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NP15 1GA

County Hall
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Usk
NP15 1GA

Monday, 5 December 2016

Notice of meeting / Hysbysiad o gyfarfod:

Adults Select Committee

**Tuesday, 13th December, 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 previous meeting	1 - 10
5.	Annual Complaints Report	11 - 24
6.	Improvement Objectives, Performance and Risk Assessment	25 - 60
7.	'My Mates' Initiative	
8.	Adult Select Committee Forward Work Programme	61 - 64
9.	Cabinet and Council Work Planner	65 - 84
10.	To confirm the date and time of the next meeting as Tuesday 24th January 2017 at 10.00am	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

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

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, 20th
September, 2016 at 10.00 am**

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

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

ALSO PRESENT:

County Councillor V. Smith
D. Hudson – Co-Opted Member

OFFICERS IN ATTENDANCE:

Tyrone Stokes – Finance Manager
Sue Harris –, Local Partnership Manager, Department for Work and Pensions
Sarah Masterton - Local Partnership Manager Designate, Department for Work and Pensions
Richard Davies – Head of Shared Benefits Service, Monmouthshire and Torfaen
Ruth Donovan – Assistant Head of Finance
Michele Morgan – Monmouthshire Housing Association
Martine Sowry – Financial Inclusion Officer
Ian Bakewell – Housing and Regeneration Officer
Mark Hand – Head of Planning and Housing
Hazel Ilett – Scrutiny Manager
Wendy Barnard – Democratic Services Officer

APOLOGIES:

County Councillor R. Edwards and D Hill (Co-Opted Member)

1. Declarations of interest

County Councillor A. Wintle declared a personal non-prejudicial interest as a Director of Monmouthshire Housing Association.

2. Public Open Forum

There were no questions from members of the public.

3. To confirm the minutes of the previous meeting

The minutes of the meeting held on the 12th July 2016 were confirmed as an accurate record, and signed by the Chairman. For clarity in future, it was requested that the list of those present accurately makes a distinction between councillors, officers and others present at the meeting.

4. Welfare Reform and Discretionary Housing Payments

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It was explained that discussion of items 4-8 would focus on Welfare Reform and Discretionary Housing Payment policy. The items had been included to provide an update on welfare changes to assist Members to undertake pre-decision scrutiny of the policy noting that it is 18 months since the last scrutiny took place. It was anticipated that the agenda items would overlap.

5. Overview of Welfare Reform Changes

Background:

We welcomed Sue Harris, Local Partnership Manager for Newport and Monmouthshire, Department of Work and Pensions (DWP) to the meeting to provide an overview of Welfare Reform Changes.

- An update on Universal Credit was provided and it was noted that the scheme was launched in April 2013, is available in Job Centres and is claimed by 280,000 people. It was explained that there is not full roll-out in this area and consequently claimants are single non-homeowners in Monmouthshire. In addition, Members were informed that various other welfare reforms have taken place and the aim is to develop a more personalised service for everyone. For information, it was explained that, under the existing benefit scheme, for every 100 people claiming Job Seekers' Allowance, there are 113 claimants moving into work representing an improvement.
- Members were informed that some other changes are due to come into operation such as the removal of the Universal Credit higher rate for the first child and lower rate for subsequent children. These rates will be replaced with a standard rate for all children from April 2017. It was explained that existing claims will continue as Universal Credit but new claims from families with two or more children will be directed back to Tax Credits until November 2018 and then return to Universal Credit. This measure is to ensure the Universal Credit system is working properly.
- Managed moves of existing claims for Universal Credit will be delayed to start in July 2019 and will be completed in March 2022. The expected full roll-out in this area later this year has now been delayed. It is expected that a full Universal Credit service will be available in five Job Centres a month from June 2017.
- Information on benefit capping, representing one of the big issues in welfare reforms, was provided. It was explained that benefits are currently capped at £26,000 a year for single parents and coupled households, and £18,200 for single people. From November 2016, benefits will be capped at £20,000 for couples and £13,500 for single people living in their own accommodation. It was noted that 88,000 households are expected to be affected nationally in the first year. Locally, it is expected that 90 Monmouthshire households will be affected and 160 households in Torfaen. It was clarified that there are some exemptions to the benefit cap such as for people claiming working tax credits, personal independence payments, attendance allowance etc.
- A scan has been undertaken and the DWP is working with Councils to discuss what support can be offered to those affected. It was explained that the households affected have been contacted. Local authorities are visiting these households but it was noted that some are refusing help.

We welcomed Richard Davies, Head of the Shared Benefit Service for Monmouthshire and Torfaen who reminded Members every affected household will be visited and that often the household claiming the highest levels of benefits had complex circumstances,

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for example, single parent families with more than three children that will require significant support to change the household finances.

- A second scan has been completed and sent to local authorities and work is in progress to remove exemptions. Letters have been sent with the opportunity to arrange a voluntary appointment to discuss the changes. Additionally, JSA claimants will have the opportunity to discuss the benefit cap when they attend the Job Centre. Those who don't have to attend for mandatory appointments will be offered the opportunity to make a voluntary appointment. If they don't make a voluntary appointment, three attempts will be made to contact them to make arrangements to discuss how they can be supported.
- A second letter sent out contains an estimate of the financial effect of benefit capping and noted that the average reduction is £70 per week which will be deducted from the housing element of the Universal Credit so the responsibility will fall to the local authority to advise them of the reduction.

DWP staff are working internally and with local authorities to offer support to those affected. Those people who attend for voluntary appointments are offered child care support, the universal support scheme to support digital and financial independence, free budgeting advice and advice about discretionary housing payments. It was explained that joint DWP and local authority interviews have been arranged in some areas. Examples of good practice and the commitment to help those people most affected were shared.

Members' Scrutiny

- A Member queried the percentage of 41% going to work if not capped. It was clarified that when the households were looked at, an evaluation of the initial benefit cap in 2013 showed that capped households were 40% more likely to enter the work place than uncapped households. It was added that the realisation of the loss of the money encouraged use of the extra support offered.
- A Member requested contact details, to be forwarded to all Members, to be able to advise constituents who to contact with Benefit queries. [ACTION: notes of the presentation and contact details to be forwarded to all Members].
- It was confirmed that every household would be visited and highlighted that a particular risk group is private rental tenants who either can't or don't access the available support services. The Benefits and Housing Teams work closely to address this category.
- In response to a query, it was confirmed that there are circumstances when residents of Monmouth can receive travel costs to access the DWP appointments and services in Abergavenny. Assurance was given that all claimants will be offered the same support. It was queried if DWP could work with the Passenger Transport Unit to provide a bus service.
- It was confirmed that there had been low response from the first letter and that three attempts would be made to make contact by Job Centre Plus, Monmouthshire PACE and Communities for Work staff. A Member expressed concern that if private tenancy arrangements fail the responsibility returns to the Council. It was acknowledged that there is a tendency to ignore communications until directly affected hence the arrangements for home visits. Members were advised that it is estimated that a

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homeless family costs approximately £8,000 a year to house and a Looked-After Child £125,000. Therefore, the financial consequences to the Council of a family becoming homeless, as a result of the changes, are significant.

6. Discussion with Monmouthshire Housing Association on the impact of Discretionary Housing Payments in preventing homelessness

Background:

Michele Morgan, Monmouthshire Housing Association (MHA), provided some context to explain the impact of Welfare Reform on Monmouthshire Housing tenants.

She explained that when the Bedroom Tax was introduced in 2013, approximately 400 tenants were affected now reduced to 284 because some have chosen to downsize, the ages of children entitle them to their own bedroom and some have found work. She added that arrears for the 284 tenants affected by the Bedroom Tax are at a level of £51,000. Of the 284, three-quarters require a one bedroom property if they are prepared to downsize. It was explained that there is a shortage of one bedroom properties in the County so it may not be an option to downsize for many.

Members were informed that of the 284, 133 tenants have received a Discretionary Housing Payment (DHP) to meet the shortfall in housing benefit (which is worth, on average, £9.66pw). It was added that the DHP does not pay the total amount of the Bedroom Tax and the tenant is required to contribute the balance from their benefits.

Members were informed that 64 DHPs expire this month and MHA is working with tenants to assist with new applications. 90 tenants will be affected by the lower benefit cap from November 2016. It was explained that currently only 5 are affected rising to 23 in November. These are mainly families with 3 or more children. Members were informed that the potential impact on the 23 households was a loss of over £2000 per week (£109,000 per year).

Members were reminded that this area has not yet been fully affected by Universal Credit and that there are 17 single Job Seekers Allowance claimants, all of whom are in arrears.

Some case studies to illustrate how DHPs have been used in the County were presented. Reaffirmation of the approach was sought recognising the intention to mitigate impact on the Council. It was noted that further changes will impact on the landlord creating new demand in addition to the support for families already provided and budget pressures leading to reduced payments.

The Chair expressed appreciation of the presentation of case studies.

Members' Scrutiny

Following the presentation, Members were invited to comment.

- In response to a query about the first case study, it was confirmed that the 2 children became looked after and were unlikely to return. It was commented that this would incur a significant financial burden on the Council. It was queried what would happen if the children were only taken into temporary care and were returned and confirmed that there would still be an overpayment due to under-occupation whilst the children were looked after. MHA would work also with the tenant and Social Services.

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- Referring to the rent arrears common in both case studies, it was queried how long it takes to identify a problem and confirmed that a missed rent payment would be noted immediately and arrears recovery processes would be implemented engaging with tenants to resolve the issue. It was noted that tenants don't always engage and ultimately there is legal recourse to recover the debt. It was confirmed that efforts are made to re-educate people to take responsibility for their actions.
- It was confirmed that rent payments received from housing benefit and DHP payments are paid directly to MHA. 17 Claimants of Universal Credit and 120 claimants of housing benefit, on a trial basis, receive a direct payment. In response to a question, it was confirmed that there were mixed results with the trial and those with arrears in excess of 8 weeks were removed from the trial.
- The Chair stated that the work that MHA does is admirable, and queried why it undertakes the support role for tenants. It was explained that housing associations are social landlords that provide advice and support to sustain tenants and communities, developed due to cuts in public sector services. It was added that transport is a difficulty in Monmouthshire and so services are provided within a tenant's own home.

It was queried what is the best way of helping people facing these difficulties and suggested that consideration is given to the potential for sharing best practice and to explore opportunities to create efficiencies and economies in the provision of welfare advisory services.

7. An update on the impact of benefit changes in Monmouthshire and scrutiny of the Discretionary Housing Payments policy

Background:

The Head of the Shared Benefits Service for Monmouthshire and Torfaen provided a presentation to illustrate the impact of the Welfare Reforms more focussed on Monmouthshire and what is being done to assist and support customers.

The revised DHP was presented for pre-scrutiny prior to Cabinet on 2nd November 2016.

Members' Scrutiny

Following the presentation, Members were invited to comment.

- It was clarified that when the DHP payment ends after six months, an application for an extension can be made.
- It was confirmed that rent payments received from housing benefit and DHP payments are paid directly to MHA. 17 Claimants of Universal Credit and 120 claimants of housing benefit, on a trial basis, receive a direct payment. In response to a question, it was confirmed that there were mixed results with the trial and those with arrears in excess of 8 weeks were removed from the trial.

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- It was confirmed that income and expenditure analysis is undertaken.
- A Member commented that there is a shortage of suitable smaller accommodation and stated that the County needs industry and low cost housing and that it will be for Councils to try to resolve. It was commented that the 35% target for low cost housing on developments has been reduced.

The Head of Planning and Housing explained the policy in the Local Development Plan (LDP) is a 35% target in most of the county but national policy requires consideration of a developer's viability. There is an accepted toolkit and approach in recognition that local authorities have to allow developers to make a profit or they won't build at all. It was agreed that it would be useful to have a joint meeting of this Committee and the Planning Committee with Housing representatives.

Members were informed that the Economy and Development Select Committee will be meeting with the Planning Committee at end of September. The Annual Planning Performance Report will be presented before submission to Welsh Government and also the Annual Monitoring Report on the LDP.

A Member commented that he wasn't in agreement with the point on affordable housing adding that the ability for a developer to make profit depends on the base purchase price paid to the landowner. If the County insisted that there is 35% low cost housing, then the developer, in negotiation with landowner, will have to take that into account on the cost paid to the landowner. A Member reinforced the opposing view that it is not always possible to achieve the 35% target if it is not viable for the developers.

8. Discussion on the new financial inclusion service based within the Housing Options Team

Background:

The Housing and Regeneration Officer was welcomed to the meeting to present a report to provide an overview of the Council's homeless prevention Financial Inclusion Service, which forms part of the Housing Options Service.

Members' Scrutiny:

- With reference to the previous meeting, it was queried what collaboration has happened or is proposed between the different organisations delivering housing support services and if there were any plans to combine services. It was confirmed that there has been no attempt to provide a sole service portal but that all agencies collaborate regularly, with opportunities for more collaboration. It was acknowledged that, on a day to day basis, services can overlap and examples provided. The Chair commented that options to collaborate further or to provide a single portal should be considered.
- A Member welcomed the role of the Financial Inclusion Officer recognising that it was a very important front line service.
- The Chair queried how risks to lone workers are mitigated. It was commented that MHA has robust lone working systems. The Financial Inclusion Officer described the tracker

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system that she utilises. The Chair was reassured with the answers provided. It was proposed that that an appropriate system is implemented in recognition of the need for an accessible corporate warning system to identify clients and households that may present a risk to lone workers. The Committee debated the various systems available, were also informed that Torfaen operates a similar model to protect its workforce and agreed to investigate options.

- The Financial Inclusion Officer confirmed that she liaised with the Health Service and Social Services, and other relevant services and held a first aid and mental health qualification. In response to a query, it was confirmed that she had the right to approach the GP.
- The Chair queried, and it was agreed, if it would be helpful to request Cabinet to consider investment of additional funding to support DHPs to diminish the impact of the changes, prevent homelessness and children becoming looked after. Clarification was provided that the revised DHP policy will be presented at the next Cabinet meeting. In view of the proposed changes, the importance of the DHP fund was discussed.
- The main changes to the DHP policy were highlighted and the policy was commended for recommendation to Cabinet.

