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Monday, 4 July 2016

Notice of meeting:

Adults Select Committee

**Tuesday, 12th July, 2016 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

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

AGENDA

Item No	Item	Pages
1.	Apologies for absence	
2.	Declarations of interest	
3.	Public Open Forum	
4.	To confirm the minutes of the meeting held on 21st June 2016	1 - 6
5.	To discuss the partnership framework relating to Adult's Services and their relationship to the Public Service Board.	7 - 8
6.	Year-end Performance Reporting together with Outcome Agreements and Improvement Plan	9 - 20
7.	Joint Housing Solutions Service Pilot - Joint evaluation of the service.	21 - 52
8.	Adults Select Committee forward work programme	53 - 68
9.	To note the date and time of the next meeting as Tuesday 20th September 2016	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

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

Public Information

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Welsh Language

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Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

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

Our Values

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

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

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

Pobl yn hyderus, galluog ac yn cymryd rhan

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

Ein sir yn ffynnu

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

Ein blaenoriaethau

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

Ein gwerthoedd

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

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Public Document Pack Agenda Item 4

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Adults Select Committee held
at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Tuesday, 21st June,
2016 at 10.00 am**

PRESENT: County Councillor P. Farley (Chairman)
County Councillor R. Harris (Vice Chairman)

County Councillors: R. Chapman, R. Edwards, M. Hickman, P. Jones,
P. Jordan

Co-opted Member: Mr. D Hill

OFFICERS IN ATTENDANCE:

Claire Marchant
Tyrone Stokes
Paula Harris

Chief Officer Social Care, Health & Housing
Finance Manager
Democratic Services Officer

1. Apologies for absence

There were no apologies.

2. Declarations of interest

County Councillor P. Farley made a personal, non-prejudicial interest as one of the two elected members who attend the Monmouthshire CAB board meetings on behalf of the council.

3. To confirm the minutes of the previous meeting

The minutes of the Special Meeting of the Adults Select Committee held on 17th May 2016 were agreed and signed as an accurate record and signed by the Chairman.

4. Citizens Advice Bureau ~ presentation of the 'Better Advice Better Lives' report on Council Tax and Housing Benefit and the Monmouthshire context.

We welcomed Shirley Lightfoot and Darren Williams from Citizens Advice Bureau who presented their report to the Committee.

Citizens Advice Service

- Nationally the service comprises of 316 local organisations delivering services across 2,600 locations, by telephone, web chat and face to face.
- There is a consumer service, Pensionwise and Witness Service functions.
- 7000 staff (6500 in the network) and 21,600 volunteers.
- Over 2.5 million clients are dealt with, directly helping with 6.2 million advice issues.
- Four out of five clients state that the advice given improved their lives, including reducing stress and improving finances.

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Merged Service

- The three offices in Abergavenny, Caldicot and Chepstow merged in September 2013 and commenced provision in Monmouth in July 2015.
- There are a total of 9 paid staff and approximately 82 volunteers with a Trustee Board with 8 members who are also volunteers.
- Along with Shirley Lightfoot, there is an office manager and 2 advice services manager, one north and one south, to manage the service with the other staff delivering the projects for specialist advice.
- The specialist service includes in depth advice and support with applications for benefits, appeals against refusal and overpayments.

Funding

- The annual budget set for 2016/17 allows for income of approximately £180,000 with expenditure at around £195,000.
- CAB are contracted to Monmouthshire County Council to provide advice services across the county for which we receive £57,000.
- Each of the Town Councils give a grant and income is also gained from the community councils.
- Payments are also made by Citizens Advice Cymru for the provision of the BABL project the funding for which comes from Welsh government.
- Any remaining income comes from donations and fundraising.

Service Delivery

- Services are provided at 4 sites across the county in Abergavenny, Caldicot, Chepstow and Monmouth.
- Offices are open 4 days a week and the service is delivered 5 days a week in the north and the south of the county.
- There is also a telephone advice service with access to appointments on tel. no. 03444 77 20 20 from 9am to 4pm Monday to Friday through Adviceline the Wales wide service.
- Specialist advice through the Better Advice Better Lives project and the Frontline Advice project is available at main sites and at some outreach locations by appointment.

Statistical Information

- In the financial year 2015/2016 the service saw a total of 2,747 unique clients.

Total no of issues	6,391
Benefits	2,173
Debt	1,389
Housing	400
Employment	462
Relationships & family	453

Outreach Locations

- The BABL project operates outreach at the Adult Community Education centre in Abergavenny on Tuesday afternoons.
- The BABH project operates outreach at Trellech doctor's surgery and Chepstow Hospital.

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- They currently operate generalist advice from Usk and Wyesham (by appointment) for one half day a week each.

Training and Skills

- All staff and volunteers are trained to generalist advice standard and receive regular updates on issues like benefits and changes in legislation.
- Specialists are trained to a higher level and volunteers are encouraged to explore as many training opportunities as they can.
- Training is provided both in house and by outside agencies e.g. National Citizens Advice, GAVO and CPAG.

Member Scrutiny:

The Chair called for clarity and referred to the lack of synergy across agencies as the report highlighted considerable areas of overlap and suggested inviting Monmouthshire Housing to speak to the Committee in future to discuss.

Members spoke about how it was essential that people who volunteer for the Citizen's Advice Service were impartial and highly qualified. They were pleased to hear about the continuous in-house training and ongoing self-assessment carried out by the service.

It was commented that the access to people with issues gave the service a unique point of view and that as a Council we need a better understanding of how we can help maximise the use of these visits to ensure we gain valuable insights to the needs of the population.

Committee Conclusion:

The Chair concluded that the report would be useful to all members and suggested that the service presented to a full council meeting.

The need for further collaboration across agencies was seen as paramount to ensure information was not duplicated and that useful information was easier to disseminate.

The Chair thanked both guests for the enlightening report and stressed that the Committee would revisit the issues discussed via regular updates and briefings.

5. Budget Monitoring ~ Scrutiny of the Revenue and Capital Outturn report.

Context:

We received a report from the CYP Finance Manager in order to consider the guidance for Scrutiny. 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.

Key Issues:

This report is also to be considered by all Select Committees as part of their responsibility to,

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- 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.

The Commissioner recognises that challenging financial times will present difficult decisions for Councils as to how to provide quality locally accessible services to communities and has produced guidance for local government scrutineers to assist them in their consideration of key decisions and policy affecting older people. The guidance advocates the need for careful consideration of the implications of decisions in order to protect society's most vulnerable people.

The guidance provides a useful outline for scrutineers in terms of how to apply the principles of the 'Equalities and Human Rights Impact Assessments' to decisions and policy affecting older people, given the increasing ageing population.

Scrutiny Members may wish to consider how they can embed such principles into their scrutiny approach; possibly through developing a questioning strategy to be applied to scrutiny of relevant subjects, or through considering the robustness of 'Equalities and Human Rights Impact Assessments' together with the validity of evidence provided in such assessments to support decision-making.

Member Scrutiny:

A Member asked what is the commitment against the redundancy reserve for this year and are we paying statutory or enhanced redundancy payments. The finance Manager did not have the information to hand but assured the Committee that he would return with answers.

It was also asked regarding children's legal costs and exploring fixed rates with Counsel, the Chair acknowledged this had been asked previously and stressed the importance of following this up. The Finance Manager confirmed that he would also look into to this suggestion and return to Committee with an update.

Recommendations proposed to Cabinet:

That Members consider a net revenue outturn underspend of £676,000, an improvement of £878,000 on quarter 3 outturn predictions.

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.

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.

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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.

Approves the reallocation of reserve balances, 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

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.

Committee Conclusion:

The Chair thanked the Finance Manager for another pleasing report and stressed that the Committee appreciated the hard work of the staff.

It was recognised by the very nature of the portfolio, there were often things that could not be predicted or controlled.

The report was recommended to Cabinet and the Chair looked forward to future updates.

6. Feedback on Member's Seminars - Chief Officers to provide a progress update

The Head of Officer for Social Care discussed recent Member Seminars, giving special praise to the Dementia Training, commenting on the powerful presentation.

The Chief Officer thanked Members as she felt their comments gave officers focus for action plans and helped drive issues forward.

Members expressed disappointment at the number of members who did not attend, as they felt the seminars were a valuable tool.

A Member suggested a day of mini presentations, giving edited highlights of the subject matter, leaving Members to revisit in more detail if they wished.

7. Areas of future Scrutiny - Committee to identify future areas for scrutiny and agree lines of inquiry

The Head of Officer for Social Care updated the Committee on the new duty of care, since April 2016 for our prison population. And it was felt that a visit to Usk Prison would be useful to provide relevant scrutiny.

It was suggested that, working with our partners in the prison service, that the committee visit the Prison late 2016/early 2017 and return to the Chamber for scrutiny.

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A member of the committee was asked by a non-committee member to look at services for stroke sufferers. The Chair welcomed this and felt it was important to invite the Stroke Association and Leisure Services to a future meeting for a briefing. It was suggested that the briefing was titled 'Life after stroke' and focused on post stroke care and support.

