

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

Museums – 30k of savings will not be achieved. Green Screen income of 10k and 20k 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 30k not 50k, the museums are looking at other ways to raise this income but the additional 20k will not be achieved this year.

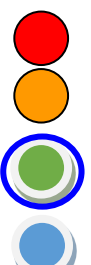
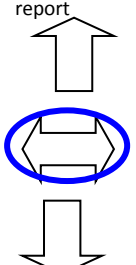
Castle - Achieving in year savings of 9k but reporting total overspend of 100k due to historic budget assumptions and savings from 14-15 of 20k.

Tourism – 15k savings not achievable. The use of volunteers is not available at the moment.

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

Ian Saunders



	<p><b>Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec*) - £30k achievable</b></p> <p><b>Winter closure of Chepstow TIC and application of museums acquisition reserve for purchases made in year.</b></p> <p>The TIC closed during the winter months which released some staff savings, however this was offset by additional staffing arrangements required to cover lone working for a period at the centre.</p> <p>Following legal advice it has been advised that the acquisition reserve can only be used to fund the purchase of artefacts and not to off-set operational expenditure.</p> <p>No movement since Month 9 forecast</p>	<p><b>Alternative Delivery Plan</b></p>	<p>Total</p>	<p>45,000</p>	<p>0</p>	<p><b>45,000</b></p>	
<p><b>Mandate 26</b></p> <p><b>Property rationalisation</b></p> <p>Current status</p>  <p>Trend since last report</p> 	<p><b>These savings were predicted on the need to reduce the 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.</b></p> <p>Rental of buildings – Green</p>	<p>The Accommodation Working Group continues to review all property usage and the delivery of the rationalisation plan. Disposal of Authorities Assets will be authorised through the normal Council process. Continue to work alongside agile working policy owner to explore further opportunities for greater agile working, and</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>

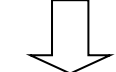
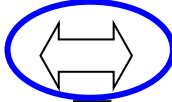
**Mandate 28**

**Community Hubs**

Current status



Trend since last report



Rates Savings on vacant buildings - Green Rental Grant reductions – Dedicated member of staff now responsible for this.

the potential reduction in office accommodation requirements. The overall Service area has fully achieved the mandate target at outturn.

**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 Community Hubs restructure. The mandate savings of £250k related to a full year saving, however it was only possible to achieve 6 months of reduced costs as the community Hubs opened on the 5<sup>th</sup> October 2015." Delays in opening earlier were as a result of in internal processes.

**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
Total	250,000	125,000	125,000

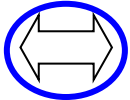
Deborah Hill-Howells

**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 all of the 150k proposed savings. The 100k savings that were to be achieved through in-house software development and the sale of products will not occur in 2016/17. However, and through other savings being achieved as part of the Enterprise recovery plan, the pressure was managed with the Enterprise Directorate reporting a balanced budget position at year end.

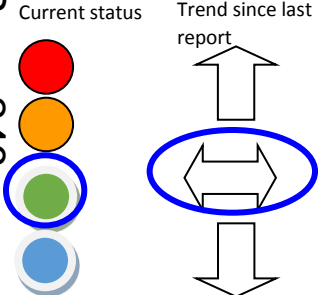
**Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec\*) – £110k achievable**

**Continue to do work that is required to support the sale/licencing and commercialisation of FLO.**

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

Work continues to generate commercial returns from the sale or licencing of FLO, the

Income	0	0	0	Peter Davies
Savings	250,000	150,000	100,000	
Total	250,000	150,000	100,000	
Total	110,000	0	110,000	

	<p>It had been hoped that work would be sufficiently progressed at year-end to realise savings or income from the sale/licencing and commercialisation of FLO. However, delays have been suffered in progressing discussions with a market vendor as a result of a recent takeover of the vendor. As a result no saving has been achieved in 15/16.</p>	<p>Authority's social care app. As stated delays have been suffered in progressing discussions with a market vendor. It is anticipated that progress will be made during Q1 and Q2 of 16/17.</p>					
<p><b>Mandate 40a</b></p> <p><b>Democracy</b></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</p> <p>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><b>0</b></p>	<p>Tracy Harry</p>

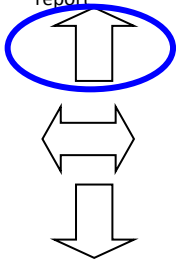
**Mandate 41a**

**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.

A new structure has been established from January 2016, and income generation opportunities around events and increased markets activity are being explored.

**Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec) – 50k achievable from the variance reported at Month 6**

**Cease all repair and maintenance work to asset portfolio.**





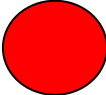















The service achieved £41,855 at outturn.





































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	<b>70,000</b>
Savings	0	0	0
Total	70,000	0	<b>70,000</b>
Total	70,000	41,855	<b>28,145</b>

Ben Winstanley

Summary – Outturn	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 Outturn	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

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

<b>Economic &amp; Development</b>	<b>Actual Spend @ Outturn</b>	<b>Original Budget</b>	<b>Slippage from 2014/15</b>	<b>Budget Virement or Revision</b>	<b>Slippage to 2016/17</b>	<b>Total Approved Budget @ Outturn</b>	<b>Actual Variance To Budget @ Outturn</b>	<b>Forecast Over / (Under) Outturn @ Month 9</b>	<b>Variance Since Month 9</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£,000's</b>	<b>£000's</b>	<b>£000's</b>
Development Schemes Over £250k	86	0	527	23	(474)	77	9	0	9
Development Schemes Under £250k	0	0	0	30	(30)	0	0	0	0
Section 106	2	0	4	175	(177)	2	0	0	0
<b>Grand Total E&amp;D</b>	<b>88</b>	<b>0</b>	<b>531</b>	<b>228</b>	<b>(681)</b>	<b>79</b>	<b>9</b>	<b>0</b>	<b>9</b>

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## Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

Subject	Purpose	Consultees	Author
<b>2<sup>nd</sup> MARCH 2016 – CABINET</b>			
MEET strategy			Tracey Thomas
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16 meeting 5 held on the 21 <sup>st</sup> January 2016		Dave Jarrett
2015/16 Education & Welsh Church Trust Funds Investment & Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2016/17 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
New Monmouthshire Carers Strategy (Adults)			Deb Saunders
Mounton House Formula Change			Nikki Wellington
Proposed closure of Deri View			Debbie Morgan
Removal of post from CYP			Sharon Randall

Subject	Purpose	Consultees	Author
			Smith
SRS			Sian Hayward
Pay Policy			Sally Thomas
<b>9<sup>th</sup> MARCH 2016 – INDIVIUDAL DECISION</b>			
Flexi retirement request			Ian Bakewell
Allocation Policy			Karen Durant
<b>10<sup>th</sup> MARCH 2016 – COUNCIL</b>			
Final Composite Council Tax Resolution	To set budget and council tax for 2016/17		Joy Robson
Treasury Management Strategy 2016/17	To accept the annual treasury management strategy		Joy Robson
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
Waste Strategy			Carl Touhig/ Roger Hoggins
CIL			Martin Davies
SPG			Martin Davies
Draft Diary			
Pay Policy			Sally Thomas
<b>23<sup>rd</sup> MARCH 2016 – INDIVIUDAL CABINET MEMBER DEICSIONS</b>			
Release of restrictive covenant			Gareth King
Creation of business support officer post	To gain agreement to employ a full-time Business Support Officer within Children's		Gill Cox