Chair's Summary (Items 4-8)

The Select Committee has undertaken pre-decision scrutiny of the Discretionary Housing Payments Policy as part of their wider scrutiny of welfare reform. The Committee agreed to endorse the policy and to make the following recommendations to the Cabinet in their consideration of the policy in November:

- Cabinet are recommended to give serious consideration to agreeing an uplift to the monies it invests in the Discretionary Housing Payment fund, recognising the demonstrative impact the funding has had on vulnerable people and the risks and implications of not supporting people through further benefit reductions, particularly in terms of preventing homelessness and children being taken into the care of the Council.
- Given that much of this work is delivered in a household environment, Cabinet are recommended to recognise the need for an accessible corporate warning system to identify clients and households that may present a risk to lone workers. The Committee understand that Torfaen operates a similar model to protect its workforce.
- The Committee recommends that all the agencies working in the benefits arena such as the CAB, RSL's and the Council consider the potential for sharing best practice and explore opportunities to create efficiencies and economies in the provision of welfare advisory services.
- The Committee further recommends a joint meeting with the Planning Committee to consider the relationship between homelessness, housing benefits and the provision of affordable housing in Monmouthshire.

All witnesses were thanked for their attendance and contribution to the meeting.

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9. Budget Monitoring

The Committee received the Revenue & Capital Monitoring 2016/17 Period 1 Outturn Forecast Statement. The purpose of the report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 1 which represents month 2 financial information for the 2016/17 financial year.

This report will also be considered by Select Committees as part of their responsibility to:

- assess whether effective budget monitoring is taking place,
- monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
- challenge the reasonableness of projected over or underspends, and
- monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

10. Scrutiny of the Budget Monitoring report for Period 1

The Finance Manager presented the report and highlighted that it provided a financial snapshot in time at Month 2.

It was explained that the Social Care and Housing budget indicates £1.1 million overspend based on estimated and actual data. The portfolio budget for the Adult Select area indicates an overspend of £462,000. The overall forecast position for the authority is £1.386 million at Month 2. Attention was drawn to the variances listed in the report and also to the small capital budget which mainly referred to routine maintenance at e.g. Mardy Park and Severnview.

In terms of savings, it was explained that mandate savings of £12,000 (Mandate A24) is on track. Mandate A34, a saving of £628,000 relating to practice change has been RAG-rated as Amber because of overspend of £462,000. The overspend has been attributed to the Chepstow Adult Team. Members were advised that the risk that the mandate saving may not be achieved.

Member's Scrutiny

- It was queried if there was anything within the information provided that Members should be particularly concerned about. It was confirmed that more recent data identifies the ongoing significant overspend in Chepstow Adult Team and that a recovery plan will be prepared.
- A Member queried if the proposed closure of a care home in Gloucestershire will have a detrimental impact. It was confirmed that the home has a significant number of Monmouthshire residents and the authority is actively looking for placements within the county or just over the border. It was confirmed that the contract price paid was a fair fee that was accepted by the home. It is hoped to place residents in similar placements. It was forecast that there would be minimal adverse financial impact.

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- In response to a query, it was confirmed that an overspend in the staffing budget related to covering sickness with bank staff. It was recalled that there had been a mandate in 2014 to reduce bank holiday entitlement for staff that was not yet implemented.
- A Member welcomed the report early in the year and the context of estimated and actual data. It was commented that many schools in the county forecast that reserves will be depleted this year.
- Confidence was expressed that service managers are addressing issues appropriately.
- In response to a query, it was confirmed that the community co-ordinator posts in the north and south of the county are temporary. An explanation was provided that the posts were funded through reserve funding but now moved to the intermediate care fund. The posts are a result of bids to a temporary funding stream. It was noted that some additional posts will be filled by November.

11. Adult Select Committee Forward Work Programme

The Forward Work Programme for the Adults Select Committee was received.

- Aneurin Bevan Health Board: Arrangements are ongoing to confirm a date for representatives to attend the Committee.
- Arrangements ongoing regarding a date to visit Usk Prison.
- Gwent Frailty Programme: All Gwent Adults Scrutiny Committees to meet to consider the Wales Audit Office report on 21st October at Ty Penallta, Tredomen. All adults Select Committee Members invited to attend.
- Joint Adults and Children and Young People Select Committees meeting changed to 22nd November 2016.

12. Cabinet and Council Work Planner

The Work Planner for the Cabinet and Council were received.

13. To note the date and time of the next meeting as 8th November 2016 at 10.00am

Tuesday 8th November 2016 at 10.00am.

The meeting ended at 12.45 pm

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SUBJECT:	ANNUAL COMPLAINTS, COMMENTS AND COMPLIMENTS REPORT FOR ADULTS SOCIAL CARE
MEETING:	Adults Select
DATE:	13 December 2016

1. PURPOSE:

To provide Adult Select committee with information on the number and types of complaints, comments and compliments received and dealt with from 1 April 2015 until 31 March 2016.

2. RECOMMENDATIONS:

To note the contents of the report.

3. KEY ISSUES:

- 3.1 All Local Authority Social Services are required to follow the new Social Services Complaints Procedure (Wales) Regulations 2014 and The Representations Procedure (Wales) Regulations 2014.

Guidance is also issued under Section 7 of the Local Authority Social Services Act 1970. This means that local authorities must comply with it.

4. REASONS:

The guidance on handling complaints and representations by local authority social services state that we must publish an Annual report on the handling and statistical information relating to the complaints and representations we've dealt with.

The guidance also states that the Annual report should be discussed at the appropriate Scrutiny Committee.

5. RESOURCE IMPLICATIONS:

- 5.1 The legislation requires that external independent investigating officers **must** be appointed for formal Stage 2 investigations.

5.2 There is an existing budget of £24,465 for this work (including complaints about Children's Social Services) and we will endeavour to keep within the budget expenditure. However, we cannot forecast how many complaints will be made.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

No implications have been identified in respect of this proposal.

7. CONSULTEES:

Chief Officer for Social Care & Health
Head of Adults Social Care

8. AUTHOR:

Annette Evans, Customer Relations Manager
Tel: 01633 644647
Email: annetteevans@monmouthshire.gov.uk



monmouthshire
sir fynwy

**SOCIAL CARE AND HEALTH
CUSTOMER RELATIONS
ANNUAL REPORT
FOR ADULT SERVICES
APRIL 2015 – MARCH 2016**

July 2016

1 Introduction

- 1.1 Representation and complaints procedures in Social Services departments are a statutory requirement. New complaints regulations came into force on 1 August 2014 – The Social Services Complaints Procedures (Wales) Regulations 2014 and the Representations Procedure (Wales) Regulations 2014.
- 1.2 All local authority social services are required to produce an annual report on its performance in the handling and investigation of complaints and representations.
- 1.3 This report presents information relating to comments, compliments and complaints received during 2015/2016 for Adult social care.

2 Listening to our Service Users

- 2.1 Everyone who makes a complaint about social services has a right to be listened to properly and have their concerns resolved quickly and effectively.
- 2.2 Despite our best intentions, things can go wrong. We recognise this and the representation and complaints procedure provides the opportunity for people to voice their concerns when they are dissatisfied so that the issue can be sorted to their satisfaction wherever possible; make compliments and suggest improvements.

3 Social Services Complaints Procedure

- 3.1 The complaints procedure has two stages:

Stage 1 Local Resolution – The emphasis at this stage is to resolve the complaint locally wherever possible by means of discussion and problem solving.

This approach should allow for the quick and successful resolution of most complaints, to the satisfaction of the complainant. The emphasis is on achieving service user satisfaction rather than avoiding a formal investigation.

Stage 2 Formal Investigation - Where initial discussions have not achieved a resolution, complainants have the right to make a formal complaint. Investigations are undertaken and are subject to statutory time limits for completion of the investigation (25 working days). The complainant receives a full response detailing findings, conclusions and recommendations.

If the complaint or representation is not resolved

If the complaint or representation is not resolved at the Formal Investigation stage, the complainant has the right to complain to the Public Services Ombudsman for Wales.

3.2 The Public Services Ombudsman for Wales

The Ombudsman provides an external independent service to consider complaints about all local authority services including social services. The Ombudsman is concerned with maladministration causing injustice and will normally require complainants to have used their local council's procedures before accepting a complaint for investigation.

4 Making a complaint

General advice about the procedure can be found in our complaints leaflet "How to be heard". Alternatively, people can contact the Customer Relations team for help and advice about how to make a complaint.

Translations of the representation and complaints procedure can be provided on request and we can also arrange interpretation services where required.

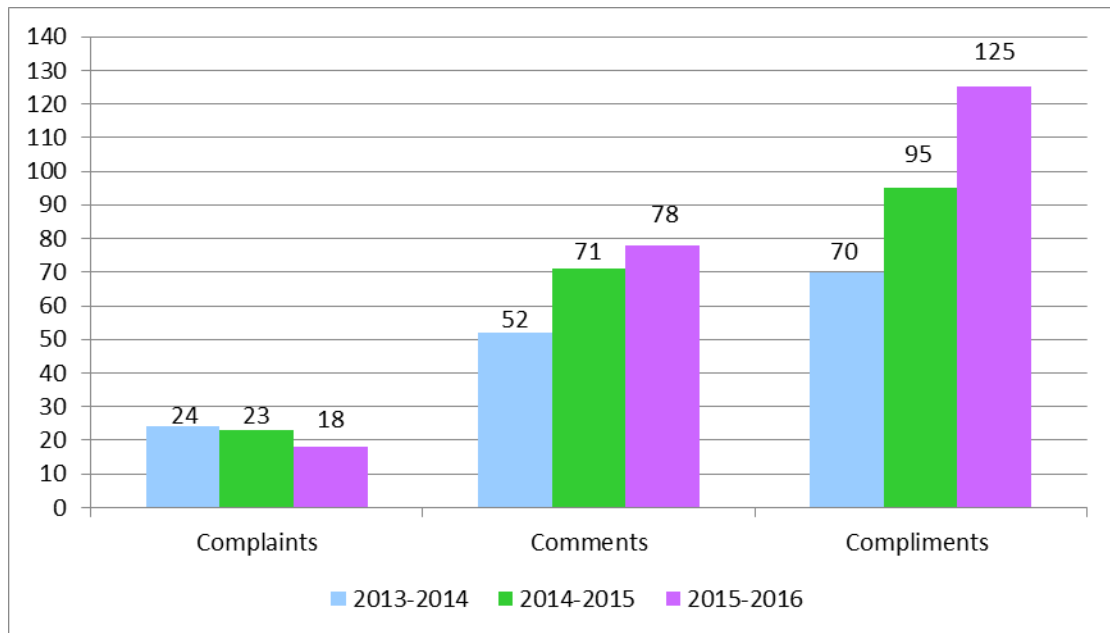
We can arrange for advocacy services to be provided for complainants in some cases.

Our aim is to secure a better service for people and we are:

- Accessible and supportive to those with particular needs
- Prompt and responsive with resolution at the earliest possible time
- Operate without prejudice or discrimination

5 How many complaints / comments / compliments were made

Period 1 April 2015 – 31 March 2016



6 Complaints

6.1 Stage 1 complaints

15 complaints were registered at Stage 1. 13 of them were resolved or no further contact made and 2 escalated their complaint to Stage 2.

Below are examples of services complained about:

- Alleged attitude and behaviour of staff.
- Requested change of social worker
- Dissatisfaction with service
- Issues about a resident's missing clothing
- Alleged issues with medication
- Unhappy with support given to relative
- Unhappy with standard of care relative received
- Unhappy with care plan, requested a new assessment
- Unhappy staff did not arrive for scheduled meeting
- Access arrangements for visiting relative in hospital
- Issues about hospital discharge planning
- Lack of support from social worker

6.2 Stage 2 Complaints

- 5 stage 2 complaints received
- 3 proceeded straight to stage 2
- 2 escalated from stage 1 to formal investigation

6.2.1 The first complaint concerned:

The department demonstrated an offensive and negative attitude towards a Care Provider. That the overall effect of the issues has been to impact negatively upon the relationship between the provider and department, leaving the care owners feeling isolated and with nowhere to turn for support.

Two elements of the complaint were partially upheld, two were upheld and one was not upheld.

Recommendations were made to apologise for any offence caused. For care home providers, to co-operate with a validation process in relation to the responses which have been provided to the Commissioner as part of the 'A Place to Call Home?' review.

6.2.2 The second complaint regarded:

Relatives unhappy that a report indicated a family member was well and ready to leave a Rehabilitation unit. That there was no care package in place.

4 elements of the complaint were not upheld. One element of the complaint was upheld. There were no recommendations made about this complaint.

6.2.3 The third complaint regarded:

That a service user was not provided with any of her clothing while an in-patient in Hospital. This was in spite of the fact that the local authority were Appointees and also were protecting her property and therefore had the means to obtain clothing for her. That the service user's dignity was affected, her comfort compromised and her physical health potentially put at risk as a result of her not being provided with clothes. That a safeguarding referral was made but no action or feedback resulted.

Three elements of the complaint were not upheld. No investigation occurred regarding the safeguarding referral as this was a matter for the Aneurin Bevan Health Board.

It was recommended that (a) Monmouthshire County Council should liaise with health colleagues to put a protocol in place so that ward staff are briefed about the meaning of appointeeship/deputyship/protection of property and also to ensure that when people in these categories are admitted to hospital, ward staff are made aware and are informed of who to contact in order to deal with practicalities such as laundry requirements.

(b) That staff of the Integrated Service Team are provided with appropriate training, support and guidance to enable them to deal appropriately with mental health issues amongst their client group.

These Recommendations have been acted upon.

6.2.4 The fourth complaint regarded:

No response to the contact made with a number of Managers. Issues about the quality and accuracy of Minute Taking at the POVA Meetings. Concerns about the quality of care at a Care Home and the response to complaints over this matter.

6 elements of the complaint were not upheld and 4 elements were upheld with no findings made on three parts of the complaint.

The recommendation was to apologise for the complaints which were upheld and this was done.

6.2.5 The fifth complaint regarded:

An unannounced Review was conducted in respect of complainant's Mother's care at a Care Home without any prior reference to her son. This Review was undertaken by a social worker who had not previously met his Mother. His Mother was asleep in bed at the time and was awoken solely for the Review. Expenditure from his Mother's funds was incurred by a member of the Care staff for shoes and clothes. This was not in accord with the agreed arrangement whereby he would pre-authorise such expenditure.

Two elements of the complaint were upheld and two elements were not upheld.

The recommendation was that an apology be given to the complainant for the failure to advise him of the unannounced Review in respect of his Mother. This was done.

7 Comments

7.1 78 comments were received. This includes comments received from the Community Care questionnaire that is sent to regular and new users of social care and comments made to our Commissioning team.

Below are a selection of comments made:

"We have received meals on wheels services for a number of years and they allow us to remain living in our own home together."