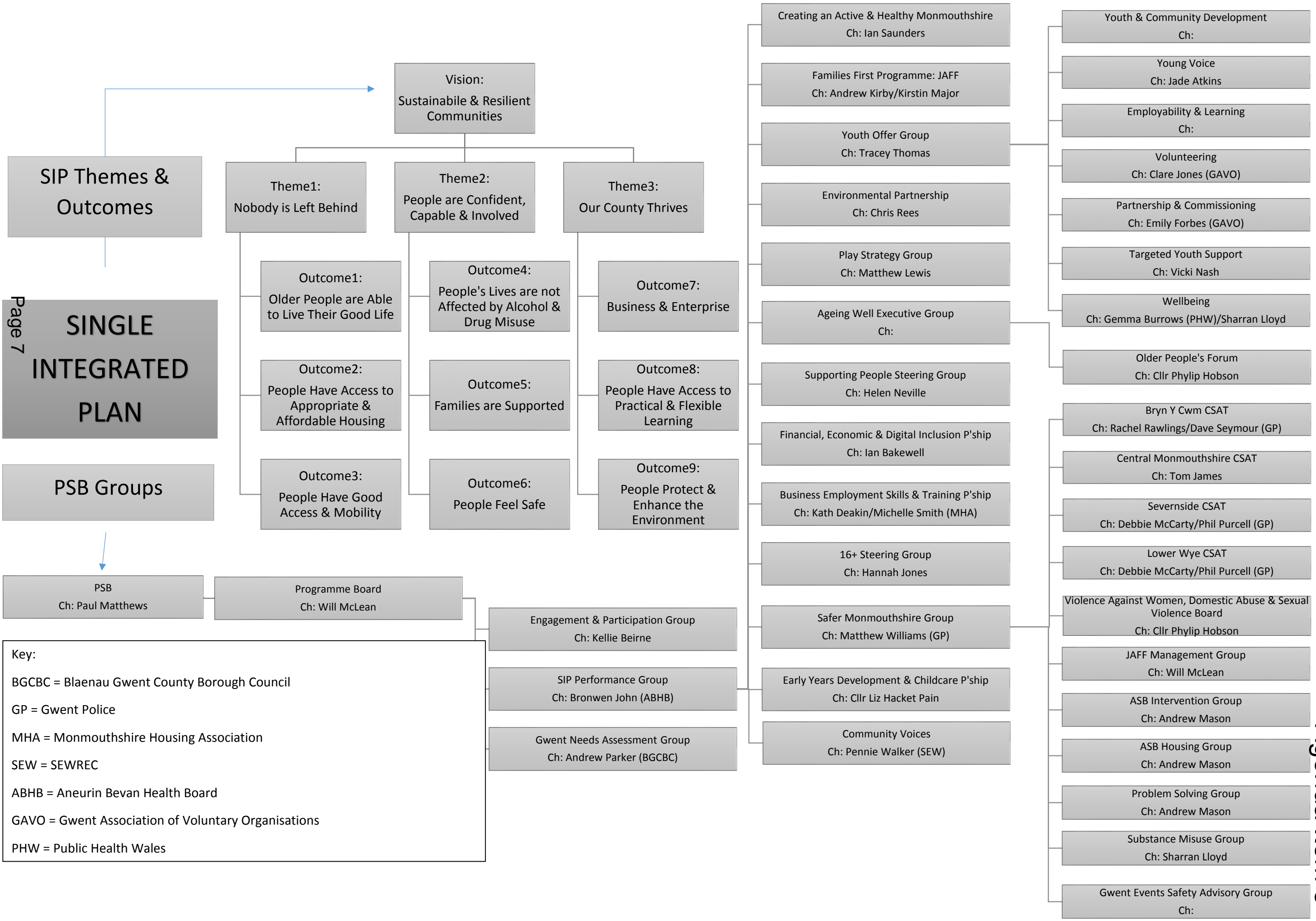
8. Adults Forward Work Programme

We received the future work programme for Adults Select Committee.

9. Date and time of next meeting

12th July 2016 at 10am.

The meeting ended at 12.00 pm



SIP Themes & Outcomes

SINGLE INTEGRATED PLAN

PSB Groups

PSB
Ch: Paul Matthews

Programme Board
Ch: Will McLean

Engagement & Participation Group
Ch: Kellie Beirne

SIP Performance Group
Ch: Bronwen John (ABHB)

Gwent Needs Assessment Group
Ch: Andrew Parker (BGCBC)

Key:
 BGCBC = Blaenau Gwent County Borough Council
 GP = Gwent Police
 MHA = Monmouthshire Housing Association
 SEW = SEWREC
 ABHB = Aneurin Bevan Health Board
 GAVO = Gwent Association of Voluntary Organisations
 PHW = Public Health Wales

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

MEETING: Adults Select Committee

DATE: 12th 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 Adult Select Committee:
 - Improvement Objective 2: We will safeguard people, whether young or old, while reducing people's dependence on social care
- 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 2: Ensuring people receive the help they need to live fulfilled lives
- 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 Members are invited to 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

Outcome Agreement

- 3.5 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.
- 3.6 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

- 3.7 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:

Matthew Gatehouse Policy and Performance Manager
e-mail: matthewgatehouse@monmouthshire.gov.uk
Tel: 01633 644397 / 0778 555 6727

Appendix 1 - Improvement Objectives 2015//16

MCC Improvement Objective 2: We will safeguard people, whether young or old, while reducing peoples dependence on social care	
Council Priority: Safeguarding vulnerable people	Single Integrated Plan Outcome: Families are supported & Older people are able to live their good life
What the Single Integrated Plan identifies that we will contribute to	Why have we chosen this?
<p>For families to feel supported we need to:</p> <ul style="list-style-type: none"> • Support our families earlier to prevent them becoming more vulnerable. • Better co-ordinate support which can react more quickly. <p>For older people:</p> <ul style="list-style-type: none"> • Enable older people to be fully independent, maintaining good mobility, health and well-being. • Nurture good support networks in the community. • Enable older people to do what matters to them • Focus on preventative health and well-being programmes for older people to live their good life we need to: 	<p>Protecting the vulnerable is one of our four priorities. In the current financial and demographic context if we don't find ways to support people to find better solutions we will end up rationing services and only intervening in crisis situations. The human cost of failing to have the right conversations at the right time includes young people placed in institutional placements away from home and older people experiencing isolation and loneliness in their communities.</p>
Overall impact score	
Level 4 Good - Important strengths with some areas for improvement	
<p>Community coordination ran for two years up until May 2016. An evaluation was completed and reported to Cabinet in April following scrutiny by Adults Select Committee. The learning pilot produced a number of stories that identified improved outcomes for individuals. While there is not yet enough evidence to aggregate the impact of these studies, in some cases practitioners within the integrated teams were clear that without the intervention, individuals on their way towards a care package, had been diverted towards a more informal community arrangement. The initial business case suggested that a typical low level package of care costs around £3500 per year and therefore each person diverted from statutory services has a positive impact financially as well as in terms of personal outcomes.</p> <p>A new approach to adult safeguarding is in place supported by a new and more resilient team structure. Satisfaction with adult social care was 93% during the year.</p> <p>Following the deletion of the homelessness performance indicator from the national set we will use alternative measures to track progress. Alternative measures show that less families with children are being placed in B&B and overall less B&B accommodation is being used which are positive indicators of progress.</p> <p>A new efficient and effective social services care management ICT system has been introduced in both adult and children's services. Practitioners are now using the system to manage caseloads. A reporting tool is in place to extract data to enable the management and scrutiny of performance.</p>	

In children's services the percentage of child protection reviews completed on time has declined from 95.5% to 93.1%. The Safeguarding Unit has continued to produce a trio of reports which give good quality information and analysis to leaders to provide an overview and assurance of safeguarding arrangements. Estyn gave positive feedback about the operation of safeguarding when they inspected the council at the end of 2015.

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
Develop area based approaches which deliver more support through community networks.	March 2016	Measure: Fewer people needing long term care packages.	We established community coordination and small local enterprises. They made connections with people who may otherwise become dependent on statutory services and helped them identify and access other opportunities.	The approach produced a number of stories that identified improved outcomes for individuals. Practitioners within the integrated teams were clear that without the intervention, individuals on their way towards a care package, had been diverted towards a more informal community arrangement. The learning suggests that scaling up the pilot would not lead to deeper cost-avoidance in the short-term as it has not proved possible to 'pull' people out of traditional services. Benefits will instead accrue from preventing people entering care in the first instance.	On target
Implement the new adult safeguarding system.	March 2016	Milestone: A comprehensive service review has been carried out and a new team structure has been developed.	There has been significant progress in implementing the review recommendations. The expanded Protection of Vulnerable Adults Team is established in a base at Mardy Park.	The increased capacity in the POVA team has enabled it to have a greater focus on partnership working to change the emphasis from reporting to preventing abuse	On target
Ensure that senior leaders have good quality information and analysis available to provide assurance that children and young people are being safeguarded.	December 2015	Milestone: We receive confirmation from Estyn that we are effectively safeguarding children	We have developed a comprehensive reporting schedule to ensure that we are able to evaluate the impact of safeguarding. This has been supplemented by establishing a monthly briefing for Chief Officers, a cross- authority leadership group chaired by the Chief Executive and	There is: an overarching Monmouthshire Safeguarding and Child Protection Policy in place that gives clear guidance for all settings; increased whole authority and political involvement; an audit programme ensures that individual settings adhere to the requirements	On target

			a forum for the Chairs of Select Committees to discuss Safeguarding and Corporate Parenting issues.	of the policy and provide information regarding how they meet their safeguarding and child protection responsibilities and a robust system to respond to any concerns arising from professional allegations or organised abuse.	
Deliver the children's services action plan in response to the CSSIW in their latest inspection report including: application of referral thresholds, timely initial assessments, quality of record keeping.	March 2016	Milestone: The majority of actions in the action plan will have been delivered. Measure: Percentage of referral decisions made in one day. Measure: Percentage of child protection reviews completed on time.	Progress has been made in a number of areas with key performance indicators improving markedly in 2014-15, however many of these subsequently dipped in 15-16. The service has faced pressures with an increase in children in the looked after system creating budgetary pressure. A new Head of Service is now in place and a new commissioning strategy produced.	The percentage of child protection reviews completed on time has declined by 2.4 percentage points. The action plan has driven that improvement. There has been some tangible improvements in key areas such as contact arrangements and working together with partners to achieve best evidence when investigations are needed. There is, however, much still to do. It is critical that the improvements made are embedded sustainably in practice and commissioning.	Behind target
Introduce and embed a new efficient and effective social services care management ICT system.	July 2015	Milestone: New System in place.	A new ICT system, called Flo in Adult Services, is in place with adult services beginning using it in the first half of the year and children's services from 1 st October	The new system is now embedded in Adult Services. It has been developed to ensure the authority is well-placed to meet the requirements of the Social Services and Well-being Act (Wales) 2014. It enables social worker time to spend less at computers which will free-up capacity to focus on client needs.	On target