Subject	Purpose	Consultees	Author
	Services.		
Tender for Treasury Services			Mark Howcroft/Jon Davies
Conservation area appraisals	To adopt as supplementary planning guidance		Mark Hand
Flexible retirement request			Roger Hoggins
<b>24<sup>th</sup> MARCH 2016 – SPECIAL CABINET</b>			
Risk Assessment			Richard Jones
Proposed closure of Llanfair Kilgeddin CIW VA Primary School (23 <sup>rd</sup> March)			Debbie Morgan
Proposed establishment of an ALN facility and reduction in the capacity at Monmouth Comprehensive School (23 <sup>rd</sup> March 2016)			Debbie Morgan
Removal of CYP post (EXEMPT)			Sharon Randall-Smith
CYP Call-In (Mounton House)			Tracey Harry
<b>13<sup>TH</sup> APRIL 2016 - CABINET</b>			
Digital Strategy	To update members on progress with the digital strategy and to agree the next steps.		Sian Hayward
Community Coordination evaluation of pilot			Matt Gatehouse
Proposed Closure of Deri View Special Needs Resource Base			Debbie Morgan
Mardy Park			Colin Richings
EAS Business Plan			Debbie Harteveld (EAS)
Play Sufficiency Assessment			Matthew Lewis
People and organisational strategy			Lisa Knight Davies

Subject	Purpose	Consultees	Author
Acorn Staffing Restructure			Clair Evans
Recommendations from Select			Hazel Ilett
<b>27<sup>th</sup> APRIL 2016 – INDIVIDUAL DECISION</b>			
SHG Programme			Shirley Wiggam
Moving Boverton House from CYP into the Enterprise Directorate			Ian Saunders
Monmouthshire Flood Risk Management Plan			Dave Harris
Primary Shopping Frontages Supplementary Planning Guidance'			Jane Coppock
<b>4<sup>th</sup> MAY 2016 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 5 held on the 10 <sup>th</sup> March 2016		Dave Jarrett
BUDGET MANDATE 2016/17 – PREPAREDNESS ASSESSMENT	To provide Cabinet with an assessment on the preparedness of services to deliver the 2016/17 budget mandates.		Deb Mountfield
Gilwern Setion 106 Funding	reporting back following the deferral of the Gilwern decisions at the February meeting		Mike Moran
Church Road Caldicot S106	new, short report to include some funding into the capital budget for 2016/17		Mike Moran
Monmouth S106 Funding			Mike Moran
Transfer management of Raglan VC Primary school			Cath Sheen

Subject	Purpose	Consultees	Author
former Junior building to the Enterprise Directorate			
Funding to Caldicot Town Team – Caldicot goes pop			Judith Langdon
Funding to Caldicot Town Team – Caldicot Market			Judith Langdon
<b>4<sup>th</sup> MAY 2016 – SPECIAL COUNCIL</b>			
<b>11<sup>TH</sup> MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Transfer member of staff from Policy and Performance to CYP Directorate			Will McLean
SWTRA			Roger Hoggins
Monmouth Section 106 Funding – St Thomas Church Hall.			Mike Moran
40mph Speed Limit B4235 Myndbach			Paul Keeble
<b>12<sup>TH</sup> MAY 2016 – COUNCIL</b>			
Improvement Plan 2016-17			Matt Gatehouse
<b>25<sup>TH</sup> MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Supplementary Planning Guidance – Draft Programme			Jane Coppock
Review of the administrative fee (Abergavenny Town Centre Loan Scheme) Councillor Greenland.			Stephen Griffiths
Review of the Council's Planning Pre-application Advice Service including the			Craig O'Connor

Subject	Purpose	Consultees	Author
proposal to increase the charges for this service			
Proposed prohibition of waiting at any time & prohibition of driving (except for access) mount way, chepstow.			Paul Keeble
<b>8<sup>th</sup> JUNE 2016 – CABINET</b>			
Contaminated Land report for Cabinet decision	To consider the options for revising the Authority's Contaminated Land Inspection Strategy		Huw Owen / David Jones
Review of Sundry Debtors policy	To agree the updated Sundry Debtor Policy, to ensure that the Authority continues to adopt a consistent and transparent approach to the management of its sundry debts.		Joy Robson
Revenue & Capital Monitoring 2015/16 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2015/16 financial year.		Mark Howcroft
Monmouthshire Carers strategy	To gain the approval of Cabinet, for the publication of the Monmouthshire Carers Strategy 2016-2019.		Bernard Boniface/ Deb Saunders
Volunteering Strategy	To introduce the Draft Volunteering Strategy 2016-19		Owen Wilce
Capital Programme Report	To seek member approval for highway and transportation schemes as part of Welsh Government transport grants and Section 106 agreements associated with new developments throughout Monmouthshire		Paul Keeble
S106 Funding Newport Road, Caldicot	To consider the release of S106 funding from the Newport Road allocation to enable the Caldicot Linkage Scheme to proceed		Deb Hill-Howells
Hydrogen Car Trial			Ben Winstanley / Roger Hoggins
Changes to the EAS	To seek Cabinet approval of the changes on		Sharon Randall