"When we needed to speak to my social worker I couldn't get hold of her as she finished working for the social services, very difficult to find out who was the new social worker, I think we should have been informed of new contact still do not have a contact number. Need someone to come and see me."

"Some staff had not received training to use rotaturn aid to transfer other staff used it well."

“Staff change every week. Staff demands always take priority over H. Issues over phone bills, shopping spending, overuse of heating etc. etc. constantly arise. Lack of training and experience of Alzheimer's. Lack of communication (by writing as H is profoundly deaf). Nails, clothing unkempt etc. etc. . . . More recently, care has been a little more consistent.”

“I have found social services evasive. I have no plan. The O.T. was very helpful and has provided me with help getting in and out of the bath. I do not have a named person to contact.”

“My daughter isn't doing enough and needs an extra day - (which she had before) now has 2 and a half days per week. Could do with more leisure time activities i.e. holidays of interest.”

“Although the caring services have improved over the recent months, there is still no consistency in the carers that call. Also times can be rearranged without notice. Not all carry out the duties that are laid down in the care plan.”

“Direct payments for many reason is a far better service than agencies etc. Unsure who to contact as social worker change frequently”

“Meals are very small and am unsure whether larger portions are available.”

“I had been home from hospital 5 weeks before any aids where offered. I have not seen a care and support plan. So far a waste of time.”

“Initially I was told of an eight week delay but my neighbour expressed concern about the handrail on my steps and was contacted fairly quickly after that. I was not aware of ongoing plan. What was arranged with social services visitor was carried out quickly and effectively and final.”

“I used to get help when I came out of hospital with bathing, dressing. I can't afford a carer so battle on my own. I am becoming less mobile and find cleaning my home, bathing, getting dressed and going to the toilet difficult. I pay for some of the care for my disabled husband. He does not work so only my income.”

“The care team are always very good when they come to take care of my husband. It's the office staff I would like to complain about. Quite a number of times I have to ring them because the carers are too late or to change the time that I want them to come. On the occasions the person on the phone is always polite and says she will attend to the matter but nothing is ever done. A bit of honesty would not go amiss.”

“Should have updated accurate timesheets, staff should have better training on basic values. More time in-between calls. Not being phoned whilst dealing with a client. Better training regarding medical conditions such as C.O.P.D and dementia. Should have regular reviews every sixth months to see if the care package is being adhered and meets the needs of the individual.”

“It is frustrating that care staff cannot give medicines without a M.A.R.S sheet. The local doctors surgery and pharmacy will not supply these M.A.R.S sheets

and so the prescriptions have to go to a chemist in Monmouth, which can delay receipt of any medicines by up to a week.”. Local GP's are part of the system and should be obliged to produce a M.A.R.S sheet with prescriptions if required!”

“Mother has a carer (one night a week only by my request) but in the last six months nobody has contacted me about welfare or our wellbeing etc. Don't know what services are available”

“Some carers have been new to the job and not well trained.”

“My husband's vascular dementia is progressing quite quickly now and I do not feel that the care provided is quite keeping up. I am kept awake every night and catch up on the days that he goes to day centres, but there are two days when he does not. I wish there was some help available at night, or more on the other two days.”

“Although the carers are very nice and helpful, they cannot always be relied upon to throw away out of date food and drink in the fridge.”

“I think a regular review should be happening so that we are up to date with what we can expect from carers, what they can do and can't.”

All the comments received are considered carefully and where appropriate, necessary action taken.

8 Compliments

8.1 **125** compliments were received about Adult services.

A range of compliments about the whole of the directorate was received with so many individual staff named for their kindness, help and professionalism. All staff were informed of the compliments received about them and their efforts commended.

People said things like:

Mrs C is new to the area and was very nervous about the slope to the rear of her new home and steps to the front, due to her limited mobility. Grab rails by front door and handrails fitted to front and rear. A very big thank you for all the things you have given me to make life easier and they certainly do. I am most grateful. We are very lucky to have people to help us. Again, thank you.

“We write to commend the outstanding care given to our mother, in the last weeks of her life at Severn View Care Home. The staff impressed us with their ability to understand and respond to M's needs. The calm atmosphere, caring staff and small family style unit meant that despite her dementia M very

quickly felt at home. We recognise that had M stayed at home she would have ended her days in hospital where it would not have been possible for all of us, including her, to have been so well supported in her last days. The ability of the staff to encompass palliative care within their remit meant that we all feel she had a 'good' death."

"I would like to thank all the enablers who attended me, who encouraged me and supported me so well. My recovery is such a slow process, I shall miss their visits very much. I appreciate my recovery has been quicker than if I had, had to stay in hospital and feel lucky that the team started before I was able to return home. Please thank them all."

"It was very easy to contact a social worker and the help was amazing and sorting a lot of issues out."

"I thought their prompt response to my needs really good. They were very helpful providing equipment promptly and free with advice and contact phone number."

"The carers have been fantastic and have helped B enormously in his recuperation and moving forward from his hospital stay."

"Good service and staff, always looking for new things that can help me. Like it here a lot. Do not want move go. See my care plan and meets my needs well staff understand me."

"Conducted a very professional meeting. Pleased with the outcome as it highlighted things not being right at the home."

"Just wanted to pass on my thanks for the difference you have made to the lives of my neighbour. It isn't just about the practical help it's also about how listened to they felt by the different visitors they had and how supported they now feel and believe that help is at hand if asked for."

"Shared lives worker visit every 3 months and is always on the end of a phone. Mr D has just set up accounts with financial services who have been most helpful and respectful to Mr D situation."

"A simple, but huge thanks for the help, support and guidance during the last traumatic weeks. Your empathy, understanding and professionalism was enormously important to both L and I. Mum seems to have settled in well. I have not been yet on advice from the home, giving her time to adjust."

"This letter to you is to express my gratitude for the care which you all have given me over the last few weeks. You all, without exception showed me kindness, understanding and practicality and at the same time managed to restore my self esteem and courage which had somehow disappeared. My thanks to you all."

“I have recently had services from care and repair, OT and Social Workers. All have been excellent and well co-ordinated. I initiated a review this year and it has been handled very well.”

“I wish to record my thanks to your occupational dept. As a cancer sufferer I've reached the point where I need more help with bathing etc. and nothing has been too much trouble, with bathing aids and advice and has fixed up someone to help me. I know that you may have your fair share of complainers but I can only say thank you for your service.”

“Very pleased - all staff from Day Centre who provide a varied exciting programme to excellent care staff, district nurses, doctors, dentists people first, drive etc. Able to speak to helpful social workers if needed and housing association.”

I live in another area. I have always been helped in a polite and understanding way regarding my mum’s care. Staff are lovely and always very helpful. People have been accommodating and particularly understanding because of my mums condition. My mother’s needs are changing and everybody has been so helpful in trying to meet these changing needs.”

9 Public Services Ombudsman for Wales Complaints

9.1 No complaints proceeded to or were investigated by the Ombudsman.

10 Analysis of Complaints

10.1 Stage 1 complaints have gone down, although there has been an increase in stage 2 complaints on the previous year’s figure.

Year	Stage 1		Stage 2	Stage 3
		External Providers		
2015-16	13	2	5	-
2014-15	23	3	1	0
2013-14	23	0	6	0
2012-13	27	2	0	0

10.2 Response Timescales

From August 2014, the timescale for stage 1 complaints is now 17 working days. Complaints should be acknowledged within 2 working days, 10 days allowed for investigation and 5 working days for responding in writing to the complainant. For stage 2 complaints, a full response is required within 25 working days. Where we need to exceed these limits, we will get the service user/carer's agreement.

This table shows the length of time it has taken to respond to complaints:

Social Services Timescales	2014-31/07/2015*			
	Stage 1	Stage 2		
Up to 10 working days	3			
11 – 25 working days	1			
25+ working days	2	1		
Total	6	1		
	01/08/2014-31/03/2015*		2015-2016	
	Stage 1	Stage 2	Stage 1	Stage 2
Up to 17 working days	14		9	
18 - 25 working days	1		3	1
26+ working days	2		3	4
Total	17		15	5

***please note new statutory process and timescales started 1st August 2014**

Where complaints go over 25 working days, this is often due to the complexity of the matter under investigation and the need to consult with others (who may not be available) before concluding matters.

11 Learning from and responding to complaints and comments made

11.1 There were a range of improvements made as a result of listening and responding to customers complaints.

We recognise that some people do not always want to complain but they may wish to make comments about the service they receive. We ensure that comments are also noted and responded to.

11.2 The following are some examples of appropriate action taken on issues raised as a result of a complaint.

- Apologies / explanations given where appropriate
- Additional training and support given re medication procedures
- Alternative social worker allocated to case
- More regular communication
- Fuller progress notes in person's Home file
- New assessment/reviews

The most commonly mentioned reasons for making a complaint are that:

- A genuine grievance is recognised and acknowledged
- An apology is provided
- Practical action to remedy an injustice is undertaken
- Where it has been identified as having failed, departmental policy, procedure and practice is reviewed
- Through their complaints other people are spared similar experiences
- Action is pursued against staff and managers

12 Commentary

- 12.1 I work closely with managers, the head of Adult services and the Chief Officer for Social Care and Health to ensure that complaints are addressed in the most appropriate manner. Every effort is made to resolve complainants' dissatisfaction about our services and address any identified shortcomings.
- 12.2 Overall Adult Social Care continues to manage complaints proactively. The actual stage 1 complaints have decreased but stage 2 complaints have increased as people have decided to progress their complaint at the formal investigation stage. Comments have increased and as mentioned previously these are dealt with in the same way as informal complaints, the matter looked into and a reply given.
- 12.3 Action plans are monitored and audited to ensure that all actions are completed. Lessons learned from complaints can then be implemented across all teams where applicable to improve standards for service users.
- 12.4 Regular sessions are held with staff teams to ensure they are up to speed with the requirements of the complaints procedure and aware of their role in responding to and resolving complaints, emphasising the importance of viewing complaints as a positive tool in service improvement.
- 12.5 Where there has been a complex case, after the formal complaints investigation, a debriefing session is held with the relevant managers to review the case and take forward lessons learnt.
- 12.5 The department continues to receive more compliments, highlighting the good work undertaken throughout the year and how service users and their families have acknowledged this.

Author: Annette Evans Customer Relations Manager
 Email address: Annetteevans@Monmouthshire.gov.uk
 Tel: 01633 644647

**SUBJECT: Improvement Objectives and Performance indicators – 2016/17
Quarter 2 update**

MEETING: Adult Select Committee

DATE: 13th December 2016

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To present quarter 2 performance data for the Improvement Objectives which are under the remit of Adults Select Committee. This is:
- Improvement Objective 2 - We will safeguard people, whether young or old, while reducing peoples dependence on social care (Appendix A)
- 1.2 Supplementary to this paper a separate report on adult social services performance at quarter 2 is on the agenda. This presents data from the new measurement framework introduced as part of the Social Services and Well-being Act.

2. RECOMMENDATIONS

- 2.1 That members scrutinise the performance achieved and impact made, particularly in areas that fall under the committee's remit, to assess progress and performance against the objectives.
- 2.2 That members identify and explore any areas of underperformance or concern, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.

3. KEY ISSUES

- 3.1 Improvement Objectives are set annually by the Council to deliver on priorities, these are set in the Improvement Plan 2016/17. While objectives being focussed on the long term they are supplemented by annual actions and milestones that mark the progress towards their delivery.
- 3.2 Activity that contributes to the delivery of some objectives cross cuts select committee remits and these will also be reported to the other relevant committee(s). Therefore it is suggested members focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole.
- 3.3 The Improvement Objectives will be evaluated at the end of the year (2016/17) based on the council's self-evaluation framework, as set in the Improvement Plan 2016-17. Performance against them will be reported to committees and in the Stage 2 Improvement Plan published in October each year.
- 3.4 This is likely to be the final annual cycle of Improvement Planning in this format. The council is currently undertaking two substantial assessments of need and wellbeing within the county as a consequence of the Wellbeing of Future Generations Act and the Social Services and Wellbeing Act. This information will provide a much deeper evidence base of well-being in the County and will be used to review the council's

current improvement objectives in preparation for the publication of the council's well-being objectives by 31st March 2017.

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 its priorities of education, support for vulnerable people, support for enterprise and job creation and maintaining locally accessible services.

5. AUTHORS:

Richard Jones, Policy and Performance Officer
Matthew Gatehouse, Policy and Performance Manager

E-mail: matthewgatehouse@monmouthshire.gov.uk
Telephone: 01633 644397 / 079 6949 6223

Appendix A

MCC Improvement Objective 2: We will safeguard people, whether young or old, while reducing peoples dependence on social care					
<p>Council Priority: Safeguarding vulnerable people Well-being goal contributed to: A healthier Wales – A society in which people’s physical and mental well-being is maximised A Wales of cohesive communities – Attractive, viable, safe and well-connected communities A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances</p>			<p>Single Integrated Plan Outcome: Families are supported & older people are able to live their good life</p>		
<p>What the Single Integrated Plan identifies that we will contribute to:</p>			<p>Why have we chosen this?</p>		
<p>For families to feel supported we need to: • Support our families earlier to prevent them becoming more vulnerable and better co-ordinate support which can react more quickly. For older people we need to: • Nurture good support networks in the community and 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</p>			<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>		
What will we do?	Timescale/ milestone	How we will Measure success	What have we done?	What difference has it made?	Progress
<p>Redesign traditional social care services, in-line with the new Social Services and Well-being (Wales) Act.</p>	<p>March 2017</p>	<p>Milestone: We will have commissioned a new approach to care at home</p>	<p>We introduced a relationship based approach to supporting people at home.</p> <p>All 110 members of the council’s care at home teams are now salaried and working in smaller clusters.</p> <p>Initial meetings have taken place to scope the potential to</p>	<p>A transactional approach based on task without a relationship will inevitable encourage dependency. The new approach focuses on consistency and knowing the person ordinarily. This relationship based approach plays a crucial role in managing complex situations and avoiding crisis as well as supporting the well-being of our teams.</p> <p>This is at the planning stage.</p>	<p>On Target</p>