We will strive to improve our performance in addressing Homelessness.	March 2016	Measure: Percentage of potentially homeless households prevented from becoming homeless.	We have continued the delivery of the joint Housing Solutions service with Torfaen County Borough Council.	The measure of homeless prevention has been removed from the national set. Other headline PI's continue to reflect improvement e.g. no. of determinations and acceptances. Less families with children are being placed in B&B and overall less B&B accommodation is being used which are positive indicators of progress.	On target		
How will we know the difference it has made			2013/14	2014/15	2015/16 Target	2015/16	Trend
Number of older people receiving traditional long-term community based packages of social care			1157	1160	[target not set because of move to new ICT system]	1218	declined
Percentage of reviews of children on the child protection register that were carried out on time			93.9	95.5	100	93.1	Declined / missed target
Percentage of referral decisions to children's services made within one day			99.0	99.2	100	No longer a national PI	n/a
Percentage of adult protection referrals where the risk is managed			81.2	100	100	99.6	Marginal decline
Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months			24.2%	44.4%	55%	No longer a national PI	n/a
Longer Term Measures				Actual 2013/14	Actual 2014/15	Actual 2015/16	
Percentage of people using social services who report that they are happy with the service they receive				96	92	93	
Cost avoidance associated with delivering integrated adult social care and community coordination				£27,000	£211,978	Not available – referred to in Cabinet evaluation 13 April 2016	

Appendix 2 – Outcome Agreement 2013/16 Themes

Outcome Agreement Theme		Outcome Agreement Theme 2: Ensuring people receive the help they need to live fulfilled lives	
Monmouthshire Theme(s)		Older people are able to live their good life Vulnerable families are supported	
Wales Programme for Government Theme & Outcome		21 st Century Health Care Ensuring people receive the help they need to live fulfilled lives	
MCC Evaluation score 2013/14 – 2015/16		Fully Successful	
During the term of the agreement we will:	What have we done so far?	What difference has it made so far?	Progress
Produce a robust business case to secure funding to deliver a local area co-ordination pilot	Cabinet agreed the business case and funding for local area co-ordination in October 2014. The project became known as community coordination to avoid confusion with Looked After Children. It was overseen by a steering group of partners including Aneurin Bevan Health Board, Gwent Police, the voluntary sector and Registered Social Landlords.	Cabinet agreed funding for the pilot, however successful bids to external sources of revenue, including the Intermediate Care Fund were also successful.	Achieved
Establish community coordination pilot in Abergavenny and Caldicot and decide whether or not to use throughout the county.	Abergavenny and Caldicot were identified as the sites for the pilots. These were launched at well-attended community events in the towns leisure centres in Autumn 2013 before being launched in April 2014 (Abergavenny) and June 2014 (Caldicot)	Coordinators worked in these towns to develop inclusive and mutually supportive communities. As a place based, point of contact, coordinators are worked to simplify (and better connect) the system for local people. Individual case studies show some early successes. A evaluation presented to Adults Select and Cabinet concluded that the approach would not continue in its initial form but elements should be retained as part of a new placed based approach.	Achieved
Appoint four co-ordinators	Two community coordinators were appointed as part of the pilot phase.	Our coordinators engaged with over 1000 individuals. Individual case studies show positive impact. The learning suggests that scaling up the pilot would not lead to deeper cost-avoidance in the short-term as it has not proved possible to 'pull' people out of traditional services.	On Target

		Benefits will instead accrue from preventing people entering care in the first instance.					
Establish small local enterprises as alternatives to existing service provision beginning in 2014-15	We appointed a small local enterprise co-ordinator. They worked with individuals to support the development of new enterprises and assist early stage enterprises reach fruition.			16 people are in some form of paid employment on a regular basis per week; 103 people are in regular unpaid employment; 350 beneficiaries per week from enterprises; 1600 people who have benefitted from attending events			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
Number of Local Area Coordinators in post	0	2	2	4	2	On-Target	Additional coordinators not recruited
Number of small local enterprises established	not yet underway	0	25	25	27	Improved / On Target	
Number of people (18+) in receipt of additional care packages to keep them at home (monthly)	1668	1620	1542	1664 (or lower)	1541 (estimate)	Improved / On-Target	A change in measurement means direct comparison is not possible
How well did we do it?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend	Comment
Number of delayed transfers of care from hospital that were because social care was not in place	16	17	13	<20	42	Declined / missed target	A number of problems have been highlighted with the system for validating delayed transfers of care for social care reasons. The true figure is lower than the 42 reported by Aneurin Bevan University Health Board. It was no higher than 30


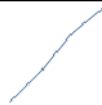
Cost avoidance against forecast expenditure associated with an ageing population	new	£27,352	£211,875	£380k - £760K	Not available	-	Transition to the new database meant it is not possible to report this figure accurately. Budget reports suggest spend is being managed despite ageing population
Number of people supported through small local enterprises	new	new	202	to be set	350	Improved / On 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 people giving positive responses to a new well-being questionnaire that will be used by community coordinators	not yet underway	Milestone: Questions Piloted		Not set	100%	On Target	All respondents gave a positive response for at least one of the outcomes being measured. The outcomes included: 'Made new friends' – 92% of people; 'Feel Supported' – 58% of people; 'Improved well-being' – 50% of people.
Number of community connections (Individual or Family) established by Local Area Co-ordination	not yet underway	This measure was removed as it has not proved possible to develop through the pilot phase.					

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

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
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	236	186	213	251	180	✘	Declined	Declined		The average time taken to process Disabled Facilities Grants (PSR/002) has increased from 213 days to 251 days, this is mainly attributable to more complex grants being completed and the availability of capital funding. Work is underway to review the steps in the process and identify any improvements in process that can be made to reduce the time taken.
N	Numerator	21678	15981	17219	18070						
	Denominator	92	86	81	72						
PSR/004	The percentage of private sector homes that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	Not published	4.66	10.27	14.18	11	✓	Improved	N/A		Over 500 households have been contacted with advice in 15/16. Increasing properties that can be included as returned use through the Council's action
N	Numerator	*	25	64	94						
D	Denominator	*	537	623	663						

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
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.77	1.83	1.38	4.37	2.15	✘	Declined	Declined		The actual figure is much lower than that reported by ABuHB. Unfortunately they are unable to revisit and republish the actual value which we expect to be no higher than 30
N	Numerator	16	17	13	42						
D	Denominator	9064	9284	9453	9621						
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	80.37	81.2	100	99.59	100	✘	Marginal Decline	Improved		This relates to a single instance
N	Numerator	86	108	196	241						
D	Denominator	107	133	196	242						
SCA/02a	The rate of older people supported in the community per 1,000 population aged 65 or over at 31 March;	60.28	56.56	52.77	53.98	52.77	✘	Marginal Decline	Improved		There has been an increase in the number of people needing long term care.
N	Numerator	1159	1134	1091	1148						
D	Denominator	19228	20038	20675	21266						
SCA/02b	The rate of older people whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	13.21	11.33	11.08	10.96	11.08	✓	Marginal Improvement	Improved		The figure remains broadly stable and is again likely to be the lowest in Wales
N	Numerator	254	227	229	233						
D	Denominator	19228	20038	20675	21266						
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	54.4	82.1	84.1	91.3	86.4	✓	Improved	Improved		There has been a further improvement. This represents Monmouthshire's highest performance
N	Numerator	900	1213	1036	1222						
D	Denominator	1654	1478	1232	1339						
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	74.2	97.3	99.7	98.8	100	✘	Marginal Decline	Improved		Ten new carers were identified in the final week of the reporting year and did not receive an offer of assessment by the cut-off point for this measure of 31 March
N	Numerator	322	675	754	813						
D	Denominator	434	694	756	823						
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	76.6	77.5	79.2	79.2	80	✘	Unchanged	Improved		The percentage of bus pass holders is unchanged. The population aged 60 or over has slightly increased as has the total number of bus pass holders.
N	Numerator	19994	20671	21560	21987						
D	Denominator	26116	26682	27217	27774						

SUBJECT:	Review of the Joint Housing Solutions Service
MEETING:	Adults Select Committee
DATE:	12th July 2016
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To provide an update on the pilot joint Housing Solutions Service with Torfaen County Borough Council that started in March 2015. The report seeks to both highlight the achievements secured and key conclusions of the progress.

2. RECOMMENDATIONS:

- 2.1 Consider the achievements of the service, how the service has benefited the Council and community and the ongoing issues and risks identified.
- 2.2 To consider the proposal to end the pilot and withdraw from elements of the joint Housing Solutions service that are not delivering added value and to agree an exit plan with Torfaen.

3. KEY ISSUES:

- 3.1 On 1st October 2014, Cabinet approved a proposal to deliver a combined Housing Solutions Service for Monmouthshire and Torfaen on a one year pilot basis, seeking to exploit the advantages of Housing & Community Services being co-located with Torfaen's Housing Service. A key priority was to meet the requirements of the Housing (Wales) Act 2014. The aims of the service include:

- Establish a new customer led, joint Housing Solutions Service.....; build resilience and capacity.....; steam-line current business processes to improving efficiency and effectiveness.....; build a service with an increased focus on prevention of homelessness.....