Subject	Purpose	Consultees	Author
business arrangements	Governance arrangements; Business arrangements; Funding arrangements		Smith
Caerwent House	To update Cabinet on project progress and proposed action with regards to the Compulsory Purchase Order in relation to Caerwent House.		Philip Thomas
<b>15<sup>TH</sup> JUNE – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Establishing two temporary posts to facilitate new duties under the social services & well-being (wales) act 2014, part 11 – to assess and meet the needs of adults in the secure estate.			Julie Boothroyd
Capability Policy for school based employees			Sally Thomas
<b>16<sup>TH</sup> JUNE - COUNCIL</b>			
Update on Syrian Resettlement Programme			Will McLean
Audit Committee Annual Report 2015/16, Annual report 2014/15			Andrew Wathan
<b>29<sup>TH</sup> JUNE 2016 – INDIVIDUAL CABINET DECISION</b>			
EU Project			Deserie Mansfield
Re-Allocation of Resources within Development Management			Mark Hand
Amendments to the protocol on public speaking at Planning Committee			Mark Hand
<b>6<sup>TH</sup> JULY 2016 – CABINET</b>			
Welsh Language Monitoring Report			Alan Burkitt

Subject	Purpose	Consultees	Author
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 1 held on the 16th June 2016.		Dave Jarrett
Review of Reserves			Joy Robson
Budget Monitoring report – Period 2	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
End of year performance on Whole Authority Safeguarding			Teresa Norris / Claire Marchant
Proposed changes to the whole authority safeguarding approach			Teresa Norris / Claire Marchant
Car Park Management and Obstructions in the Highway			Roger Hoggins
DSS Annual report			Claire Marchant
CYP directorate restructure	To restructure the CYP directorate service arrangements including officer designations		Sarah McGuinness
Circuit of Wales			Peter Davies
<b>13<sup>th</sup> July – INDIVIDUAL CABINET MEMBER DECISION</b>			
Proposed prohibition of waiting at any time & prohibition of waiting mon – sat 10:00am – 3:00pm, st kingsmark avenue,			Paul Keeble
Proposed 30mph speed limit, R139 Crick Road, Crick.			Paul Keeble
Proposed prohibition of waiting at any time &			Paul Keeble



Subject	Purpose	Consultees	Author
prohibition of waiting mon – fri 8am – 5pm, Monmouth Road & other roads, Usk			
Proposed 30mph speed limit, R122 (Crick to Shirenewton ), Crick.			Paul Keeble
Proposed 40mph speed limit, R122 Earlswood Road, Crick.			Paul Keeble
Proposed weight restriction order Usk			Paul Keeble
Monmouthshire Meals Leadership			Colin Richings
Mounon House – Catering Staff restructure			Rob O’Dwyer
<b>27<sup>TH</sup> JULY – INDIVIDUAL CABINET MEMBER DECISION</b>			
Wye Valley Management Plan			Matthew Lewis
<b>27<sup>TH</sup> JULY – CABINET</b>			
Children’s Services Improvement Reports			Claire Marchant
Redundancy Report – Leisure Services			Ian Saunders
Crick Road			Deb Hill-Howells
Provision of a Community Hub in Abergavenny			Deb Hill-Howells
Effectiveness of Council Services – Q4			Matt Gatehouse
Recommendations from Select Committees			Hazel Ilett
<b>28<sup>th</sup> JULY - COUNCIL</b>			
DSS Annual report			Claire Marchant
	To declare work towards Monmouthshire becoming the first dementia friendly authority.		Geoff Burrows

