

24th December 2013

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Wednesday, 8th January 2014, at 2.00 p.m.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none)
4. To consider the following reports (copies attached):

(i) **CAPITAL PROGRAMME 2013/14 MONTH 8 FORECAST OUTTURN STATEMENT**

Division/Wards Affected: Whole Authority

Purpose: To present the month 8 forecast capital outturn for 2013/14 compared to the total budget for the year. The report identifies and provides explanations for variances against budget and the funding implications of the forecast outturn position. The report also reports slippage anticipated to be carried forward into 2014/15.

Authors: Joy Robson – Head of Finance / Mark Howcroft – Assistant Head of Finance

Contact Details: markhowcroft@monmouthshire.gov.uk

(ii) **ADOPTION OF THE COUNCIL TAX REDUCTION SCHEME 2014/15**

Division/Wards Affected: All

Purpose: To present arrangements for the implementation of the Council Tax Reduction Scheme and to approve it for 2014/15

Authors: Joy Robson – Head of Finance

Contact Details: joyrobson@monmouthshire.gov.uk

- (iii) **ESTABLISHMENT OF JAFF POSTS**
Division/Wards Affected: Countywide
Purpose: To seek approval for the establishment of two posts – Joint Assessment Family Framework Coordinator and Business Support Officer – to ensure the successful development and delivery of the JAFF process in Monmouthshire.
Author: Will McLean, Head of Strategic Partnerships/Programme Director - Education
Contact Details: willmclean@monmouthshire.gov.uk
- (iv) **COMPLAINTS PROCEDURE FOR SCHOOLS**
Division/Wards Affected:
Purpose: To introduce a revised Complaints Procedure for Schools.
Author: Sarah McGuinness, Chief Officer, Children and Young People
Contact Details: sarahmcguinness@monmouthshire.gov.uk
- (v) **WHOLE AUTHORITY STRATEGIC RISK ASSESSMENT 2013/16**
Division/Wards Affected: All
Purpose: To present the whole authority strategic risk assessment 2013/16 to Cabinet for approval.
Author: Teresa Norris, Improvement Officer
Contact Details: teresanorris@monmouthshire.gov.uk
- (vi) **MODEL PAY POLICY FOR SCHOOLS**
Division/Wards Affected: All
Purpose: To introduce the revised Model Pay Policy for Schools.
Authors: Sally Thomas
Contact Details: sallythomas@monmouthshire.gov.uk
- (vii) **UPDATE ON WHOLE PLACE WORK IN BRYN Y CWM**
Division/Wards Affected: All
Purpose: To endorse the Whole Place Plan for Bryn y Cwm and the establishment of the necessary arrangements that will enable its implementation.
Authors: Kellie Beirne Chief Officer Regeneration & Culture / Debra Hill-Howells, Estates & Sustainability Manager
Contact Details: kelliebeirne@monmouthshire.gov.uk / debrahill-howells@monmouthshire.gov.uk
- (viii) **THE HILL, ABERGAVENNY**
Division/Wards Affected: Cantref
Purpose: To set out the current position regarding the Hill, Abergavenny and local efforts to devise a community-led solution through which to sustain its future and contribute to the 'whole place' framework aimed at making a Better Bryn-y-Cwm.
Author: Kellie Beirne, Chief Officer Regeneration and Culture on behalf of Bryn-y-Cwm Area Committee
Contact Details: kelliebeirne@monmouthshire.gov.uk

(ix) **INTEGRATED APPROACH TO HOUSING OPTIONS**

Division/Wards Affected: All

Purpose: To approve a proposal to develop an integrated approach to Housing Options delivery with Torfaen County Borough Council. Approval is specifically sought to establish a transitional arrangement for joint delivery under a Memorandum of Understanding and to commence the development of a business plan to introduce a new joint Housing Options Service during 2015.

Author: Ian Bakewell, Housing & Regeneration Manager

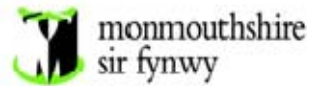
Contact Details: ianbakewell@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS 2013

| County Councillor | Area of Responsibility | Partnership and External Working | Ward |
|-------------------------------------|--|--|---------------|
| P.A. Fox (Leader) | Organisational Development Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy. | WLGA Council WLGA Coordinating Board Local Service Board | Portskewett |
| R.J.W. Greenland (Deputy Leader) | Innovation, Enterprise & Leisure Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems. | WLGA Council Capital Region Tourism | Devauden |
| P.A.D. Hobson (Deputy Leader) | Community Development Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety. | Community Safety Partnership Equalities and Diversity Group | Larkfield |
| E.J. Hacket Pain | Schools and Learning School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education. | Joint Education Group (EAS) WJEC | Wyesham |
| G. Howard | Environment, Public Services & Housing Development Control, Building Control, Housing Service, Trading Standards, Public Protection, Environment & Countryside. | SEWTA SEWSPG | Llanelly Hill |
| G. Burrows | Social Care & Health Adult Social Services including Integrated services, Learning disabilities, Mental Health. Children's Services including Safeguarding, Looked after Children, Youth Offending, Health and Wellbeing. | Gwent Frailty Board Older Persons Strategy Partnership Group | Mitchel Troy |
| P. Murphy | Resources Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety. | Prosiect Gwrydd Wales Purchasing Consortium | Caerwent |
| S.B. Jones | County Operations Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk. | SEWTA Prosiect Gwrydd | Goytre Fawr |