- 3.2 The pilot has been jointly reviewed with Torfaen and in addition, the Council has undertaken a Monmouthshire only focused evaluation of the service.

- 3.3 The development of the service has been a significant challenge for staff due to the extent of procedures and the differences between the two Councils. The challenge was further increased by the need to implement new statutory duties of the new Housing Act. The following summarises key findings of the review:

Key Areas of Progress (See Appendix 1 for more detail)

- 3.4 The service has been operational since March 2015 through two new distinct teams, meeting the legal requirements of the Housing (Wales) Act 2014. The service includes pooled staffing, pooled accommodation, furniture storage and out of hours arrangements. Although current performance can't be directly compared with past performance due to the new legislation, performance particularly relating to homeless prevention has been positive. Other achievements include:

- MCC has bought into the Torfaen IT system for case recording and statistical reporting, allowing the Council to relinquish the previous homeless module that was no longer fit for purpose. TCBC provide system support.
- New Financial Inclusion and Prison Prep services, through grant funding, have been introduced to strengthen homeless prevention.
- Shared Housing has further developed, supporting the budget position.
- Although the joint service has supported some cost reductions, budget performance largely hasn't been dependent on the joint service.

3.4 The development of the service, however, can't be considered to be complete and further improvement has been identified in order that service efficiency is optimised and outcomes for service users are maximised. Examples of this include:

- The capacity to manage caseloads and re-housing has been difficult due to the level and the nature of a change in demand. MCC Housing Solutions staff caseload has been higher through the joint service than if it was an MCC only service. The situation has and continues to be compounded by staffing difficulties, which in part are inter-related. The Council is seeking to support staff, but the joint arrangement has an influence on the extent and nature of the support. The need to engage proactively with staff and support their well-being is an immediate priority.
- There continues to be a shortage of accommodation, particularly private rented housing to prevent homelessness. Whilst dealing with routine re-housing demand and day to day management issues, investing time to identify new private rented opportunities has been challenging. A key role of the Private Sector Housing team is market the service of the team to landlords and apply a more commercial and 'sales' approach. Supporting the team to adapt to a new way of thinking and working has been a priority. Training and development continues to be an ongoing priority. There was a small increase in Bed & Breakfast use (18 placements) in 15/16.
- There continues to be activity and procedures that aren't fully streamlined. The number of different procedures is considerable. This includes a number of IT based systems and performance management. Some won't be possible to align due to wider local authority systems. In some areas, this has and will continue to impact upon operational efficiency.
- Although the opportunity to share the TCBC IT homeless system was positive, the full benefits of buying into the TCBC IT system are still to be fully realised in terms of the ability to utilise for rent accounting purposes and statistical reporting. Although the initial costs (relating to caseload management) saved £3,500 for 15/16, there will be a short-term spike in costs relating to unforeseen provider relate licensing and implementation costs. The total IT costs are expected to be higher than prior to the joint service (£14,000), as and when the rent account facility becomes available.
- It has not been possible to establish a comprehensive joint performance management arrangement. It is considered that the performance management

arrangements for MCC have deteriorated (a view shared by TCBC) since the joint service commenced together with the intimate understanding of the service necessary to maximise the management effectiveness. It is understood this may be not be unique to MCC.

- Each Council has different priorities. It is recognised that MCC priorities dilutes the resources available for TCBC.

3.5 Having evaluated the findings there are a number of headline conclusions:

- Importantly, the requirements of the new legislation are being met and benefits have been realised. However, it is further concluded that some achievements (including the budget position) would have been achieved without the arrangement.
- The respective local authority priorities and systems can have an impact and influence on service delivery and impact on the other party.
- Both Council's do not necessarily need a joint service to continue meeting the statutory duty. In addition, where differing priorities exist, delivering separately has advantages.

3.6 It is, therefore, proposed to look to end the pilot arrangement and return to the Council delivering its own Housing Solutions service. There is a desire though to retain the benefits of the pilot, but whilst continuing to be open to opportunities for collaboration. The collaboration in its current format has been extremely insightful in terms of partnership working and has provided invaluable experience and learning to both re-establish a Monmouthshire focused service and inform any future partnership working.

4. REASONS:

4.1 The pilot also supported the Council to meet the new duties relating to the Housing (Wales) Act 2014. It also supported the implementation of the Housing & Communities Medium Term Financial Plan project mandate, as agreed by Cabinet on 8th January 2014 together with an additional project mandate for 2016/17.

5. RESOURCE IMPLICATIONS:

5.1 The cost centre delivered savings of £35,000 relating to 2014/15 and 2015/16, although these mostly aren't attributable to the joint service. For 2016/17, it is projected that a further £50,000 income will be generated. It is anticipated that the proposal to withdraw from the joint service will incur some short-term costs. For example, acquiring an alternative IT system. These, however, can largely be offset against direct costs relating to office accommodation which will be saved through the recommendation.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 Implications have been identified. **See Appendix 2**

7. SAFEGUARDING & CORPORATE PARENTING IMPLICATIONS

7.1 The service supports both safeguarding and corporate parenting.

8. **CONSULTEES:** Chief Officer for Enterprise; Head of Planning; Cabinet Member for Community Development; Head of Housing, Torfaen CBC.

9. **BACKGROUND PAPERS: None**
10. **AUTHOR: Ian Bakewell, Housing & Communities Manager**
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Appendix 1

Joint Housing Solutions Service Pilot

Review & Evaluation Report – May 2016

1. Purpose of Report

This report aims to provide a position statement and progress update in relation to the joint Housing Solutions Service pilot with Torfaen County Borough Council, which commenced on 2nd March 2015. The report is written only from a Monmouthshire County Council perspective. It aims to provide:

- A broad overview of the current situation
- An overview of progress and improvements or not, and particularly to draw out the benefits to the Council and communities.
- Current and on-going issues, particularly those that may impact on the Council and the Monmouthshire community

2. Conclusions & Recommendations

The key conclusion of this evaluation are:

- A joint service is now in operation. A lot of work has been needed to get to this stage, more than initially anticipated. The service meets the requirements of the Housing (Wales) Act 2014
- The joint service has not detracted or been detrimental to the Council's budget position. The Housing & Communities 15/16 outturn came well within budget and the associated budget mandate target was achieved. Some elements of the joint service development contributed to the positive 15/16 budget outturn.
- Cost reductions can be attributed to the service, but those directly relating to joint working are limited. Most savings or income generated weren't reliant on the partnership to be achieved
- It is considered that performance management arrangements have deteriorated since the start of the joint service and do not meet the robust and systematic performance management arrangements required of the Council. A key issue is the Council's intimate understanding of the service needs to be improved.
- Procedural alignment/streamlining continues to be an on-going process and further work is still necessary
- A positive step has been the ability to buy into the TCBC IT system. There are, however, still further works necessary needed to realise the full benefits of the system and although have fallen in the first year, it is known that costs will spike this year, but are likely to settle at a level above the pre-joint service position.
- It is considered one single team for the whole service would work more effectively than separate teams (Housing Solutions and Private Sector Housing Service) from the perspective of an applicant accessing the service and their subsequent journey.

- Differing priorities of both Council's can impact on general service delivery. Monmouthshire only priorities (for example, participation in the Afghan Translator Re-Location programme) dilutes the level of resource available for Torfaen.
- The last year has been a period of significant change for MCC staff (and TCBC staff) in terms of establishing the new service and integrating with a new partner whilst implementing new legislation. This has been a challenging period and further compounded by arising staffing difficulties.
- The learning for staff and the Council has been significant and positive and will be beneficial for the future.
- The pilot has been important in terms of implementing the new Housing (Wales) Act 2014. Both Council's, however, consider that the on-going ability to meet statutory responsibilities aren't necessarily dependent on the existence of the joint service.

The recommendations arising from this evaluation are:

- To consider the proposal to end the pilot and withdraw from elements of the joint Housing Solutions service that are not delivering added value and to agree an exit plan with Torfaen.

3. Methodology

This report has been compiled through MCC and TCBC having jointly completed one to one and joint discussions with managers (MCC & TCBC), individual and joint team meetings (made up of staff from both Councils). MCC also undertook one to ones with individual MCC staff. The focus of these discussions was:

- To undertake a SWOT analysis including identifying achievements
- Assess progress of the new service against the aims of the proposal agreed by Cabinet
- Identify current issues and possible solutions

4. Background

A background and context to the development of the service is summarised in **Appendix 1**.

5. Overview of Agreed Joint Model

The following provides an overview of the agreed aims and structure for the joint service:

- Establish a new customer led, joint Housing Solutions Service for Torfaen and Monmouthshire encompassing housing advice, homeless prevention, homelessness, temporary accommodation and the development of the private rented sector
- Build resilience and capacity within the service to deal with the anticipated increase in demand arising from the pending duty to prevent homelessness in April 2015.
- Stream-line current business processes into one robust system for the service, improving efficiency and effectiveness and providing a consistent service to residents from both Counties
- Build a service with an increased focus on prevention of homelessness

- Develop an available stock of housing accommodation in the private sector to increase housing options in both Counties to meet housing need, to facilitate the discharge of the homelessness duty and the more effective prevention of homelessness.
- For Monmouthshire, the proposal supports the Council's Medium Term Financial Plan

Please see **Appendix 2** for an overview of the service staffing structure.

The previous structures of each authority were reviewed to create the above new structure. On the basis of the agreed structure, the new proposal made a financial salary saving of £13,334 for the Council.

6. Staffing

Since the start of the pilot, maintaining a full complement of staff has been difficult. This has been due to a range of reasons relating to both MCC and TCBC staff.

This is currently impacting financially on the Council due to the need to appoint temporary cover. The current projected additional staffing cost is £6,000.