What will we do?	Timescale/ milestone	How we will Measure success	What have we done?	What difference has it made?	Progress
		<p>Milestone: We will have re-provided the council's residential care for older people with dementia through an innovative partnership arrangement</p> <p>Milestone: Mardy Park will have been remodelling as an integrated community hub</p>	<p>develop a new residential home.</p> <p>Work on remodelling Mardy Park is due to complete in January 2017. This has included capital investments, accommodation reviews, service developments and a staffing restructure.</p>	<p>Services have diversified to provide more choice and a hub that is better able to respond to what matters to the person. Staffing and leadership arrangements are proportionate and practice based. There is a clear platform for greater integration across health, social care and the 3rd sector.</p>	
<p>Develop place based approaches to sustaining and developing social capital which promote individual and community well-being and develop a targeted, evidence based model of early intervention and prevention in children's services.</p>	<p>March 2017</p>	<p>Milestone: New approach to early intervention, prevention and well-being are in place.</p> <p>Measure: Number of adults requiring traditional long term social care</p>	<p>We have worked with our partners to identify shared purpose, shared outcomes and to optimise the funding streams we can use to achieve these.</p> <p>We have created an overview of the initial place-based team and how this will meet the principles of the Well-being of Future Generations and Social Services and Well-being Acts. We have begun recruiting with people in place from 1st November.</p>	<p>We now have a shared understanding of prevention and early intervention and the unifying feature of place. These will begin to impact on service users once the agreed changes are implemented and rolled-out.</p> <p>There has been an increase in the number of adults requiring a traditional long-term care package in the past twelve months. This remains lower than the position three years ago suggesting we are maintaining a broadly stable number while the number of older people in the county increases.</p>	<p>On-Target</p>

What will we do?	Timescale/ milestone	How we will Measure success	What have we done?	What difference has it made?	Progress
<p>Our whole authority safeguarding group will continue to provide leadership of safeguarding and ensure all parts of the council address the priority actions within the latest internal audit report.</p>	<p>March 2017</p>	<p>Milestone: Safeguarding is a key strand of the council's service plans and contractual arrangements with other providers who care for children and adults</p> <p>Milestone: An audit report which demonstrates positive progress</p>	<p>A number of the authority's most senior officers have been placed on the Safeguarding Group. This ensures a high level of accountability. The programme covers safe recruitment, safeguarding training in all settings. It includes work with schools, care professionals in the public and private sectors dealing with adults and children, volunteers and regional partners.</p> <p>All council services that work with children and young people have a plan which includes their actions on safeguarding.</p>	<p>The authority is embedding a clear understanding of what is important around safeguarding. We have an understanding of our strengths and our weak areas in ensuring safeguarding and have set a path to address the concerns.</p> <p>In this sense, we can increasingly rely on the suitability of people who provide services and the logistics and operations around safeguarding and practitioner working is ever increasingly sharpening.</p>	<p>On-Target</p>
<p>Deliver practice improvements in Children's Services, stabilise and recruit a permanent workforce and develop a commissioning approach for looked after children</p>	<p>March 2018</p>	<p>Measure: A balanced budget in children's services</p> <p>Measure: A reduction in the use of agency staff</p> <p>Measure: Improved performance against new measures in the national performance framework.</p>	<p>We have developed an Admissions and Prevention Panel to ensure that any admission into care is appropriate and that an early return to family is facilitated where ever possible.</p> <p>We have developed a commissioning strategy which outlines our vision for children, young people and their families, while addressing key areas for development. This includes rebalancing towards families with more complex needs and edge of care services and</p>	<p>The Admissions and Prevention Panel ensures that children and their families receive the appropriate support they need at the right time, to help them make the changes contained within the 'care and support plan'. The panel has overseen a reduction in the Looked After Population during March 2016 to October 2016 from 129 to 119.</p>	<p>Behind original target</p>

What will we do?	Timescale/ milestone	How we will Measure success	What have we done?	What difference has it made?	Progress
			<p>expanding the availability of looked after children placements to meet the wide range of children we have in Monmouthshire.</p> <p>The service is in the process of restructuring and is still dependent on a number of agency staff. This figure is expected to reduce when appointments are made.</p> <p>A detailed performance report is featured elsewhere on the agenda of Children and Young people Select Committee for 16th December.</p>	<p>The forecast overspend has been reduced from £660K at month 2 to £446K at month 6</p> <p>We now have greater clarity on our vision for children, young people and their families. This will enable us to commission and offer better, joined up early intervention and preventative services as well as expanding the availability of looked after children placements.</p>	
<p>We will review access points for our services to ensure people can access the information and advice they need to make decisions about their own lives</p>	<p>Dec 2016</p>	<p>Milestone: Clear approach to Information, Advice and Assistance (IAA) presented to Select and Cabinet</p> <p>Measure: The percentage of people who received advice and assistance and who have not needed to contact the service again</p>	<p>We have undertaken a snapshot of the entry-points for Information, Advice and Assistance across the county. This is much broader than council services. From this we have set out our approach which was presented to Select Committee on 22nd November 2016.</p>	<p>We now have greater clarity on our access points. This will enable us to offer preventative information, advice and assistance which diverts people from statutory services. It will take some time to understand how many people have benefited from these changes.</p> <p>90.1% of the people who accessed information, advice and assistance at the front-door did not need to contact the organisation again within six months.</p>	<p>On-Target</p>

How will we know the difference it has made	2014-15	2015-16	2016-17 Target	2016-17 Actual
Number of people aged 18 and over receiving traditional long-term community based packages of social care (revised measure as existing measure has been dropped from national reporting framework)	1604	1540	To be re-set	1658
Percentage of adults receiving social care who are satisfied with the service	93%	93%	95%	86% (revised question)
Percentage of reviews of children on the child protection register that were carried out on time	95.5%	93.0%	100%	98.4%
Percentage of referral decisions to children's services made within one day	99.6%	98%	99.2%	98.2%
The number of agency staff working in children's services	6	12	3	14

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SUBJECT: Adults Services Quarter 2 Performance

MEETING: Adults Select Committee

DATE: 13th December 2016

DIVISIONS/WARDS AFFECTED: All

1 PURPOSE

- 1.1 To provide members with a report card that considers quarter 2 performance in adult social services.
- 1.2 This report is supplementary to the Improvement Objectives and Performance indicators – 2016/17 Quarter 2 update on the agenda and provides a specific focus on performance in adult social services.

2 BACKGROUND

- 2.1 This report card for Adults Services provides a line of sight between our performance and council's priority of support for vulnerable people.
- 2.2 The Social Services and Well-being Act came into force on the 6th April and introduced with it a new suite of Social Care measures. This report aims to introduce the new measurement framework in the context of performance data for quarter 2.

3 RECOMMENDATIONS

- 3.1 Members are invited to use this report to scrutinise whether services are being delivered in line with expectations and are contributing to the agreed outcomes and explore any areas of underperformance seeking assurance from those responsible for future activity where they conclude that performance needs to improve.
- 3.2 Members are invited to familiarise themselves with the new measurement framework for Adult Services.
- 3.3 Members use this report to consider the appropriateness of targets set for 2016/17.

4 KEY ISSUES

- 4.1 The Social Services and Well-being Act came into force from April 2016 and has changed the way social services are delivered in Wales. The principles of the Act are:
 - The Act supports people who have care and support needs to achieve well-being
 - People are at the heart of the new system by giving them an equal say in the support they receive
 - Partnership and co-operation drives service delivery

- Services will promote the prevention of escalating need and the right help is available at the right time
- 4.2 In the first six months of the year more than 500 people contacted the authority for advice and assistance. So far more than 90% of these did not need to contact the service again which indicates that processes to direct people appropriately are working well.
- 4.3 We have delivered a significant reduction in the number of delayed transfers of care from hospital for social care reasons, there were just six such instances in the first six months of the year. Of those people requiring reablement 80% still did not need a service six months later.
- 4.4 There are presently 1658 adults receiving a service. 86% of people who responded to our survey were happy with the care and support they had received.
- 4.5 Each local authority must have arrangements in place to collect and return the data on the statutory performance measures detailed in this report to the Welsh Government from May 2017 onwards. The performance measures are a blend of quantitative (numerical) data and qualitative data which includes asking people about their experience of social services and whether this has contributed to improving their well-being. The measures are listed in Appendix 1.
- 4.6 Qualitative data is being collected through questionnaires to adults and carers receiving care and support. At quarter 2 this process is still underway, therefore the responses in this report constitute part of the total collection.
- 4.7 Quarter 2 is the first full compilation of the new measures and in many cases no baseline or comparable data is available. Targets have been set where feasible but will be better informed when baseline data is further established and other local authority data is available.

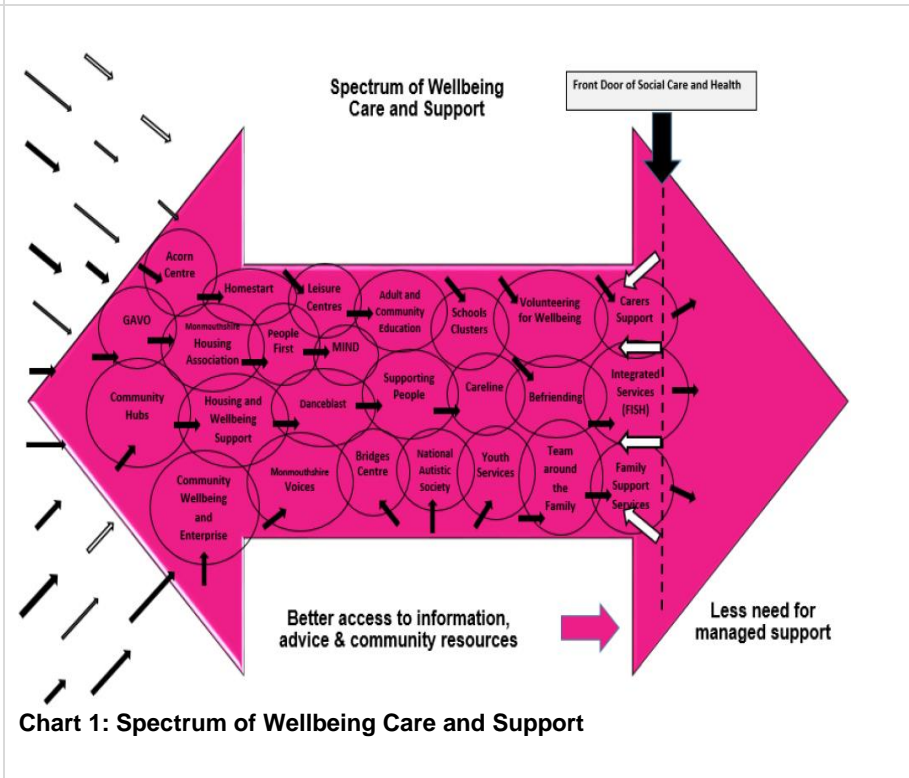
AUTHOR

Sian Schofield, Data Analyst
01633 644483
sianschofield@monmouthshire.gov.uk

Council Priority: Safeguarding vulnerable people	Single Integrated Plan Outcome: Families are supported & older people are able to live their good life
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Why we focus on this Safeguarding vulnerable people is one of our council priorities. The Social Services and Well-being (Wales) Act 2014 came into force in April 2016 and is transforming the way care and support is delivered. The Act introduces a new performance measurement framework for local authorities in relation to their social services functions.

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Front Door

The Act puts an emphasis on early intervention and prevention and states that local authorities must provide information and advice to people that need it. The provision of information, advice and assistance ensures voice, choice and control for people in meeting their personal wellbeing and remaining independent of statutory services for as long as possible.

Monmouthshire is developing a place based approach where advice and assistance will be delivered in people’s communities through a range of providers. The aim is for a this to happen early and before people reach the front door of social services. In turn, early advice or assistance should help prevent, reduce or delay traditional care and support needs and promote independence.

Other approaches are being taken in other local authorities so it is unclear at this point how comparable services and measures of them will be. It may take some time to ascertain what good looks like in terms of Monmouthshire’s quantitative measures, particularly where comparisons are made with differing models of provision.

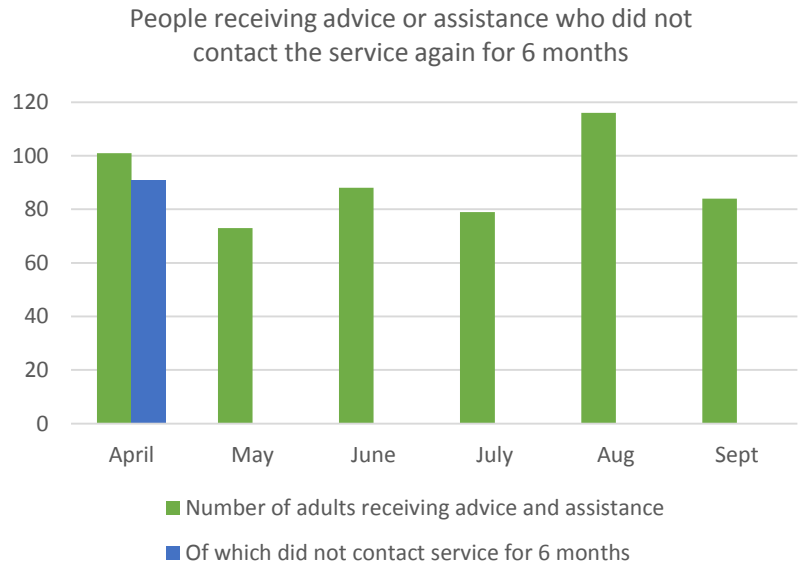


Chart 2: People receiving advice or assistance who did not contact the service again for 6 months (measure 23)

At the front door of adult social care and health, integrated teams of nurses, therapists and social workers provide a first point of response from hospital and community bases. During the first two quarters of 2016/17 539 people received advice or assistance from the front door of adult services, although this measure of advice and assistance delivered at the *statutory front door* of adult services is not a complete picture of activity.

Of those people receiving advice or assistance during April, 90.1% did not contact the service again for 6 months (measure 23) see chart 2.

Responses to questionnaires tell us that 82% of adults and 73% of carers receiving care and support feel they have had the right information or advice when they needed it.