Subject	Purpose	Consultees	Author
Safeguarding – year end performance 2015/16	To sign off end of year performance 2015/16 and present a new way forward on safeguarding		Teresa Norris
CYP Chief Officer report			Sarah McGuinness
<b>17<sup>th</sup> AUGUST – INDIVIDUAL CABINET MEMBER DECISION</b>			
Map Modification Order			Mandy Mussell
<b>7<sup>TH</sup> SEPTEMBER - CABINET</b>			
MTFP and Budget process 2017/18	To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2017/18 to 2020/21		Joy Robson
<b>22<sup>ND</sup> SEPTEMBER 2016 - COUNCIL</b>			
MCC Audited Accounts 2015/16 (formal approval)	To present the audited Statement of Accounts for 2015/16 for approval by Council		Joy Robson
ISA 260 report – MCC accounts	To provide external audits report on the Statement of Accounts 2015/16		WAO
Re-Appointment of Monmouthshire Local Access Forum	To secure the appointment of members to the Monmouthshire Local Access Forum for its next 3 year period.		Matthew Lewis
<b>5<sup>TH</sup> OCTOBER 2016 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 2 held on the 22 <sup>nd</sup> September 2016.		Dave Jarrett
MTFP and Budget proposals for 2017/18	To provide Cabinet with revenue Budget Proposals for 2017/18 for consultation purposes		Joy Robson
Capital Budget Proposals	To outline the proposed capital budget for 2017/18 and indicative capital budgets for the 3 years 2018/19 to 2020/21		Joy Robson

Subject	Purpose	Consultees	Author
<b>2<sup>ND</sup> NOVEMBER 2016 – CABINET</b>			
Welsh Church Fund working group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 3 held on the 20 <sup>th</sup> October 2016.		Dave Jarrett
Budget Monitoring report – Period 6	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year		Joy Robson/ Mark Howcroft
<b>7<sup>TH</sup> DECEMBER 2016 – CABINET</b>			
Welsh Church Fund working group	The purpose of this report is to make recommendations to Cabinet on the schedule of applications 2016/17, meeting 4 held on 1 <sup>st</sup> December 2016.		Dave Jarrett
Council Tax Base 2017/18 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government together with the collection rate to be applied for 2017/18 and to make other necessary related statutory decisions		Sue Deacy/Ruth Donovan
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2017/18		Joy Robson
Revenue & Capital Budget final proposals after public consultation	To present Revenue and Capital Budget proposals following receipt of final settlement		Joy Robson
<b>14<sup>TH</sup> DECEMBER 2016 – INDIVIDUAL MEMBER DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2017/18 financial year as required by statute		Joy Robson

Subject	Purpose	Consultees	Author
<b>11<sup>TH</sup> JANUARY 2017 – CABINET</b>			
<b>18<sup>TH</sup> JANUARY 2017 – INDIVIDUAL MEMBER DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2017/18 as required by statute.		Joy Robson
<b>19<sup>TH</sup> JANUARY 2017 - COUNCIL</b>			
Final Budget Proposals			Joy Robson
Council Tax Reduction Scheme 2017/18			Ruth Donovan
<b>1<sup>ST</sup> FEBRUARY 2017 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17 meeting 5 held on the 19 <sup>th</sup> January 2017.		Dave Jarrett
Budget Monitoring report – period 9	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
<b>1<sup>ST</sup> MARCH 2017 – CABINET</b>			
2016/17 Education and Welsh Church Trust Funds Investment and Fund	The purpose of this report is to present to Cabinet for approval the 2017/18 Investment and Fund Strategy for Trust Funds for which the		Dave Jarrett

Subject	Purpose	Consultees	Author
Strategy	Authority acts as sole or custodian trustee for adoption and to approve the 2016/17 grant allocation to Local Authority beneficiaries of the Welsh Church Fund		
<b>9<sup>TH</sup> MARCH 2017 - COUNCIL</b>			
Final Composite Council Tax Resolution	To set budget and Council tax for 2017/18		Joy Robson
Treasury Management Strategy 2017/18	To accept the annual Treasury Management Strategy		Joy Robson
<b>5<sup>TH</sup> APRIL 2017 – CABINET</b>			
D Welsh Church Fund Working Group 2017 263	The Purpose of this report is to make recommendations to Cabinet on the Schedule of applications 2016/17, meeting 6 held on the 9 <sup>th</sup> March 2017		Dave Jarrett
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 7 held on the 30th March 2017.		Dave Jarrett
<b>3<sup>RD</sup> MAY 2017 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 8 held on the ..... 2017.		Dave Jarrett
Transfer of management of Raglan VC Primary School	To receive a progress update on the transfer of the management of Raglan VC Primary School former junior building to the Enterprise Directorate.		Cath Sheen