7. Achievements & Benefits

The following are considered to be achievements and benefits that were achieved on the run up to the creation of the new joint service:

- Joint out of hours arrangement. MCC benefit – annual saving of approx £7,000 pa
- Joint furniture storage via TCBC facility. As a result, the Council has access to storage facilities free of charge.
- Joint Landlord Hub, which is very well attended. Typically around 80 people attend meetings. The majority attending are Torfaen landlords. However, many of those attending don't necessarily provide accommodation to either Council. Ideally there is a need to consider how the Landlord Hub can better meet the needs of both Council's although this isn't considered an immediate priority.
- The Cabinet Mandate target of £15,000 for 14/15 was achieved

The following have been achieved as part of the commencement of the new joint service:

- The £20,000 mandate target for 15/16 was achieved
- Blaenau Gwent County Borough Council from April 2016 has joined the Out of Hours arrangement, which will make a further saving of about £2,000 for MCC.
- Increased resilience through a larger pool of staff, which has helped mitigate against staff turnover and sickness

- MCC currently shares and buys into the TCBC Homeless IT system for case recording and statistical reporting. The access allowed the Council to relinquish the former Homeless database, which was no longer fit for purpose. This reduced the IT costs from approximately £14,000 by £3,500 for 2015/16

However, the Council has been informed that unforeseen one off implementation and licensing costs for 2016/17 will be incurred resulting in additional expenditure of approximately £12,000 (total approximate cost of £23,000). For 17/18 and beyond, subject to confirmation, it's projected that costs will be settle back to £12,000 p.a.

These costs, however, don't include provision of a rent accounting system.

The intention was also to use the TCBC IT system for rent accounting purposes for rents of MCC managed accommodation. This is an outstanding action. It has, therefore, been necessary to continue utilising the original rent system for rents of MCC managed accommodation.

The Council's statistical reporting requirements, as yet, are not fully available. This has impacted upon MCC's performance management arrangements.

- Pooled accommodation. Accommodation in both Counties can be accessed by residents of both Counties, albeit every effort is made to rehouse people in the area of their choice. MCC benefit from access to the TCBC hostel and private leased accommodation, which increases flexibility and helps to mitigate against the use of B & B. TCBC equally benefit from access to MCC accommodation

Headline activity includes the following:

- MCC B & B placements increased to 18, which included one family
- B & B expenditure reduced by approximately 50% to £5,236
- MCC assisted TCBC with the following, which equated to 16.8% of lettings:
 - Melin PLS – 1 TCBC household accommodated (42 lettings in total)
 - Hostel – 4 TCBC households accommodated (21 lettings in total)
 - Shared Housing – 24 households accommodated (109 lettings in total)
- Establishment of telephone duty arrangement and dedicated telephone lines for Private Sector Housing Team (which is being marketed as Landlord Advice/Help Line) in addition to Housing Solutions.

The following are achievements that can be linked with the new service. There is a line of argument that these achievements were not dependent on the joint service to come to fruition.

- Restructure to create the integrated team. The benefit to the Council is an annual saving of approx. £13,000 for 15/16 onwards and supported the project mandate.

- Appointment of a Financial Inclusion Officer. The benefits of such a service were identified through the joint working with TCBC and replicating their good practice to fill an operational MCC gap, particularly at a time of Welfare Reform.

This service has received:

- 107 money advice referrals, 52 of which related to debt
 - 87 referrals were completed and of these 45 of these prevented homelessness
 - 8 cases needed to be referred back to Housing Solutions due to being unable to resolve
- Joint acquisition of Welsh Government grant funding for 15/16 of £296,868 to mitigate against homeless prevention. The MCC element of the funding is:
 - £127,873 (National Grant Funding)
 - £32,462 (Prison Leavers)

Welsh Government made independent allocations to MCC and TCBC, but the allocations have effectively been pooled. The following are examples of how the funding has been utilised for the benefit of Monmouthshire:

- Temporary staffing eg Development Officer (TCBC hosted); Accommodation Assistant and Financial Inclusion Officer (MCC hosted); IT development – update of TCBC Abritas system that MCC is now accessing; Prison Link Officer; Landlord incentives; Maintenance and furniture for shared housing; Marketing; Training

Welsh Government have confirmed that MCC (and TCBC) will receive another block of funding for 16/17. The MCC grant allocation is £60,300.

- The Council's Shared Housing Service continues to successfully expand and at 1st April 16 had increased to 55 from 38 units and delivered a surplus income.
- Homeless expenditure for 15/16 is again came within budget and the Cabinet mandate target of £20,000 for 15/16 was achieved.
- Successful participation in the Afghan Translator Re-location programme for MCC. 15 households were re-housed from a 15/16 target of 18. TCBC is not taking part in this project.
- Funded through Welsh Government grant, a Prison Prep Officer has been recently appointed to create a dedicated link and liaison role between the Housing Solutions Service and prison leavers, creating a new service for Monmouthshire. The post, which is hosted by The Wallich, seeks to facilitate early planning for offenders prior to release.

Since November 2015 from ten initial referrals, four prison leavers have been assisted into accommodation.

- Review of working arrangements with the Seren Bond Scheme through the establishment of a Service Level Agreement.
- Participation in the establishment of a regional protocol with the Police to facilitate early planning for prison leavers

The following provides a brief comment in relation to how the service has progressed from a Monmouthshire perspective, against the aims of the proposal (**see Section 5**) agreed by Cabinet in 2014:

Establish a new customer led joint Housing Solutions Service.....: There is significantly more work needed to be undertaken to achieve this aim. Although customer satisfaction information is collated, this needs to be more embedded. There is specifically a need to better understand the client experience and explore ways for clients to influence service delivery.

Build resilience and capacity within the service.....: It could be argued that resilience has been enhanced through the pooling of staff and accommodation. However, there needs to be a better understanding of whether capacity has been improved or not. The reason for this is there continues to be procedures and systems that haven't been fully aligned and/or streamlined, which impact on the efficiency of delivery. Addressing non-aligned systems is a priority going forward together with how best to manage the current and anticipated caseload demand in the context of existing staff capacity.

Streamline current business procedures into one robust system.....: As above. Nevertheless, a lot of work has been undertaken to streamline procedures.

Build a service with an increased focus on the prevention of homelessness.....: It's reasonable to conclude from the 2015/16 performance activity (**See Section 8**) that the attempts to increase the focus on homeless prevention has been achieved. Although the 2015/16 performance information can't be directly compared with 2014/15, it suggests the level of actual homelessness in Monmouthshire has declined. The demand for assistance, however, appears to be consistent with recent years.

Develop an available stock of housing accommodation in the private rented sector to increase housing options.....: A portfolio of accommodation exists which is expanding slowly. Since the start of the new service there is a constant number of applicants who are waiting to be re-housed due to the shortfall in accommodation. For 2015/16, both Council's experienced an increase in B & B placements. Engaging with private landlords and encouraging them to work with the service needs to be an on-going priority.

For MCC, the proposal supports the Council's Medium Term Financial Plan.....The service achieved the targets for 2014/15 and 2015/16. It's projected that the target for 2016/17 will be achieved.

8. Headline Performance 2015/16

The following provides an overview of key activities and performance for 2015/16:

	2014/15	2015/16
• Contacts	758	623 ¹
• Homeless determinations	249	
• % of H'less prevented.....	44.8%	
• Prevention completed	405	
• S.66 Applications Determined		248
• No. of S.66 successfully prevented		182
• Unsuccessful prevention		0
• % successfully prevented		73%
• S.73 Applications Determined		95
• No. of S.73 successfully relieved		57
• Unsuccessfully relieved		0
• % successfully relieved		60%
• Homeless duty accepted	112	
• S.75 Applications Determined		38
• B & B Placements	11	18
• B & B expenditure	10,494	5,263
• Level of Housing Options Satisfaction	82%	75%*
• Satisfaction about accommodation	92%	80**
• No. of Shared Housing Units	38	55
• Budget mandate achieved	Yes	Yes

¹ As per Abritas 04.05.16

*based on 8 responses

**based on 5 responses

9. Key Areas of Analysis & Reflection

9.1 Performance Management: Targets & Benchmarks for Improvement

The main issue, certainly from an MCC perspective, with regards to performance management is that there is no comprehensive and systematic joint/shared overview of performance for the service as a whole.

The MCC view is that this is a key weakness and that collective service activity and performance is not adequately available to routinely inform the management of the service, nor inform the on-going development of the joint service.

In establishing the joint service it was anticipated that the collaboration would essentially be a 'big learning exercise.' Simplistically, the collaboration was expected to be an opportunity for both Council to directly compare and interrogate respective performance and practice

and to learn from this and understand what improvements can be made. This has been achieved in part, but limited for a number of reasons:

- The new legislation has impacted upon performance monitoring. There has been need to amend systems to reflect the new reporting requirements
- The establishment of the new teams, particularly the Private Sector Housing Team, has created a need to reconsider how the joint service will be monitored. This has needed consideration being given to the Pl's to be adopted.
- The TCBC IT case management system needed 'structural' changes to facilitate the required reporting requirements. TCBC is responsible undertakes this on behalf of MCC with their provider
- TCBC provide a support role in respect of systems administration support, the agreement of which extends to facilitating reporting arrangements.

From an MCC perspective, it is considered that the performance management arrangements have deteriorated since the start of the new service. Prior to 2nd March 2015, the Council maintained a comprehensive suite of management information. This has been difficult to maintain and replicate for the new service.

Going forwards, however, a joint service improvement plan has been established and will be the basis for on-going monitoring.