What progress are we making?
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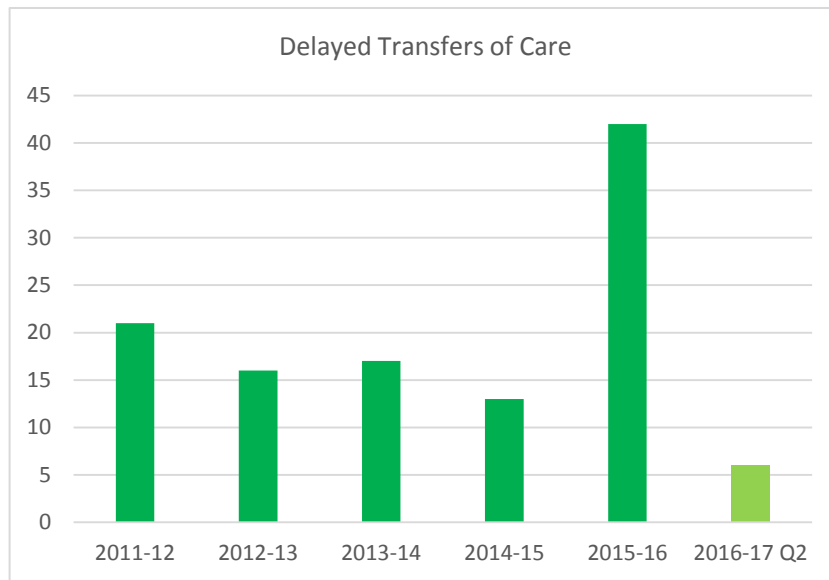


Chart 3: Number of Monmouthshire Delayed transfers of care for social care reasons per year (measure 19, previously SCA/001)

Adults and carers receiving care and support

Reablement provides intensive short term interventions aiming to restore people to independence following a crisis. The intention is to avoid or reduce hospital admissions by intensively supporting people at home. At the end of the six week reablement period the goal is for people to be independent and not necessarily need long term services in the immediate future.

At quarter 2, it was possible to complete a six month review of the circumstances of people who completed reablement during April. 33.3% of *existing service users* who completed a period of reablement during April had a reduced package of care and support 6 months later (measure 20a). 80% of all reablement clients had no package of care and support 6 months later (measure 20b).

When people need to be treated in hospital, it is important they are able to return home as soon as they are determined well enough. Delayed transfers of care are delays in providing social care which result in longer than necessary hospital stays. This a long standing measure of performance and 2015/16 comparable performance data is available in the 'How do we compare other areas' section.

Last year we saw an increase in the number of delayed patients (42 during the year), although it was recognised by ABHB that some of these delays were incorrectly identified as Monmouthshire residents. During the first six months of this year, 6 delays for social care reasons have been recorded (measure 19, previously SCA/001). Current performance is in line with that of 2014/15 (13 during year) and consistent with the expectation that last year was an anomaly, see chart 3.

Previous measures showed that Monmouthshire had the lowest rate of older people supported in residential care in

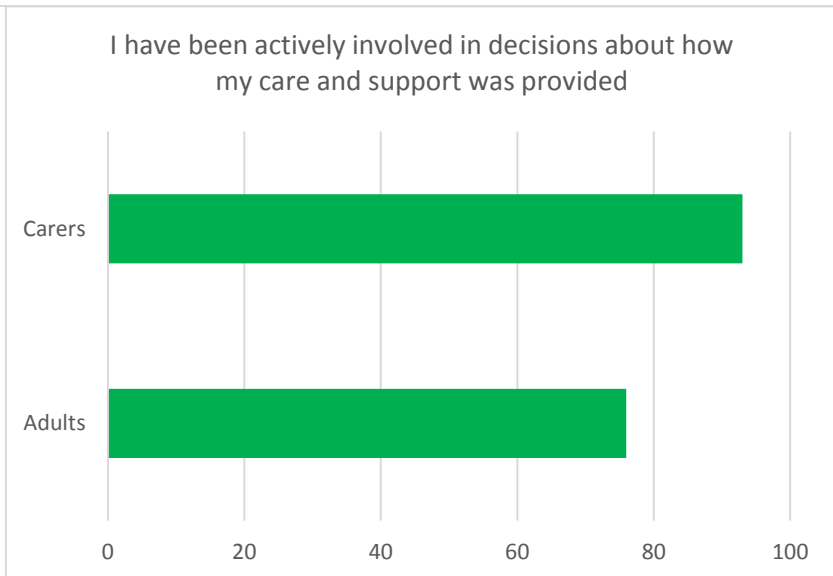


Chart 4: Percentage of adult and carers who agree “I have been actively involved in decisions about how my care and support was provided”

Wales. The new measurement framework includes two measures concerning residential care home clients.

The average length of time Monmouthshire adults (aged 65 or over) are supported in residential care homes is 734 days (measure 21). The average age of Monmouthshire adults entering residential care homes (measure 22) is 86 years old.

It is not immediately apparent from these measures ‘what good looks like’ therefore the decision has been made not to set targets for these measures. The Act is clear that it is important that the right service is available to people at the right time and that people’s views are at the centre of decisions about their care and support.

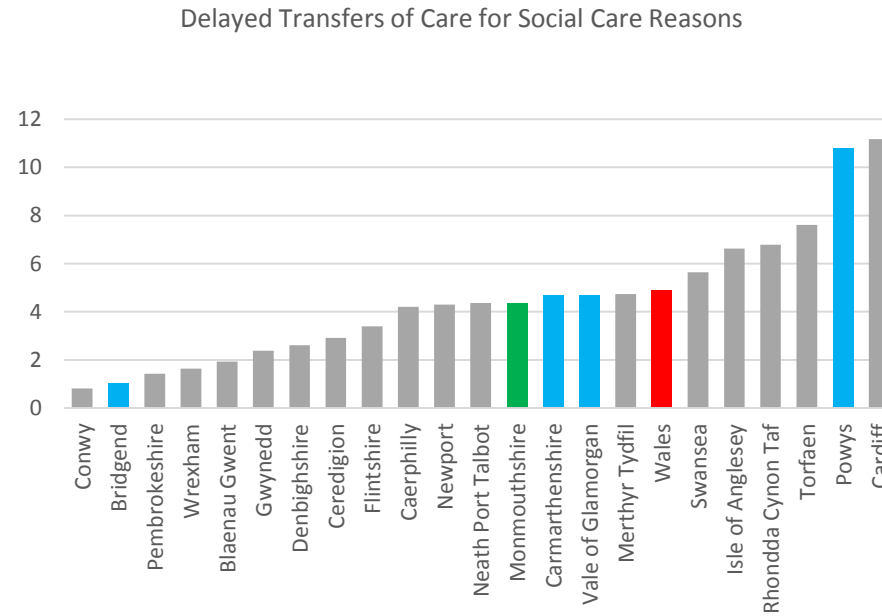
Questionnaires have been sent to adults and carers receiving care and support. The responses to these questionnaires tell us that 76% of adult service users felt they had been actively involved in decisions about how their care and support was provided (see chart 4). 93% of carers felt they been actively involved in decisions about how *their* care and support was provided and 86% felt they had been actively involved in decisions about how the care and support was provided for *the person they care for*.

From responses to the questionnaire, 86% of adult service users and 67% of carers are happy with the care and support they have had.

	<p>Percentage of adult protection enquiries completed within 7 working days</p> <p>Adult protection enquiries completed within 7 days 86%</p>	<p>Safeguarding</p> <p>The Act has introduced stronger powers for local authorities to ensure adults are kept safe from abuse or neglect. One of the principles of the act - cooperation and partnership working - are key in safeguarding adults.</p> <p>If a local authority suspects a person is an adult at risk, it must make whatever enquiries it deems necessary to decide if action should be taken. Enquires should include a screening, initial evaluation and determination phase and will normally be completed within 7 working days.</p> <p>The conclusion of an enquiry should include whether the person is an adult at risk and what action should be taken and by whom. 86.1% of adult protection enquiries were completed within 7 days (measure 18) during the first two quarters of the year, see chart 5.</p> <p>77% of adults and 86% of carers receiving care and support who replied to the questionnaire agree they feel safe.</p>
Service Comments	<p>Julie Boothroyd - We have entered a new phase of reporting under the Social Services and wellbeing Act and therefore we are developing understanding about the new measures. I am pleased to see that in all key areas we are making good progress but some areas require further analysis and understanding and further time travelled to understand more fully the changes and impacts.</p>	
Collaboration/ Partners we are working with	<p>South East Wales Emergency Duty Team, Aneurin Bevan Health Board, Gwent Police, Gwent Association of Voluntary Organisations, Gwent Wide Adult Safeguarding Board</p>	
What we have spent on this objective	<p>The total budget for Adults Services 2016/17 is approximately £30m, of which, around 66% relates to community care.</p> <p>At Quarter 2 Adults Services were £636K overspent.</p>	

National Performance Indicators – How we compare:

The chart below shows 2015/16 data, Monmouthshire is highlighted in green, Welsh average in red and the most statistically similar authorities in blue. During the first year of collection, comparison data for the majority of measures is not yet available. However, one measure was reported as part of the National Indicators 2015/16 and this is included for comparison:



Appendix 1

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How are we performing?

Quantitative Performance Measures:

Performance Indicators	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Q2	2016/17 Target	RAG Against Target
How Much?						
The number of adults with care plans	1683	1604	1540	1658	Not applicable	
The number of who have contacted the IAA service	Not available	Not available	Not available	539	Not applicable	
How Well?						
18: The percentage of adult protection enquiries completed within 7 days	Not available	Not available	Not available	86.1% 62/72	Not applicable*	
19: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.83 17	1.38 13	4.37 42	0.61 6	2.55 25	
23: The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	Not available	Not available	Not available	90.1% 91/101	Not applicable*	
21: The average length of time adults (aged 65 or over) are supported in residential care homes	Not available	Not available	Not available	734 127764/174	Not applicable	
22: Average age of adults entering residential care homes	Not available	Not available	Not available	86 4126/48	Not applicable	
Is anyone better off?						
20: The percentage of adults (existing service users) who completed a period of reablement a) and have a reduced package of care and support 6 months later	Not available	Not available	Not available	33.3% 1/3	25%	
20: The percentage of adults who completed a period of reablement b) have no package of care and support 6 months later	Not available	Not available	Not available	80% 36/45	50%	

* Target not set while we establish a baseline

Qualitative Performance Measures:**Adult responses to questionnaires:**

The below is based on 316 questionnaire responses (19.1% response rate).

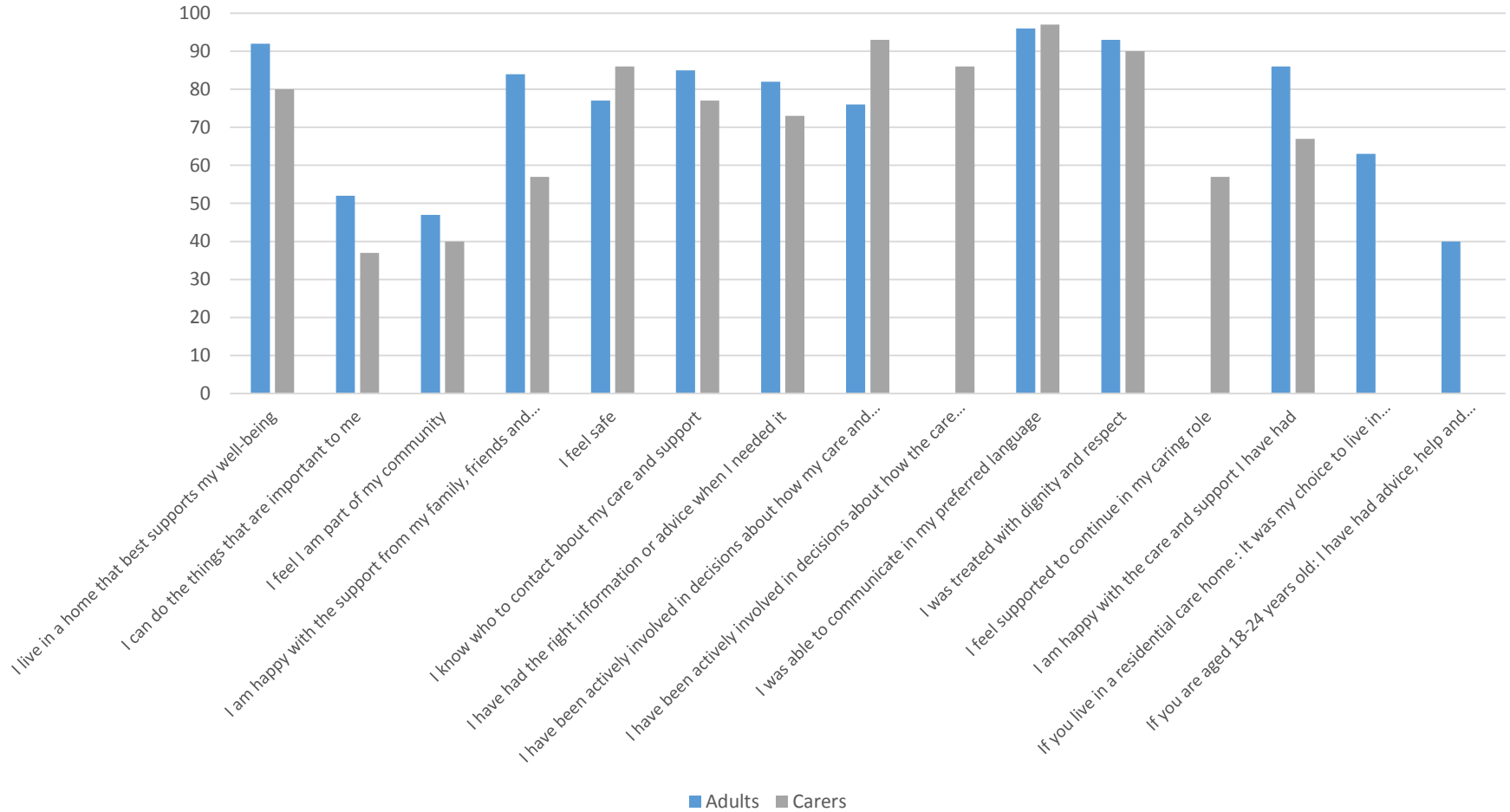
		Yes	No	Some times	Don't know	% Yes
Q1	I live in a home that best supports my well-being	240	14	2	2	92%
Q2	I can do the things that are important to me	151	32	99	6	52%
Q3	I feel I am part of my community	128	60	68	14	47%
Q4	I am happy with the support from my family, friends and neighbours	232	0	42	1	84%
Q5	I feel safe	221	19	42	4	77%
Q6	I know who to contact about my care and support	243	18	24	1	85%
Q7	I have had the right information or advice when I needed it	229	7	43	1	82%
Q8	I have been actively involved in decisions about how my care and support was provided	223	14	42	14	76%
Q9	I was able to communicate in my preferred language	280	6	1	4	96%
Q10	I was treated with dignity and respect	277	2	18	0	93%
Q11	I am happy with the care and support I have had	258	4	36	3	86%
Q12	<i>If you live in a residential care home : It was my choice to live in a residential care home</i>	12	7	0	0	63%
Q13	<i>If you are aged 18-24 years old: I have had advice, help and support that will prepare me for adulthood</i>	2	1	1	1	40%

Carers responses to questionnaires:

The below is based on 30 questionnaire responses (56% response rate).