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Children and Young People's Select Committee					
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny	
7 <sup>th</sup> July 2016 at 2pm	<b>Children's Services Improvement Journey</b>	To report key changes in Children's Services via the following reports: <ul style="list-style-type: none"> <li>i. Children's Services Improvement Programme</li> <li>ii. Workforce and Practice Development Plan</li> <li>iii. Commissioning Strategy: 'Where I am Safe?' ~ A Strategy for Children, Young People and their Families</li> </ul>	Jane Rodgers	Performance Monitoring	
		<b>Performance Reporting</b>	Year-end Performance Reporting together with Outcome Agreements and Improvement Plan		Matthew Gatehouse
		<b>Revenue and Capital Outturn report</b>	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).		Mark Howcroft
Special Meeting with Economy Select	<b>ICT in Schools</b>	Position Update	Sian Hayward Peter Davies	Performance Monitoring	
	<b>21<sup>st</sup> Century Schools</b>	Position Update	Simon Kneafsey	Performance Monitoring	
July 2016 *TBC*	<b>Schools curriculum</b>	Discussion on the teaching of computer coding, Maths, IT and Engineering in schools (arose from scrutiny of I-county).	TBC	Performance Monitoring	
8 <sup>th</sup> September 2016	<b>Integrated Youth Offer Annual report</b>	To advise members on the progress of youth support services to young people across Monmouthshire from partners through the Integrated Youth Offer Partnership	Tracey Thomas / IYO partnership	Performance Monitoring	

Children and Young People's Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Special Select Early October 2016 *TBC*	CYP chief officer report	<ul style="list-style-type: none"> <li>- To self-evaluate the performance of the directorate against the 2015 chief officer report</li> <li>- To provide the vision and priorities in 2016</li> </ul>	Sarah McGuinness	Performance Monitoring
3 <sup>rd</sup> November 2016	Funding Changes to the schools funding formula	To agree the proposed changes to the school funding formula.	Nikki Wellington / Andrew Evans	Pre-decision Scrutiny
	Budget Monitoring Report Month 6	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
	Welsh Education Strategic Plan	DMT to review and agree the content of Monmouthshire strategic plan for Welsh Medium Education prior to consultation.	Matt Jones / Debbie Morgan	Pre-decision Scrutiny
8 <sup>th</sup> December 2016				
12 <sup>th</sup> January 2017				
16 <sup>th</sup> February 2017	Budget Monitoring report Month 9	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
23 <sup>rd</sup> March 2017				



Children and Young People's Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
20 <sup>th</sup> April 2017				

Standing /Future Items for Scrutiny:

- × **Alternative Service Delivery Model** – Joint Select Meeting approx. mid-June 2016.
- × **CYP Self-evaluation** – continued scrutiny
- × **Monmouthshire's strategic plan for Education (All Schools Strategy / ESR)**
- × **21<sup>st</sup> Century Schools** – progress report
- × **ALN Review**
- × **Home to School Transport** – Cross party advisory panel established, recommendations to be considered by select and their feedback incorporated into the consultation process. Operations directorate.
- × **Corporate Parenting Report** – Annual scrutiny together with discussion on the issues, actions proposed and strategies in place to manage placements and reduce MCC's dependency upon external agencies.
- × **Review of Collaborative Arrangements** – proposed reduction in spending on 16-17 and 17-18.
- × **ICT in Schools**
- × **Youth Offending Service Report**
- × **Acorn And Flying Start**
- × **Meet head teachers**
- × **Position on the finances of the schools**
- × **EAS Annex**
- × **Feedback from JEG**

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