9.2 Housing Solutions Team

The role of the Housing Solution team is to receive housing advice related queries and contacts. Arguably, the new legislation aside, the focus and role of the new team broadly continues to be the same as before the new Act. The majority of contacts are in respect of possible or actual threats of homeless or actual homelessness. The team, wherever possible, is required to increasingly prevent homelessness as a priority and to minimise prevention requests evolving into homeless applications, as per the Council's responsibilities under the Housing (Wales) Act 2014.

During the year the team has needed to familiarise itself with the new legislation and a new version of the Welsh Government Code of Guidance. A considerable amount of procedural work and training has been necessary.

The nature of the post Act demand, however, has changed because cases remain open for a longer period. At the time of writing 155 cases were open across both Council's. There is an expectation that staff liaise closely and regularly with individual applicants on an on-going basis to support them to resolve their housing problem and to review on a regular basis.

Key operational changes that are being implemented by the Housing Solutions Service are:

- To issue all applicants with a Personal Housing Plan (which has been in place prior to the start of the new service) within 10 working days and to subsequently review on a regular basis. The Code of Guidance requirement is to review Plans every 10 days, but can be challenging to achieve. It's understood that this is a Wales wide issue.

- To communicate regularly with applicants to inform them of the status and progress of their application. This is a requirement of the Code of Guidance and standard letters have been provided on an all-Wales basis for all Council's to utilise. The number of letters that need to go out to individual applicants over a period of time has increased. Although this requirement is being met, its increased non-productive additional administrative role for officers and has caused confusion for applicants. This is being reviewed at an all-Wales level to try and simplify. TCBC have provided additional support for this requirement from April 16.

Feedback from the MCC Housing Solutions staff includes is that meeting the 'process' requirements of the new legislation and the Welsh Government Code of Guidance, together with practically delivering homeless prevention is extremely challenging. This is compounded by the lack of available accommodation, particularly private rented.

9.3 Private Sector Housing Team

This Team is a completely new team with effect from March 2015. The functions of the team are **not** new, and previously formed part of the former Housing Options Teams for both Councils. In addition to on-going management requirements, the creation of the team is designed to facilitate a more focused and pro-active approach to private landlord engagement and encouraging private landlords to work directly with both Councils and make available their properties for use to prevent or relieve homelessness. Key priorities include:

- Managing, maintaining and expanding existing accommodation eg hostel accommodation, shared housing, private leased housing
- Landlord engagement
- Establishing and promoting a 'Landlord Offer' (eg a range of services and incentives) to encourage private landlords to make available their properties to the Council.
- Specific Monmouthshire priorities include
 - Expanding the Shared Housing Scheme (eg meeting the Cabinet mandate)
 - Facilitating the Afghan Translator Re-Location programme and more recently, the impending Syrian Vulnerable Persons scheme
 - On-going management and review of the Council's allocation policy and Homesearch development

The Monmouthshire specific priorities naturally impact upon the capacity of the team and, thereby, can be regarded as diluting the staffing resource which subsequently impacts upon TCBC.

The level of change for the team has been significant and considerably more than for the Housing Solutions Team. Challenges for the team as a whole include:

- the ability to balance the day to day management of the existing accommodation whilst proactively engaging with private landlords, marketing the service and promoting the Landlord Offer.

- delivering specific MCC priorities (eg Afghan Re-Location) through the service, in the knowledge this impacts on TCBC and dilutes the shared resource for TCBC.
- the required marketing of the Private Sector Housing Service is seen as a distinct skill-set that most members of the team don't have much experience of to ensure that the service is professionally marketed in such a way that sets the Service apart from high street lettings agents. There is a need to highlight the added value the service can provide, to hopefully stimulate interest and inspire confidence and reassurance.
- becoming familiar with the extensive range of business procedures relating to each Council and streamlining these procedures.
- most of the team have needed to learn new roles and responsibilities, whilst needing to become familiar with new procedures. On-going training and development is a priority.
- improving/maintaining the standard of accommodation has needed to be tackled. Environmental Health colleagues have been supporting the evaluation of the standard of accommodation. This has resulted in a reduction in stock due to some private landlords not wishing to make improvements and units being temporarily decommissioned to facilitate improvement works
- initially having to deal with three maintenance contractors. This, however, has recently been reduced to two.
- Seeking to apply a consistent and aligned approach in respect of using occupation agreements. This, however, has been resolved.

In addition to the above, feedback from the Private Sector Team has included:

- The ability to deliver change, whilst continuing to provide the day to day service, has been difficult due to the complexities of the service, which are further compounded by the very nature of two Councils being involved.
- Due to staffing capacity, the team has not undertaken the level of landlord engagement and marketing that was initially anticipated. Focus on this activity and landlord engagement, however, has increased. A member of the team has now assumed a dedicated role to engage with landlords and market the service.

9.4 Resource Implications & Financial Benefits

The budget arrangement for the service has been for the Council (and TCBC) to continue with the Housing Solutions related budgets and the associated sovereignty. Deliberately, no attempt has been made to pool budgets. MCC expenditure has continued to be aligned with MCC responsibilities and MCC clients.

One of the aims of the joint service was to deliver financial savings through the collaboration. The Housing & Communities Cabinet project mandate reflected this.

The following details the key messages:

- The 15/16 outturn for the Housing Solutions budgets, collectively came within budget. The project mandate target of £20,000 for 15/16 was achieved. The 16/17 target of £20,000 is projected to be achieved.
- Short-term Welsh Government funding has assisted the Council to implement the new duties of the Housing (Wales) Act 2014, which in turn has supported the Council's positive budget outturn. Grant of £127,873 was received in 15/16 and a further £60,300 will be received in 16/17.
- Although B & B placements increased slightly, B & B expenditure has been reduced by approximately 50% to £5,263 for 15/16
- IT expenditure was reduced from £14,000 by approximately £3,500 for 15/16. However, expenditure is projected to spike in 16/17 due to unexpected licensing and implementation costs relating to TCBC's IT provider to approximately £23,000 (subject to final confirmation). Additional costs also need to be accounted for in respect of the need to access Monmouthshire Housing's rent accounting facility, which it has not been able to facilitate. From 17/18, expenditure is projected to be approximately £14,000
- Out of Hours expenditure is projected to further fall by approximately £2,000 in 16/17 due to Blaenau Gwent County Borough Council participation.
- The Shared Housing Scheme generated surplus income for 15/16. It is projected that the 16/17 Cabinet Mandate target of £50,000 income in respect of the Shared Housing scheme will be achieved.
- Participation in the Afghan Translator Re-location delivered a budget surplus.
- The 15/16 office accommodation costs were:
 - £32,000 – Rent
 - £20,359 – Service Charge
 - £3,639 – Business Rates
 - £56,498 – Total

To date the annual costs have been shared equally even though MCC has a smaller staff complement and occupy approximately a third of the floor space. The MCC 15/16 costs were, £28,249.

For 16/17, TCBC have been requested to contribute a higher proportion of the costs. In response, about a third of TCBC have recently moved out, surrendering office space. The lease is currently being renegotiated.

10. Risk Overview

A draft joint strategic risk assessment has been produced to underpin the joint action plan.

See Appendix 4

DRAFT

Appendix 1 - Background

Office Accommodation

The Council's Housing Service has been co-located with Torfaen's housing service for about four years. The co-location provided an opportunity to identify areas of commonality and possible collaboration opportunities. The respective homeless services was one such area of commonality. In October 2014, Cabinet agreed that the Council should establish a joint homeless service with TCBC. The proposal formed part of Housing & Communities Cabinet Project Mandate. It was agreed that this should initially be delivered on a pilot basis of one year and commenced on 2nd March 2015.

The respective teams jointly share office space and accommodation costs. The MCC and TCBC team complements are approximately 20 and 30 respectively. MCC work to a desk ration of 50% and the TCBC desk ratio is 100%. The annual office costs are shared equally and for 15/16 are:

- £56,498 – Total
- MCC Accommodation Cost - £28,249

TCBC have been requested to increase their contribution to the accommodations. In response they are arranging for some TCBC staff to vacate office space to reduce the total rental cost. A saving, therefore, for 16/17 is anticipated, but as yet hasn't been quantified.

Operational Context and Drivers to Commencement of Service.

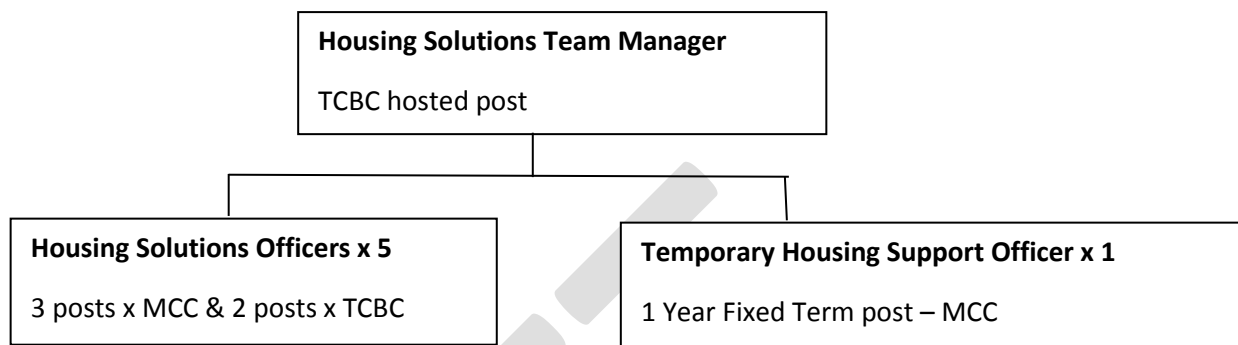
There were a number of key drivers that supported the development of the service. This included:

- It provided an accommodation solution for both Council's
- There was a need for MCC to make financial savings and making better use of resources and reducing duplication. MCC had financial targets that needed to be met. It was anticipated that savings could be made through sharing resources such as staff, accommodation and facilities.
- The desire to continue improving performance. MCC was keen to further improve and continue to building upon the positive performance achieved over recent years. It was a priority for Housing & Communities to look to identify and learn from any possible TCBC good practice to support any on-going improvements that would benefit MCC.
- Mitigating and preparing for the requirements of the Housing (Wales) Act 2014 which made homeless prevention a statutory duty and facilitated local authorities to discharge their duties utilising the private rented sector. It was important that both Councils could meet their statutory duties that commenced on 27th April 2015.
- Both Council's received a WLGA Homeless Prevention Health-Check and the findings of the Health-Check suggested there were advantages of a joint service.