		Yes	No	Some times	Don't know	% Yes
Q1	I live in a home that best supports my well-being	24	0	5	1	80%
Q2	I can do the things that are important to me	11	2	17	0	37%
Q3	I feel I am part of my community	12	3	15	0	40%
Q4	I am happy with the support from my family, friends and neighbours	17	3	10	0	57%
Q5	I feel safe	25	0	4	0	86%
Q6	I know who to contact about my care and support	23	0	7	0	77%
Q7	I have had the right information or advice when I needed it	22	0	8	0	73%
Q8	I have been actively involved in decisions about how my care and support was provided	27	0	2	0	93%
Q9	I have been actively involved in decisions about how the care and support was provided for the person I care for	25	0	4	0	86%
Q10	I was able to communicate in my preferred language	29	1	0	0	97%
Q11	I was treated with dignity and respect	27	0	3	0	90%
Q12	I feel supported to continue in my caring role	17	3	10	0	57%
Q13	I am happy with the care and support I have had	20	0	10	0	67%

Adults and Carers Questionnaire Responses



SUBJECT: Strategic Risk Assessment 2016

MEETING: Adults Select Committee

DATE: 13th December 2016

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To provide members with an overview of the current strategic risks facing the authority as provided in appendix 1.

2. RECOMMENDATIONS:

- 2.1 That members consider the strategic risks presented for the next three years, in particular those of relevance to the committee and scrutinise the extent to which:

- all relevant risks facing the authority are appropriately captured,
- the level of risk applied is appropriate based on the matrix in the council's risk management policy and guidance (appendix 2) and
- mitigating actions are proportionate and appropriate

- 2.2 That members use the risk assessment on an on-going basis to hold the responsibility holders to account to ensure that risk is being appropriately managed.

- 2.3 Use the risk assessment to inform the future work programme of the committee.

3. KEY ISSUES:

- 3.1 The risk assessment ensures that:

- Strategic risks are identified and monitored by the authority.
- Risk controls are appropriate and proportionate
- Senior managers and elected members systematically review the strategic risks facing the authority.

- 3.2 The existing risks on the Strategic Risk Assessment have been updated based on evidence available in 2016, as presented at Appendix 1. Changes to the council's risk management policy were approved by Cabinet in March 2015 and continue to be applied to the strategic risk register. These are:

- including pre-mitigation and post-mitigation risk scores, this was also a key recommendation from scrutiny of the 2014 risk assessment

- ensuring greater clarity to the phrasing of risk so that each statement includes an event, cause and effect as shown below:

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

3.3 The risk assessment only covers high and medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These need to be managed and monitored through teams' service plans. The pre and post mitigation risk levels are presented separately. In most cases mitigating actions result in a change to the likelihood of the risk rather than the consequences as our actions are generally aimed at reducing the chance of a negative event occurring rather than lessening it's impact. Clearly there will be exceptions.

3.4 Following presentation to select committees, the risk assessment will be presented to Cabinet for sign off. The risk assessment is a living document and will evolve over the course of the year as new information comes to light. An up-to-date risk log is accessible to members on the Council's intranet - The Hub. This will ensure, as well as the ongoing specific scrutiny of the risk assessment annually, that select committees are able to re-visit the information at any point in the year to re-prioritise their work plan as appropriate.

4. REASONS:

4.1 To provide timely and contributory information to the authority's performance management framework in ensuring that the authority is well-run and is able to contribute to achieving sustainable and resilient communities.

5. AUTHORS:

Richard Jones, Policy and Performance Officer
Matthew Gatehouse, Policy and Performance Manager

6. CONTACT DETAILS:

E-mail: Matthewgatehouse@monmouthshire.gov.uk
Telephone: 01633 644397

Appendix 1

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
1	<p>Potential Risk that:</p> <p>The authority is unable to deliver its political priorities in the future because it does not yet have clarity on its future business model or longer term financial plan.</p>	<p>Work is continuing on the need to address the longer term issue of a reducing resource base as part of the MTFP, there remains a shortfall. At present the outputs from Future Monmouthshire are contributing to 17-18 while the longer-term benefits cannot yet be costed. This means the authority does not have a longer term financial plan and its current business model could become unsustainable in the long term.</p> <p>The council’s partnership administration continuance agreement sets clear priorities and performance expectations in line with these resource priorities, this only extends to 2017.</p> <p>The introduction of the Well-being of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe.</p> <p>Continued uncertainty on the future direction of local government make it difficult to plan for the long term.</p> <p>Lack of understanding of the future model of the organisation means it is difficult to develop consistent workforce planning, preparing a workforce plan for the authority is a</p>	2016 /17	Unlikely	Major	Low	<p>Approval has been given for the Future Monmouthshire work which will inform the development of a new business model for the council. The budget setting process for 2017/18 has been informed by this work, the process is developing proposals to balance the budget in 17-18 while in the longer term align resources to the future business model once developed.</p> <p>Future Monmouthshire has set a number of guiding principles that has informed the budget setting process to help ensure that any work and decisions that need to be made in the short term can be consistent with ongoing work to establish the medium and long term picture.</p>	<p>To develop and specify the business model for the authority in the long term through the Future Monmouthshire programme.</p> <p>Following the development of the business model ensure the Council’s key delivery strategies Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty Strategy all align to this model.</p>	2016 /17	Unlikely	Major	Low	Paul Matthews	Peter Fox	All
			2017 /18	Possible	Major	Medium			2017 /18	Unlikely	Major	Low			
			2018 /19	Possible	Major	Medium			2018 /19	Unlikely	Major	Low			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		proposal for improvement from Wales Audit Office Annual Improvement report 2015.													
2	Potential Risk that: Some services may become financially unsustainable in the short to medium term as a result of reducing budgets and increasing demand	<p>- The effect of the roll forward of the MTFP model, revised assumptions and pressures, a revised gap of £10.5 million over the period of the plan from 2017/18 – 2020/21 at October 2016 (This is a working target until more information becomes available)</p> <p>- This is after a significant period of financial challenges. Over the last four years the council has had to manage a reduction in service budgets of £18.1 million resulting in achieving further savings becoming increasingly more challenging.</p> <p>-The council’s reserves have fallen by £7.5 million over the past 4 years and there is less opportunity to replenish reserve balances as budgets get tighter,</p> <p>- At the same time pressures on the budget have been increasing in terms of demographic growth, demand, contract price inflation and redundancy costs.</p> <p>- A range of services have identified demand for services is increasing including planning, housing and public protection.</p> <p>- A range of services have identified the risk of not complying with legislative changes for example Welsh Language Standards.</p> <p>- An ageing population and complexity of demand in children’s services will place increased pressure on services.</p>	2016/17	Unlikely	Major	Low	<p>In January 2016 Council approved the budget for 2016/17. This included new mandates developed for 2016/17 and mandates that were already in the MTFP.</p> <p>Overall Net Council Fund at month 6 is reporting a £839,000 deficit, this is an improved position against the month 2 position. The deficit at month 6 is also an improvement on the equivalent position last year. This is significantly affected by council tax receipts and treasury improvements. The net cost of services is reporting a 1.36% (£1,966,000) overspend. Social Care & Health is reporting an overspend at month 6 (£1,070,000 million). In social care & health there are recovery plans in place across adults and children’s services, opportunities to seek other funding and use external funding streams where possible are being explored and existing budgets are being reviewed to see how they can be prioritised.</p> <p>Directorates are continuing to review the levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported from month 6 onwards.</p>	<p>- Ensure that services deliver within the budgets and deliver savings targets - Monitor progress against existing mandates that are part of the MTFP and report progress to Cabinet and Select Committee quarterly.</p> <p>- All services to model savings for 2017-18 based on an updated process aligned to Future Monmouthshire</p> <p>- Ensure that the detailed business cases that will deliver the budget proposals are fully costed, stress-tested and managed</p> <p>- Consider how best to use capacity fund and any external funding sources to supplement the change programme required</p> <p>- Review contractual arrangements to balance stability, value for money & risk</p> <p>- Implement a three year service and financial plan in children’s services to ensure the service is able to deliver a balanced budget and continue to develop workforce practice.</p> <p>- Continued identification of pressures, including an assessment of any ongoing pressures in the current year’s budget. These will be rigorously reviewed and challenged.</p> <p>- Continue to Implement the income generation strategy. Use the ideas listed in the appendix to the income generation</p>	2016/17	Unlikely	Major	Low	Joy Robson	Phil Murphy	All
			2017/18	Possible	Major	Medium			2017/18	Unlikely	Major	Low			
			2018/19	Possible	Major	Medium			2018/19	Unlikely	Major	Low			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		<ul style="list-style-type: none"> - A number of significant pressures are documented that are not currently funded. - Highways and property surveys highlight significant capital demand which is presently unfunded. - In the event of emergency pressures resources will have to be diverted due to lack of capacity in the capital budget - Work is continuing on developing the CCR city deal which will require significant capital investment. 					properties has been created and scrutinised by Economy and Development Select Committee the plan is being reviewed based on the feedback and principles of Future Monmouthshire	capital MTFP taking into account any slippage and the requirement to increase the capital budget for the Future Schools programme (Council report – 20th October 2016).							
4	Potential that the Council does not make sufficient progress in areas of weakness identified by regulators leading to underperformance	<ul style="list-style-type: none"> - Following a positive performance trajectory up until 2014-15 we saw performance plateau with declines in some services in 2015-16. - Gap in attainment between ‘all pupils’ and those eligible for Free School Meals has narrowed in key stages 2 &3 for most indicators but remains a concern in Foundation phase and key stage 4. - The Wales Audit Office Annual Improvement Report (AIR) published in August 2016 concludes “Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the council will comply with the requirements of the measure during 2016-17 provided it continues to maintain the current pace of improvement.” - WAO follow-up inspections on Governance, Performance 	2016 /17	Unlikely	Substantial	Low	<p>Following the Monitoring visit in November 2015, Estyn has judged that Monmouthshire County Council’s education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four and concluded that the authority is no longer in need of special measures</p> <p>The Council has created action plans to set out responses to address relevant proposals in the reports that have been published by WAO, as part of the Council’s established proposal monitoring arrangement. The most recent update on progress is being completed for audit committee in December 2016, with many proposals requiring further work to address them</p>	<ul style="list-style-type: none"> - Manage our actions in response to Estyn, CSSIW and WAO via existing mechanisms. -Ensure a continued focus on the issues referenced in the Estyn monitoring visit letter in January 2016 - Ensure the commissioned arrangements with the EAS address the authority’s concerns in challenging and supporting schools - Report Proposals for improvement and overview of performance arrangements to audit committee. 	2016 /17	unlikely	Substantial	Low	Will McLean	Peter Fox	CYP
			2017 /18	Possible	Substantial	Medium			2017 /18	Unlikely	Substantial	Low		Geoff Burrows	Audit committee
			2018 /19	Possible	Substantial	Medium			2018 /19	Unlikely	Substantial	Low		Liz Hackett-Pain	

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		Management and IT published in 2016 did not produce any statutory recommendations but have produced a number of proposals for improvement.													
5a Page 51	Potential for significant harm to vulnerable children or adults due to factors outside our control.	- The likelihood of this occurring in a given year is low. However the significant harm that can occur due to factors that are outside our control mean that this will always be a risk. - Volunteering is increasingly part of meeting community needs and it is important to have consistency across the LA in the use of volunteers particularly in respect of HR practices and training.	2015 /16 2016 /17 2017 /18	Possible Possible Possible	Major Major Major	Medium Medium Medium	We have strengthened our safeguarding arrangements in both Adults and Children’s Services. The Head of Children’s Services has now been given clear responsibility for safeguarding and this has been incorporated into her title from July 2016. Similarly safeguarding has been added to the role title of the Cabinet member. We have raised awareness of safeguarding across the authority and its partners. We have Implemented a quality assurance framework (SAFE - Self-Assessment Framework for Evaluation) A number of the authority’s most senior officers have been placed on the Safeguarding Group.	- Continually monitor and evaluate process and practice and review accountability for safeguarding - Deliver actions set in service plans for POVA and Safeguarding - Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse - Implement second phase of the SAFE process - Drive the strategic agenda and the associated programme of activities for safeguarding through the Corporate Coordinating Group including undertaking a second review of safeguarding policy and continuing to promote and review safe recruitment practices. - Ensure safeguarding is reflected in all council service improvement plans and in roles / responsibilities as appropriate.	2015 /16 2016 /17 2017 /18	Possible Possible Possible	Major Major Major	Medium Medium Medium	Jane Rodgers / Julie Boothroyd	Liz Hackett Pain Geoff Burrows	CYP Adults
5b	Potential for significant harm to vulnerable children or adults due to failure of services and/or partners to act accountably for safeguarding														
6	Potential Risk that:	- Gap in attainment between ‘all pupils’ and those eligible for Free School Meals has	2016 /17	Possible	Major	Medium	Following the Monitoring visit in November 2015, Estyn has judged that Monmouthshire County	-Ensure a continued focus on the issues referenced in the	2016 /17	Unlikely	Major	Low	Will Mclean	Liz Hackett Pain	CYP

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
	Failure to meet the needs of individual learners may result in them not achieving their full potential.	<p>narrowed in key stages 2 &3 for most indicators but remains a concern in Foundation phase and key stage 4.</p> <p>- Variation in standards across schools, with many schools judged by Estyn to be adequate and remaining in amber and red support categories for more than a year.</p> <p>- Poor leadership, management, capacity and performance in some schools</p> <p>- Unsustainable provision to meet the demand for Welsh Medium education provision</p> <p>- Not achieving the number of A* and A grades amongst the cohort of more able and talented pupils</p> <p>Estyn identified:</p> <p>- Evaluation of progress and actions to be taken by the school and EAS are generally not clear enough to record school progress</p> <p>- Notes of monthly meetings do not provide enough detail about the quality of support and challenge in individual schools or identify specific actions for follow up to identify the key areas of strength and priorities for improvement in each school.</p>	2017 /18	Possible	Major	Medium	<p>Council’s education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four and concluded that the authority is no longer in need of special measures</p> <p>A draft Welsh in Education Strategic Plan has been developed for consultation setting out the council’s vision and action plan for developing Welsh in Education within the County.</p> <p>The review of Additional Learning Needs strategy and policy continues.</p> <p>We have defined our working relationship with the EAS to ensure:</p> <ul style="list-style-type: none"> • That the gap in performance between pupils receiving free school meals and those not receiving free school meals is narrowed • Greater scrutiny of the Pupil Deprivation Grant (PDG) expenditure to tackle the impact of poverty on pupil learning and performance • Better targeted intervention in schools based on a better understanding of individual pupils potential. • Improving categorisation of schools in line with the 	<p>Estyn monitoring visit letter in January 2016</p> <p>-Improve the quality of self-evaluation in the CYP directorate.</p> <p>- Focus on the attainment at the expected level plus one in our primary settings</p> <p>- Work closely with our secondary schools to ensure they are prepared for the new examination requirements</p> <p>- Ensure that the Additional Learning Needs review delivers sustainable, adequate and appropriate support to pupils with Additional Learning Needs</p> <p>- Ensure the commissioned arrangements with the EAS address the authority’s concerns in challenging and supporting schools</p> <p>- Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities</p>	2017 /18	Unlikely	Major	Low			
			2018 /19	Possible	Major	Medium			2018 /19	Unlikely	Major	Low			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
							national model resulting in more appropriate challenge and support to schools to drive up standards in leadership and performance								
7a	Revised risk: Potential Risk that: Schools do not have the necessary ICT infrastructure meaning they are unable to maximise their offer to learner's needs.	Schools and the EAS depend on reliable equipment and support from the SRS to implement systems for pupil tracking and to meet curriculum needs. Some schools do not have the ICT infrastructure to support these systems fully.	2016 /17	Possible	Substantial	Medium	A comprehensive Service Level Agreement with the SRS and schools commenced in April 2016. The council has approved a business case for £885,000 of investment in schools ICT infrastructure. The first phase of the investment programme is due for completion by March 2017, behind the original schedule due to further cabinet and council approval required to proceed with the investment as not all schools had signed up to the SLA. Phase 2 of the investment programme, migration of schools data and information storage, has already commenced with several schools already migrated to the SRS. Schools with the oldest servers have been prioritised.	Finish the implementation phase 1 of the ICT in schools improvements, upgrading equipment and infrastructure as well as implementing SIMS in the classroom. Complete Phase 2 of the investment - the migration of school based server infrastructure up to the SRS over an 18 month period.	2016 /17	Possible	Substantial	Medium	Peter Davies	Bob Greenland Liz Hackett Pain	Economy and Development
7b	Potential Risk that: Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic disadvantages	-It is likely that 4-6% of our most rural areas will not be impacted by the roll out of Superfast broadband A significant skills issue exists in the County. 19% of households don't have internet access and 20% (approximately 14,363) adults in Monmouthshire don't use the internet ¹ .	2016 /17	Likely	Substantial	Medium	A collaboration with the UK Government and AB Internet to enable next generation superfast wireless broadband services to the remaining 4-6% of the County's broadband' not spots' has been undertaken but legacy issues still remain. The project was originally targeted at 1696 properties but three sites had to be de-scoped due to project time constraints reducing the total	-Deliver the I County digital road map which has three main areas of focus: 1) internal systems, processes, data and infrastructure 2) community, economic, business and education dimensions 3) opportunities for commercialisation	2016 /17	Likely	Substantial	Medium	Cath Fallon	Bob Greenland	Economy and Development

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		<p>Monmouthshire residents have high demand for broadband services, Ofcom figures indicating a 74% adoption rate.</p> <p>Other drivers include the council needs to prepare for increased digital public service delivery, the implementation of the Online Universal Credit system, children’s learning opportunities and the provision of digital health care.</p>					<p>intervention figure to 1060 premises.</p> <p>Following approval of the broadband in Monmouthshire report:</p> <ul style="list-style-type: none"> - promotional activity to support the Super-connected Cities voucher Scheme has been undertaken, this closed in October 2015 - Local promotion and maximisation of the WG ICT exploitation programme - Promotion of the Access Broadband Cymru scheme for areas outside the superfast Cymru roll out. <p>A Digital Monmouthshire web portal has been developed which is hosted as part of the www.monmouthshire.biz offer.</p> <p>At least 36,400 premises are now able to access Superfast Broadband connections and there is an increased uptake with Monmouthshire’s figures now standing at 19.8%.</p>	<p>Continue to collaborate with the Superfast Business Wales team to support their ICT Exploitation programme.</p> <p>Enable the rollout and exploitation of high speed broadband across the County for both businesses and communities.</p> <p>Trail the roll out of the TV white space broadband pilot which will enable isolated rural communities to enjoy the same digital connectivity as in urban areas and, if successful, will be replicable in other rural areas.</p> <p>Approval of an application for an RDP ICT county wide skills programme.</p>							
8	<p>Potential Risk that:</p> <p>Reductions in our workforce due to budgetary pressures will impact on our capacity to deliver transformational change and improve performance.</p>	<ul style="list-style-type: none"> - Our people are central to the success of our council and county. Organisational culture impacts on our ability to address future challenges and make sustained improvements in areas that require it. - Continued economic constraint and local government reform can impact on staff morale and service objectives. -The number of employees has reduced in recent years. 	2016/17	Possible	Substantial	Medium	<p>A people and organisational strategy progress report summarising the outcomes achieved in 2015/16 has been completed, progress includes;</p> <ul style="list-style-type: none"> - providing flexible training opportunities that are aligned to training needs identified across the organisation; - Responding with action and outcomes to feedback from the staff conference and staff survey; 	<ul style="list-style-type: none"> - To implement the people and organisational strategy (2016-17) delivery plan including the next steps in delivering a coherent and cohesive People Services offer to the organisation - Continue to engage with staff on the People and Organisational Development Strategy to ensure the strategy 	2016/17	Possible	Substantial	Medium	Tracey Harry	Phil Murphy	Strong Communities
			2017/18	Possible	Substantial	Medium			2017/18	Possible	Substantial	Medium			
			2018/19	Possible	Substantial	Medium			2018/19	Unlikely	Substantial	Low			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		<p>- Sickness increased to an average of 11.6 days per FTE employee in the year to March 2016. 21% of sickness was due to psychological reasons</p> <p>- WAO Annual improvement report in 2015 proposed improvements to the people and organisational strategy in order to make best use of its people resources. A follow up report on HR arrangements is due to be published in winter 2016.</p> <p>- A range of services have identified risks to their capacity for service delivery.</p>					<p>- Developing ways of communicating with our workforce and understanding their concerns and issues (e.g. MonMinds staff peer group), as well as providing leadership insights and talks;</p> <p>- Revising the staff appraisal process, check in check out, and rolling out.</p> <p>- Evidence has been collated and reviewed and a revised offer has been created to meet the needs of those people both on and off our payroll, a delivery plan for the final year of the people and organisational strategy (2016-17) has been established</p> <p>- The draft reviewed attendance and wellbeing policy will be presented to People board commencing the consultation with managers and staff.</p>	<p>continues to focus on addressing identified needs</p> <p>- Complete the review of processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems</p> <p>- Continue to implement and develop process to provide managers and management teams with information on the workforce.</p>							
9a	<p>Potential Risk that:</p> <p>Not having appropriate governance mechanisms does not make it easy for communities to work with us when we are co-delivering and co-developing services which will impact on our shared ability to deliver sustainable and resilient communities.</p>	<p>Concerns on overlapping and complicated community governance structures have led to some dissatisfaction amongst community stakeholders.</p> <p>There is a recognised disconnect between the process and delivery frameworks set up to support community governance.</p>	2016/17	Possible	Substantial	Medium	<p>A community governance review has been completed. A cross party Member working group was established and met to discuss the proposal. The proposals have been presented to all area committees and the strategic transport group. The review is due to go to Council in December.</p> <p>Five new cluster town and community councils have been set up and allocated an SLT lead. The governance review will need to consider this.</p> <p>A volunteer coordinator was appointed and is leading the council's <i>A County That Serves</i> volunteering programme that</p>	<p>Present the Community Governance proposals to full Council for decision (scheduled December 2016)</p> <p>Subject to decision, implement the agreed community governance proposal from April 2017.</p> <p>Continue to implement the "A County That Serves" volunteering programme"</p> <p>Continue to implement the volunteer tool kit to clarify information, procedures and processes on volunteering</p>	2016/17	Possible	Substantial	Medium	Will McLean	Phil Hobson	Strong Communities
			2017/18	Possible	Substantial	Medium			2017/18	Possible	Substantial	Medium			
			2018/19	Possible	Substantial	Medium			2018/19	Unlikely	Substantial	Low			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
							aims to support and enable volunteers.								
9b	Potential Risk that: Not having appropriate governance mechanisms when establishing new collaborative or alternative delivery models that are often complex could impact on our shared ability to deliver objectives.	The Council works collaboratively to deliver a variety of services and is increasingly considering alternative delivery models to sustain services for example for Leisure, Tourism, Culture and Youth Services. These models are often complex and have many risks and challenges. A 2016 Governance study by Wales Audit Office concluded that ‘the Council has made progress in improving its governance arrangements although more work is needed to strengthen the transparency of decision making and recording’ A 2016 IT study by Wales Audit Office made a proposal for improvement that the council needs to ‘Negotiate and agree commercial grade Service Level Agreements with SRS in advance of new organisations joining the partnership to support sound governance, and to enable the Council to measure service delivery, and assure itself that its IT needs continue to be met.’	2016/17 2017/18 2018/19	Possible Possible Possible	Substantial Substantial Substantial	Medium Medium Medium	An independent option appraisal for Leisure, Tourism, Culture and Youth Services has been completed, cabinet approved the next stage of the project to develop a full Business Case and to continue the staff, community and service user consultation process. WAO Proposals for improvement on the Council’s existing governance arrangements continue to be addressed. An action plan has been established to address the Wales Audit Office proposals from the IT study.	Complete and present the full business case on Leisure, Tourism, Culture and Youth Services for further consideration by Members. Continue to implement actions to address the proposals for improvement identified by Wales Audit Office Complete the development of a commercial grade Service Level Agreement with SRS, which will need agreement with all partners.	2016/17 2017/18 2018/19	Possible Possible Unlikely	Substantial Substantial Substantial	Medium Medium Low	Will McLean / Peter Davies	Peter Fox Bob Greenland	Audit committee
10	Potential Risk that: The current configuration of the recycling service becomes unviable	Monmouthshire does not currently collect recycling in line with the preferred Welsh Government method.	2016/17 2017/18	Unlikely unlikely	Mode rate mode rate	Low Low	A pressure mandate was accepted by Council to fund £1.2million pressures in the MTFP over 2016/17 and 2017/18 due to an Increase in recycling costs, the Welsh Government grant	To complete the recycling review report to determine the Council’s long term recycling strategy with cabinet approval in March 2017.	2016/17 2017/18	Unlikely unlikely	Mode rate mode rate	Low Low	Rachel Jowitt	Bryan Jones	Strong Communities

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
Page 57	because of legislation requirements and financial constraints.	<p>Long term uncertainty over Welsh Government funding and future costs of the service.</p> <p>The Welsh Government grant was cut by 6.4% and is due to be cut by a further 7% in 2017/18.</p>	2018/19	Likely	Substantial	Medium	<p>reduction and growth in waste tonnages.</p> <p>The recycling review is currently undertaking a trial and will report by March 2017 with a view to setting a long term financial model for the service as well as demonstrating legislative compliance.</p> <p>On-going liaison with Welsh Government on the Environmental Grant funding, its importance to the service and positive impact it makes on the long term strategy.</p>	To continue to liaise with Welsh Government on Environmental Grant funding.	2018/19	unlikely	Substantial	Low			
11 ne w	<p>Potential Risk that:</p> <p>Political, legislative and financial uncertainty for council services and local businesses as a result of Britain leaving the European Union.</p>	<p>The vote to leave the EU has caused political uncertainty that could impact on local government financial settlements if further austerity is required. This could also impact on regional projects such as the City Deal further compounded by political changes in Westminster.</p> <p>Many council services are governed by EU legislation or follow EU led policy, for example procurement rules. There will be uncertainty while the process for extricating the UK from this law is established.</p> <p>Expectations of further austerity and a subsequent fall off in inward investment and growth while restrictions on labour mobility could impact on local firms;</p>	2016/17	Almost Certain	substantial	High	<p>The Council already has an established Medium Term financial plan to model financial assumptions and scenarios for planning future service budgets.</p> <p>The Council has established working relationships with key partners, such as the Welsh Government, the WLGA and treasury advisers to work with in understanding the impact on Council services.</p>	<p>Many of the negotiations and decisions on Britain leaving the EU are outside of the council's control, given this and the current uncertainty the post mitigation risk levels have not been assessed to change.</p> <p>Actions we will be taking include: Continued liaison and work with partners such as Welsh Government, WLGA and treasury advisers to understand and plan for any implications.</p> <p>Continue to refine and update the Medium Term Financial Planning model and assumptions for future service budgets.</p>	2016/17	Almost Certain	substantial	High	Senior Leadership team	All	<p>Economy and Development</p> <p>Strong Communities</p>
			2017/18	Almost Certain	substantial	High			2017/18	Almost Certain	substantial	High			
			2018/19	Almost Certain	substantial	High			2018/19	Almost Certain	substantial	High			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		<p>Some projects rely directly on EU funding, such as the Rural Development Plan (RDP).</p> <p>Market volatility, inflation and financial uncertainty could impact on council revenue budgets and borrowing costs for capital schemes. Any market volatility resulting from triggering Article 50 could impact on the local government pension schemes.</p> <p>The leave vote created divisions: regionally and between age groups that could raise concern over social inclusion and a rise in hate crime.</p>													

Risk Matrix

The Council uses a 'traffic light' system of Red/Amber/Green associated with High/Medium/Low. A copy of the full policy and guidance is available to staff and members on The Hub.