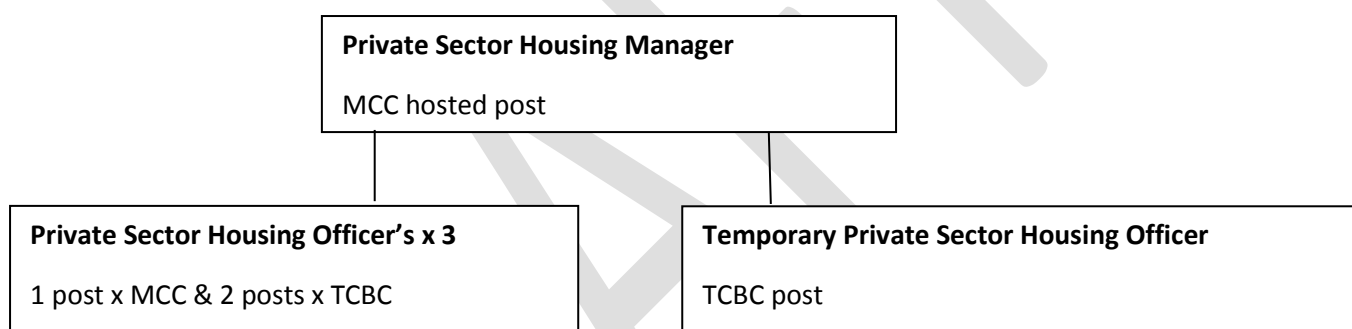
- Increasing resilience at a time of reducing resources, widening of responsibilities and a possible increase in demand due to the Housing (Wales) Act 2014.

Appendix 2 – Team Structure

Housing Solutions Team:



Private Sector Team:



In addition to the agreed structure for the service it has been possible to temporarily supplement the structure through Welsh Government grant availability:

- Temporary Housing Solutions Development Officer (TCBC hosted) – to assist to predominantly develop policies and procedures for the Housing Solutions Team.
- Temporary Accommodation Assistant (MCC hosted) – although the post has a generic role, the focus of the post has been to support the management of the Shared Housing Scheme, thereby releasing capacity to expand the service.
- Temporary Housing Solutions Development Officer (TCBC hosted).
- A Private Sector Housing Assistant (MCC hosted) to support private landlord engagement – 12 weeks.

Appendix 3

Insert case-load information from Sheryl

Appendix 4

Joint Risk Assessment*

**Level of risk and action subject to agreement with TCBC*

Risk	Reason	Year	Level	Responsibility	Action
Welfare Reform changes impact on HB resulting in unviable accommodation. Eg Melin Homes withdraw from PLS for MCC	On-going amendments to regulations by DWP. Letter from Melin dated 15.03.16	16/17 17/18 18/19	Low but increasing (STA with TCBC)		Liaise closely with Melin and establish MCC PLS proposal
The joint service doesn't continue to deliver improvements or enhanced outcomes for applicants by not considering and learning from best internal practice and procedures.	Feedback from staff about too many procedures still not aligned	16/17 17/18 18/19	Medium (STA with TCBC)		Establish a checklist to identify to inform changes
The focus of developing the PSHT service is too polarised towards engaging with landlords and providing services with landlords.	Feedback from PSHT	16/17	Low (STA with TCBC)		Establish a find a tenant/ accredited tenant scheme
Team members perceive their concerns are not fully taken account of and, therefore, are not adequately informing on-going improvements	Feedback from staff	16/17 17/18 18/19	Medium (STA with TCBC)		
Delivery is restricted by team members possibly not feeling	Feedback from staff	16/17 17/18 18/19	Medium		In

sufficiently empowered nor supported to make decisions and influence the direction and development of the service			(STA with TCBC)		
Access to private sector properties may be restricted due to a failure to proactively market the Private Sector Housing Service and positively engage with landlords	No. of applicants waiting to be rehoused by PSHT	16/17 17/18 18/19	Medium (STA with TCBC)		
Failure to improve the quality of PRS Housing through lack of investment		16/17 17/18 18/19	TCBC		
Failure to meet the demand for quality/affordable homes and housing needs if we are unable to increase supply due to diminished resources		16/17 17/18 18/19	TCBC		
The lack of staff capacity and revenue budget to be able to respond to priorities	Feedback from staff about tackling demand	16/17 17/18 18/19	High (STA with TCBC)		Texting software being investigated. Facilitation of MCC rents to Abrisas to start May 16
Short-term and/or on-going costs increase	Feedback from Abrisas that a licence for MCC is needed	16/17	Medium (STA with TCBC)		
Unpredictable increase in demand on Housing Solutions team relating to new statutory duties arising out of Housing (Wales) Act 2014	Open caseload of Housing Solutions	16/17 17/18 18/19	High (STA with TCBC)		
It is not possible to significantly increase housing options and prevent homelessness through the private rented sector	Proportion of cases where PRS used to discharge duty	16/17 17/18 18/19	High (STA with TCBC)		

The standard of accommodation provided does not meet minimum statutory requirements	Anecdotal feedback from staff and applicants about standards	16/17 17/18 18/19	Medium (STA with TCBC)		Env Health requested to assist with Improvement work at Nether Court
Housing management demands cannot be met in relation to the expansion of the accommodation portfolio	Increases in stock increases management tasks eg sign-ups, voids, arrears etc	16/17 17/18 18/19	Medium (STA with TCBC)		
Procedures aren't sufficiently aligned and streamlined to maximise efficiency and effectiveness.		16/17 17/18 18/19	Medium (STA with TCBC)		
Availability and accuracy of service activity and performance information demonstrate impact and success of new joint service and a positive impact for MCC over previous stand alone service		16/17 17/18 18/19	High (STA with TCBC)		
Staff health & well-being impacts upon operational delivery		16/17 17/18 18/19	High (STA with TCBC)		Monitor and understand service activity Regular 1:1's Implementing support

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<p>Name of the Officer Ian Bakewell</p> <p>Phone no: 01633 644479 E-mail: ianbakewell@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To end the pilot and withdraw from elements of the joint Housing Solutions service that are not delivering added value and to agree an exit plan with Torfaen.</p>
<p>Name of Service</p> <p>Housing & Communities</p>	<p>Date Future Generations Evaluation</p> <p>24th June 2016</p>

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9. **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	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?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Preventing homelessness and tackling homelessness supports wider strategic priorities. A good quality home supports education, employment and health.</p> <p>The service supports private sector landlords which supports the local economy</p>	<p>The proposal will make better use of resources by overcoming the issue of two different local authority systems</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>N/A</p>	<p>N/A</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?
can adapt to change (e.g. climate change)		
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	Preventing homelessness or responding to homelessness protects vulnerable households and contributes to good health	<p>Ongoing procedures exist for:</p> <p>Producing Personal Housing Plans focused on preventing homelessness</p> <p>Encouraging applicants to look for private sector accommodation</p> <p>Referring applicants for housing support</p> <p>The Council and the Homeseach Partnership to liaise with partner agencies to encourage their clients to register on the Housing Register</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	Applicants are accommodated wherever possible in their home communities	<p>Seeking to identify alternative accommodation by engaging with private landlords</p> <p>Development of shared housing and starting to private lease</p> <p>Developing affordable housing based on local housing need</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	The Housing Solutions Service is currently supporting the Afghan Translator Re-Location Programme and Re-housing Vulnerable Syrian Households	N/A
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People</p>	N/A	N/A

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?
are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The service provides a financial inclusion service. Where applicants are re-housed through the Housing Register, all of the housing associations in Monmouthshire operate schemes to engage and involve their tenants eg Financial inclusion; employment and skills support The Bond Scheme supports some applicants with saving	Housing & Communities as part of the FEDIP partnership is currently involved in developing a project to strengthen the role of the Chepstow Foodbank

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

12.39
45

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 Long-term Balancing short term need with long term and planning for the future	Homelessness related statistics and the housing register provides information on housing need both which provide a planning tool	Housing need can be assessed by breaking down into different need groups – disability, medical, welfare
 Collaboration Working together with other partners to deliver objectives	TCBC have been consulted with this proposal	All partners/agencies eg Shelter, associated with the Housing Solutions will be engaged to review current arrangements.