Impact/Severity	major	Low	Medium	High	High
	substantial	Low	Medium	Medium	High
	moderate	Low	Low	Medium	Medium
	minor	Low	Low	Low	Low
		Unlikely	possible	Likely	Almost certain
		Likelihood			

ⁱ Recent figures obtained from the 'Get Monmouthshire On Line'

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Monmouthshire's Scrutiny Forward Work Programme 2016

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
13 th Dec 2016	Annual Complaints Report	Scrutiny of the report for 2015-16	Annette Evans	Performance Monitoring
	Improvement Objectives, Performance and Risk Assessment	Scrutiny of the following: 1) Improvement Objectives - Six month progress 2) Performance Indicators - Quarter 2 update 3) Strategic Risk assessment 2016	Matthew Gatehouse	Performance Monitoring
	'My Mates' Initiative	Presentation on the 'My Mates' scheme. *Invite key stakeholders*	Julie Boothroyd Shelley Welton	Policy Development
24 th Jan 2017	Budget Scrutiny	Pre-decision scrutiny of the budget proposals for 2017-2018.	Joy Robson	Budget Scrutiny
6 th Feb 2017 10am ~ Joint Meeting with CYP	Population Needs Assessment	To consider the draft population needs assessment for Monmouthshire in line with the requirement to produce a well-being assessment (Future Generations Act 2015)	Matthew Gatehouse	Policy Development
27 th Feb 2017 2pm Joint Select Committee	Alternative Service Delivery Model	Scrutiny of the business case for the new Delivery Model	Tracey Thomas Ian Saunders Cath Fallon	Pre-decision Scrutiny
28 th Feb 2017	Social Services and Wellbeing Act (responsibilities and performance monitoring)	Scrutiny of the responsibilities to ensure the Council delivers its duties in terms of providing information and advice (requires implementation by April 2017). The Council's approach needs scrutiny, together with clear performance measures to monitor its delivery.	Claire Marchant Nikki Needle	Performance Monitoring

Monmouthshire's Scrutiny Forward Work Programme 2016

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
		Link with the Community Coordination implementation (now termed Place Based approach) as this approach is critical in delivering the requirements of the act. The placed-based approach cuts across the adults and children's services portfolio, with duties around preventive work linking directly to the requirement to ensure well-being.		
	Violence against Women and Domestic Abuse Act	The context of the act is the alignment to the Future Generation Act in terms of the Council's responsibilities around well-being. There are ramifications for all services / cross cutting.	Claire Marchant	Policy Development
	Budget Monitoring	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
Special Meeting early March 2017 *Date TBC*	Stroke Services (Invite ABUHB and Stroke Association)	ABUHB to present their reformed stroke service. Invite public questions.	ABUHB	Policy Development

Monmouthshire's Scrutiny Forward Work Programme 2016

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
	Young Carers Strategy (Invite Carers Strategy Group and ABUHB)	Following the successful agreement of the Adults Carers Strategy, work is progressing towards producing the first ever Young Carers Strategy in Monmouthshire. Invite the Carers Strategy Group who are instrumental in delivering the Strategy and the Young Carers Team. Both strategies have highlighted health specific topics which need partnership working to ensure Carers are supported.	MCC Carers Team ABUHB	Policy Development
	Support for Carers	Scrutiny of the Councils Carers in Employment Policy.	People Services	Policy Development
Joint Meeting (Economy, Strong Communities, Planning invited) *Date TBC*	Supplementary Planning Guidance on Affordable Housing	Pre-decision scrutiny of an SPG prepared on Affordable Housing in Monmouthshire.	Mark Hand	Policy Development
Mid-March Special Meeting	Learning Disability provision and commissioning	Scrutiny of the continuing journey towards modernising services progressed through "My Day My Life". The scrutiny should focus on the care that the Council provides and commissions. There is a need for a renewed push on models of accommodation and support for people with learning disabilities, so scrutiny could explore how the	Claire Marchant Julie Boothroyd	Policy Development

Monmouthshire's Scrutiny Forward Work Programme 2016

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
		Council prioritises the modernising of services for people with learning disabilities with the newly appointed learning disabilities commissioner funded through the intermediate care fund.		
	Integrated Services	Scrutiny of the journey to integrate primary care through neighbourhood care networks (established by the Health Board). Discussions on wellbeing approaches have been discussed with a range of partners with a view to moving towards integrated governance.	Claire Marchant Julie Boothroyd	Policy Development
25 th Apr 2017	Supporting People			
	Community Coordination			
	Disabled Facilities Grants			

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Future Work Programme items:

- ABUHB ~ continued scrutiny of Stroke, GP out of hours.
- × **CSSIW Domiciliary Care Report** - To consider the report and findings of the inspectors on the Domiciliary Care Service. Invite staff for this item. Link with the Turning the World Upside Down Project on Domiciliary Care.
- × **Gwent Frailty Annual report.**
- × **Regulation and Inspections Act** - This act focusses on our responsibilities in terms of regulated care settings and learning disability facilities as well as our role as a commissioner of services. Need to invite the commissioning team / those with new roles around the act, particularly new statutory roles. Need an overview and position update report.

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
Review of the 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 Hartevelde (EAS)
Play Sufficiency Assessment			Matthew Lewis
People and organisational			Lisa Knight Davies

Subject	Purpose	Consultees	Author
strategy			
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			Cath Sheen

Subject	Purpose	Consultees	Author
Raglan VC Primary school 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			Craig O'Connor

Subject	Purpose	Consultees	Author
Advice Service including the 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

Subject	Purpose	Consultees	Author
Changes to the EAS business arrangements	To seek Cabinet approval of the changes on Governance arrangements; Business arrangements; Funding arrangements		Sharon Randall 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			Alan Burkitt

Subject	Purpose	Consultees	Author
Report			
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
PSS 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

Subject	Purpose	Consultees	Author
Proposed 30mph speed limit, R122 (Crick to Shirenewton), Crick.			Paul Keeble
Proposed 40mph speed limit, R122 Earlswood Road, Crick.			Paul Keeble
Proposed weight restriction order Usk			Paul Keeble
Monmouthshire Meals Leadership			Colin Richings
Mounon House – Catering Staff restructure			Rob O’Dwyer
27TH JULY – INDIVIDUAL CABINET MEMBER DECISION			
Wye Valley Management Plan			Matthew Lewis
Procurement Memorandum for Understanding for Regional Garden Waste Treatment			Carl Touhig
Team Abergavenny Business Case for Capital Expenditure	To consider an application for expenditure		Deb McCarty
Review of the Council’s Allocation Scheme			Karen Durrant
Language and Play/Engagement Worker Post Deletion Proposal			Beth Watkins
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 –	EXEMPT REPORT		Ian Saunders

Subject	Purpose	Consultees	Author
Leisure Services			
Crick Road			Deb Hill-Howells
Effectiveness of Council Services – Q4			Matt Gatehouse
People Services Annual Report			Peter Davies
Social Care and Health Restructure Report			Claire Marchant
28th JULY - COUNCIL			
DSS Annual report			Claire Marchant
Solar Farm revised business case			Ben Winstanley
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
SYP Chief Officer report			Sarah McGuinness
Sustainable Development Policy			Matthew Gatehouse
17th AUGUST – INDIVIDUAL CABINET MEMBER DECISION			
Map Modification Order			Mandy Mussell
Delegated Waste Enforcement Powers for Waste and Street Services			Carl Touhig
Job Evaluation In Respect Of The Occupational Therapist In The Children With Disabilities Team Monmouthshire.			Carol Buck
31ST AUGUST 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Procurement Card Policy	To seek approval of the Procurement Card Policy to be used within the Authority		Lisa Widenham

Subject	Purpose	Consultees	Author
Training And Events Co-ordination			John McConnachie
Temporary Animal Health & Feed Officer			Gareth Walters
DEFINITIVE MAP MODIFICATION ORDER 2016, Section 53 (C)(i) Wildlife and Countryside Act 1981, Restricted Byway (53-16), Great Panta, Devauden			Paul Keeble
7TH SEPTEMBER - CABINET			
Section 106 Education Contributions - Land at Ty Mawr and Cae Meldon, Gilwern	To decide on the use of education balances available from the Section 106 Agreements relating to the development of land at Tw Mawr and at Cae Meldon, Gilwern.		Simon Kneafsey
Allocation of Section 106 Funds – Magor and Undy			Deb Hill Howells
Youth Offending Service Restructure Report			Jacalyn Richards
Effectiveness of Council Services – Q1 2016/17 update			Richard Jones
Caldicot Town Team Section 106 Funding Pilot			Judith Langdon
Recommendations from Select Committees			Hazel Ilett
14TH SEPTEMBER – INDIVIDUAL CABINET MEMBER DECISIONS			
Permanent Adoption of post CDLL18			R Tranter
To Establish The Temporary Post Of Carers Development Manager			B Boniface



Subject	Purpose	Consultees	Author
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
Provision of a Community Hub in Abergavenny			Deb Hill-Howells
Stage 2 Improvement Plan – How we performed 2015/16			Richard Jones
City Deal			
Future Schools Programme			Simon Kneafsey
28TH SEPTEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Emergency planning – business continuity register of priority services	To seek agreement from the Emergency Planning ‘Portfolio Holder’ to the revised and updated MCC Register of Priority Services.		Ian Hardman
5TH OCTOBER 2016 – CABINET			
Gilwern Section 106 funding			Mike Moran
Community Asset Transfer of Caerwent Hall and Playing fields			Ben Winstanley
LDP/AMR			Jane Coppock
12TH OCTOBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Monmouthshire Museums Accreditation			Rachel Rogers
Carer Information And Support			Bernard Boniface

Subject	Purpose	Consultees	Author
Request for Change in Establishment	EXEMPT REPORT		Ruth Donovan
20TH OCTOBER 2016 – COUNCIL			
Future Schools			Will Mclean/Pete Davies
26TH OCTOBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Redundancy costs for one employee arising from relocation of My Day My Life (Swanraft) to Overmonnow Resource Centre'			Shelley Welton
Creation of an apprentice position on the Financial System support team			Lisa Widenham
Change of Senior Practitioner Social Worker to Social Worker Post			Julie Boothroyd
Private Rented Sector Housing Development Policy			Ian Bakewell
Job Evaluation Of Legal Assistant Post CDLL 39			Rob Tranter
2ND NOVEMBER 2016 – CABINET			
Discretionary Housing Payments			Ruth Donovan
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 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

Subject	Purpose	Consultees	Author
Revenue & Capital Monitoring 2016/17- Period 2 Outturn Forecast Statement	The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 2 which represents month 6 financial information for the 2016/17 financial year		Joy Robson/Mark Howcroft
Delivering Excellent Practice in Children's Services - Progress report			Deb Hill Howells
Abergavenny Town Centre Loan Application	EXEMPT REPORT To approve the recommendation of the Abergavenny Town Centre Loan Board		Steve Griffiths
Revised Staff Contractual arrangements – Individual Support Service			Ceri York
OF:	For approval to submit for examination		Mark Hand
Undy Athletic Football Club Community Asset Transfer			Ben Winstanley
16th NOVEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
30th NOVEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
DEFINITIVE MAP MODIFICATION ORDER 2016, Section 53 (C)(i) Wildlife and Countryside Act 1981, Restricted Byway (53-16), Great Panta, Devauden			Paul Keeble
Proposed allocation of community learning redundancy costs to reserves	To request member approval to use reserve funding to meet redundancy costs by the Community Learning Department in the Enterprise Directorate in 16/17.	DEFERRED	Andrea Charles
1st DECEMBER 2016 - COUNCIL			

Subject	Purpose	Consultees	Author
CYP CHIEF OFFICER REPORT			Sarah McGuinness
Stock Transfer Agreement – service charge de-pooling			Ian Bakewell
Proposal to revise the Policy on Minimum Revenue Provision (MRP) in respect of Supported Borrowing for 2016/17 onwards			Joy Robson
7TH DECEMBER 2016 – CABINET			
Payroll and HR support restructure			Tracey Harry
Effectiveness of Council Services – Quarter 2 update			Richard Jones
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
Section 106 Funding – Magor GRIP 3 Report			Mike Moran
Future Museums			Cath Fallon
Yprentis / CMC ²			Cath Fallon
Individual Support Service – Proposed Implementation of Revised Contractual Arrangements			Shelley Welton
14TH DECEMBER 2016 – INDIVIDUAL MEMBER DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales)	To seek approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2017/18 financial year as required by statute		Joy Robson

Subject	Purpose	Consultees	Author
Regulations 1995			
Lodged Procurement Card Policy			Lisa Widdenham
16TH DECEMBER 2016 – SPECIAL CABINET			
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
Revenue Budget Proposals			Joy Robson
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
Newport City Council partnership with the SRS			Pete Davies
Section 106 Funding, 3G pitch and Caldicot Castle Play Area.			Mike Moran
4th JANUARY 2017 – INDIVIDUAL CABINET MEMBER DECISION			
			Andrew Mason
Housing Renewals Team – Flexible Retirement	EXEMPT REPORT		John Parfitt
11TH JANUARY 2017 – CABINET			
Replacement of Dragon Waste, HWRC, Transfer Station and Haulage Contract	To seek Cabinet approval to begin the procurement process to replace the Dragon Waste HWRC, Transfer Station and Haulage Contract in 2018 and to approve levels of delegation for contract award subject to the funding envelope outlined in the report.		Rachel Jowitt
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 1st December 2016.		Dave Jarrett

Subject	Purpose	Consultees	Author
Chippenham Mead play area, Monmouth	**PRESENTATION PRIOR TO ITEM – RACHEL JUPP – FRIENDS OF CHIPPENHEMA MEAD GROUP**		Mike Moran
Licensing Section Restructure			David Jones
The Knoll, Abergavenny Section 106 funding			Mike Moran
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			
 5 Year Welsh Language Strategy			Alan Burkitt
Council Tax Reduction Scheme 2017/18			Ruth Donovan
Community Governance Report			Will McLean
Future of MCC's HWRC, Transfer Station and Residual Waste Haulage Contract.	To agree the procurement strategy and affordability envelope to commence procurement and to award appropriate delegations for contract award.		Rachel Jowitt
1ST FEBRUARY 2017 – CABINET			
Revenue & Capital Budget final proposals after public consultation	To present Revenue and Capital Budget proposals following receipt of final settlement		Joy Robson

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 5 held on the 19 th January 2017.		Dave Jarrett
Asset Management Strategy			Deb Hill Howells
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
Counselling service for young people & families			Josh Klein
Update on youth work in Abergavenny and the surrounding areas.			Josh Klein
1ST FEBRUARY 2017 – INDIVIDUAL CABINET MEMBER DECISIONS			
Childcare Sufficiency Assessment 2017			Sue Hall
15TH FEBRUARY 2017 – SPECIAL CABINET			
Final Draft Budget Proposals for recommendation to Council			
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

Subject	Purpose	Consultees	Author
Outcomes of the Recycling Review.	Cabinet to agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
ADM – Business Case			Tracey Thomas
9TH MARCH 2017 - COUNCIL			
Final Budget Proposals			Joy Robson
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
30TH MARCH 2017 - COUNCIL			
ADM Business Case			Tracey Thomas
Population Needs Assessment			Matt Gatehouse
Well-being Assessment			Matt Gatehouse
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
The introduction of a Council operated Social Lettings Agency within Monmouthshire			Steve Griffiths

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