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="159 347 315 379">Involvement</p> <p data-bbox="338 213 517 400">Involving those with an interest and seeking their views</p>	<p data-bbox="544 213 1305 320">Applicants views are currently being acquired about their housing solutions experience and the provision of accommodation. This information will be help to inform</p>	<p data-bbox="1350 213 2078 312">Greater use needs to made of existing arrangements to engage with applicants and considering the feedback to improve the service</p> <p data-bbox="1350 347 1989 416">Alternative engagement opportunities need to be considered eg mystery shopping</p>
 <p data-bbox="159 576 315 608">Prevention</p> <p data-bbox="338 442 517 663">Putting resources into preventing problems occurring or getting worse</p>	<p data-bbox="544 442 1305 549">Pre assesement model being purchased which will give advice to those applicants that are concerned about losing their accommodation</p>	<p data-bbox="1350 442 2110 541">Will enable Housing Solution Team to contact immediately and help prevent homelessness as per the Housing (Wales) Act 2014 and provide bespoke advice</p>
 <p data-bbox="159 836 315 868">Integration</p> <p data-bbox="338 702 517 924">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="544 702 1305 844">The service continually seeks to support those in housing need and vulnerable households. Assessments considers a range of needs including medical and social needs and income needs</p>	<p data-bbox="1350 702 1406 732">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.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The service potentially supports this group	None	<p>The amended service better supports those applicants assessed as in housing need and being vulnerable through more efficient working</p> <p>It is a priority for the service to engage with private landlords to secure additional housing stock.</p> <p>There are a number of services that will provide advice and assistance in relation to acquiring accommodation eg Housing Support Services; Bond Scheme</p> <p>The new Locata Pre-Assessment module will provide better advice and information for applicants</p>
Disability	Ditto	Ditto	Ditto
Gender reassignment	Ditto	Ditto	Ditto
Marriage or civil partnership	Ditto	Ditto	Ditto
Race	Ditto	Ditto	Ditto
Religion or Belief	Ditto	Ditto	Ditto
Sex	Ditto	Ditto	Ditto

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?
Sexual Orientation	Ditto	Ditto	Ditto
Welsh Language	Under the Welsh Language measure of 2011, we need to be considering Welsh Language will be taken account of eg signage, documentation, posters, language skills etc.	None	Bi-lingual information will be available

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>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The service supports this	None	N/A
Corporate Parenting	The service supports this	None	N/A

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

Homeless related demand

Affordable housing stock profile including accommodation used to prevent or respond to homelessness

The views from applicants affected or potentially affected by the initial proposals

Housing (Wales) Act 2014

Welsh Government Code of Guidance for Local Authorities for the Allocation of Accommodation & Homelessness

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 Council is able to eliminate inefficiencies relating to two Councils

The Council will have more control over its own resources

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

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What are you going to do	When are you going to do it?	Who is responsible	Progress
Move offices	Sept 2016	Ian Bakewell	Discussions started with Estates and renegotiation of current lease
Finalise the implementation of the pre-assessment module	Sept 2016	Karen Durrant	Has been developed over the last 6-9 months and is nearing completion
Establish new action plan	July 2016	Karen Durrant	Will be based on risk assessment
Consider options for new homeless IT	Oct 2016	Karen Durrant	Contact with alternative providers has started

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:	Reports to Adults Select – January 2017 Departmental Management Team - Ongoing Housing Management Team - Ongoing
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Monmouthshire's Scrutiny Forward Work Programme 2016

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
12 th July 2016	Discussion on Partnerships relating to Adult Services	To discuss the partnership framework relating to Adult's Services and their relationship to the Public Service Board.	Sharran Lloyd	Performance Monitoring
	Performance Reporting	Year-end Performance Reporting together with Outcome Agreements and Improvement Plan	Matthew Gatehouse	Performance Monitoring
	Joint Housing Solutions Service Pilot	Joint evaluation of the service.	Ian Bakewell	Performance Monitoring
20 th Sep 2016	CSSIW Domiciliary Care Report	To consider the report and findings of the inspectors on the Domiciliary Care Service. Link with the Turning the World Upside Down Project on Domiciliary Care.	CSSIW Claire Marchant	Performance Monitoring
	GWICES	Monitoring of the Gwent Wide Integrated Community Equipment Service (GWICES), which provides equipment to promote independent living.	Julie Boothroyd Tyrone Stokes	Performance Monitoring
October 2016 Special	Social Services Act Part 11	To scrutinise the work undertaken with the Prison Service to implement part 11 of the Social Services Act (to follow the national workshop on the first 6 months of implementation of the act).	Claire Marchant Bernard Boniface	Performance Monitoring
8 th Nov 2016	TBC			
13 th Dec 2016	TBC			
24 th Jan 2017	TBC			

Monmouthshire's Scrutiny Forward Work Programme 2016

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
28 th Feb 2017	TBC			
25 th Apr 2017	Supporting People			
	Community Coordination			
	Disabled Facilities Grants			

Future Work Programme items:

- × **Alternative Service Delivery Model** - Joint Select Meeting approx. mid June 2016.
- × **Continuing Health Care** - Topic Suggested by Member of Public - meeting to be held with Chair and Public
- × **ABUHB** ~ the role of the Health Board's Public Health and Partnerships Committee in relation to health improvement.
- × **Stroke Redesign** ~ ongoing scrutiny of implementation with ABUHB.
- × **End of Life Care and Dying Matters** ~ with ABUHB.
- × **Social Services Act** - post implementation, no later than Jan 2017. Prison dimension to return.

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
2nd MARCH 2016 – CABINET			
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 st January 2016		Dave Jarrett
2015/16 Education & Welsh Church Trust Funds Investment & Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2016/17 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the 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
9th MARCH 2016 – INDIVIUDAL DECISION			
Flexi retirement request			Ian Bakewell
Allocation Policy			Karen Durant
10th MARCH 2016 – COUNCIL			
Final Composite Council Tax Resolution	To set budget and council tax for 2016/17		Joy Robson
Treasury Management Strategy 2016/17	To accept the annual treasury management strategy		Joy Robson
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
The Future Food Waste 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
23rd MARCH 2016 – INDIVIUDAL CABINET MEMBER DEICSIONS			
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
24th MARCH 2016 – SPECIAL CABINET			
Risk Assessment			Richard Jones
Proposed closure of Llanfair Kilgeddin CIW VA Primary School (23 rd March)			Debbie Morgan
Proposed establishment of an ALN facility and reduction in the capacity at Monmouth Comprehensive School (23 rd March 2016)			Debbie Morgan
Removal of CYP post (EXEMPT)			Sharon Randall-Smith
CYP Call-In (Mounton House)			Tracey Harry
13TH APRIL 2016 - CABINET			
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
27th APRIL 2016 – INDIVIDUAL DECISION			
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
4th MAY 2016 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 5 held on the 10 th March 2016		Dave Jarrett
BUDGET MANDATE 2016/17 – PREPAREDNESS ASSESSMENT	To provide Cabinet with an assessment on the preparedness of services to deliver the 2016/17 budget mandates.		Deb Mountfield
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
4th MAY 2016 – SPECIAL COUNCIL			
11TH MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION			
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
12TH MAY 2016 – COUNCIL			
Improvement Plan 2016-17			Matt Gatehouse
25TH MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION			
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
8th JUNE 2016 – CABINET			
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
15TH JUNE – INDIVIDUAL CABINET MEMBER DECISIONS			
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
16TH JUNE - COUNCIL			
Update on Syrian Resettlement Programme			Will McLean
Audit Committee Annual Report 2015/16, Annual report 2014/15			Andrew Wathan
29TH JUNE 2016 – INDIVIDUAL CABINET DECISION			
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
6TH JULY 2016 – CABINET			
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
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

13th July – INDIVIDUAL CABINET MEMBER DECISION

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 & prohibition of waiting mon – fri 8am – 5pm, Monmouth Road & other roads, Usk			Paul Keeble
Proposed 30mph speed			Paul Keeble

Subject	Purpose	Consultees	Author
limit, R122 (Crick to Shirenewton), Crick.			
Proposed 40mph speed limit, R122 Earlswood Road, Crick.			Paul Keeble
Proposed weight restriction order Usk			Paul Keeble
Monmouthshire Meals Leadership			Colin Richings
Mouton House – Catering Staff restructure			Rob O’Dwyer
27TH JULY – INDIVIDUAL CABINET MEMBER DECISION			
Wye Valley Management Plan			Matthew Lewis
Procurement Memorandum of Understanding for Regional Garden Waste Treatment			Carl Touhig
27TH JULY – CABINET			
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
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
CYP directorate restructure	To restructure the CYP directorate service		Sarah McGuiness

Subject	Purpose	Consultees	Author
	arrangements including officer designations		
Circuit of Wales			Peter Davies
People Services Annual Report			Peter Davies
28th JULY - COUNCIL			
DSS Annual report			Claire Marchant
	To declare work towards Monmouthshire becoming the first dementia friendly authority.		Geoff Burrows
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
1st AUGUST – INDIVIDUAL CABINET MEMBER DECISION			
Map Modification Order			Mandy Mussell
7th SEPTEMBER - CABINET			
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
22ND SEPTEMBER 2016 - COUNCIL			
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
5TH OCTOBER 2016 – CABINET			

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 2 held on the 22 nd 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
2ND NOVEMBER 2016 – CABINET			
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 th 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
7TH DECEMBER 2016 – CABINET			
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 st 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

Subject	Purpose	Consultees	Author
Revenue & Capital Budget final proposals after public consultation	To present Revenue and Capital Budget proposals following receipt of final settlement		Joy Robson
14TH DECEMBER 2016 – INDIVIDUAL MEMBER DECISION			
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
11TH JANUARY 2017 – CABINET			
18TH JANUARY 2017 – INDIVIDUAL MEMBER DECISION			
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
19TH JANUARY 2017 - COUNCIL			
Final Budget Proposals			Joy Robson
Council Tax Reduction Scheme 2017/18			Ruth Donovan
1ST FEBRUARY 2017 – CABINET			
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 th January 2017.		Dave Jarrett

Subject	Purpose	Consultees	Author
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
1ST MARCH 2017 – CABINET			
2016/17 Education and Welsh Church Trust Funds Investment and Fund Strategy	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 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		Dave Jarrett
5TH MARCH 2017 - COUNCIL			
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
5TH APRIL 2017 – CABINET			
Welsh Church Fund Working Group	The Purpose of this report is to make recommendations to Cabinet on the Schedule of applications 2016/17, meeting 6 held on the 9 th 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 30 th March 2017.		Dave Jarrett

Subject	Purpose	Consultees	Author
3RD MAY 2017 – CABINET			
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