Connecting with people

Our outcomes

The Council has agreed five whole population outcomes. These are *People in Monmouthshire will:*

- Live safely and are protected from harm
- Live healthy and fulfilled lives
- Benefit from education, training and skills development
- Benefit from an economy which is prosperous and supports enterprise and sustainable growth
- Benefit from an environment that is diverse, vibrant and sustainable

Our priorities

- Schools
- Protection of vulnerable people
- Supporting enterprise, job creation and entrepreneurship

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.

**SUBJECT: CAPITAL PROGRAMME 2013/14
MONTH 8 FORECAST OUTTURN STATEMENT**

DIRECTORATE: Chief Executive's Unit

MEETING: Cabinet

DATE: 8th January 2014

DIVISION/WARDS AFFECTED: Whole Authority

1. PURPOSE:

- 1.1 The purpose of this report is to present the month 8 forecast capital outturn for 2013/14 compared to the total budget for the year. The report identifies and provides explanations for variances against budget and the funding implications of the forecast outturn position. The report also reports slippage anticipated to be carried forward into 2014/15.

2. RECOMMENDATIONS:

- 2.1 It is recommended that Members receive the information in this report regarding the month 8 forecast capital outturn position for 2013/14.
- 2.2 That Members note a forecast £246,000 unfinanced budget shortfall resulting from scheme over spends and acknowledge that any such unfinanced balance at year-end will need to be financed from the Authority's useable capital receipts balance.

3. KEY ISSUES:

Overall Summary

- 3.1 The month 8 forecast capital year-end position for 2013/14 is summarised as follows:

- 48% of the adjusted capital budget has been spent at Month 8 (49% at month 8 2012/13).
- An under spend of £276,000 is forecast at month 8.
- £7,416,000 of the budget is being forecast to be slipped into 2014/15 (£4,927,000 at month 5).
- The net under spend of £276,000 is forecast to result in a reduced call on capital financing, principally capital receipts (£407,000) and external contributions (£110,000) offset by unfinanced capital expenditure (£246,000).
- The balance of total Council Fund and Education Fund capital receipts forecast to be available at 31st March 2017 i.e. at the end of the MTFP window is currently £32,557,000. This is £805,000 less than forecast in the 2013/17 MTFP.
- Taking into account the financing of current in-year capital commitments, the total Council Fund and Education Fund capital receipts balance is forecast to be £6,671,000 at the end of the 2013/14.
- Capital receipts received to date amount to £1,375,000. Further receipts of £1,312,000 are forecast by the end of 2013/14.

Capital Expenditure

- 3.2 Table 1 below summarises the forecast outturn position for the 2013/14 capital programme, and indicates a forecast under spend of £276,000. When financing from external contributions of £110,000 are taken into account the net under spend reduces to £166,000.
- 3.3 The forecast net under spend of £166,000 principally results from:
- School development schemes are forecasting to under spend by £144,000 including £113,000 for Caldicot Green Lane School due to favorable final settlements with the main contractor.
 - An under spend on Monmouthshire County Council's contribution to the County Hall demolition and remodeling scheme of £110,000.
 - An under spend of £28,000 on the Brewery Yard scheme due to expected reduction in grant take up.
 - An under spend of £20,000 on Drainage works at Caldicot School and LC site.

- There is also a sum of unallocated funding which has been slipped from 2012/13 (£108,000). This has arisen due to late grant funding being received and used in 2012/13 from Welsh Government allowing authority funding to be released and carried forward to 2013/14.
- An over spend on the Abergavenny Regeneration project of £246,000, mainly due to a higher than budgeted level of legal costs associated with multiple aspects of this scheme and the site of the replacement cattle market.

3.4 Two of the schemes in the 2013/14 programme are forecasting unbudgeted pressures outside the current financial year which are expected to require financing. The unused financing resulting from the net under spends identified above could be applied to cover or part cover these shortfalls if the forecast under spends materialise at year end. Cabinet reports will be presented to approve this additional financing once the situation is clearer. Details of the two schemes are as follows:

- Additional legal costs and a potential compensation payment included within the Abergavenny regeneration project relating to the Shooting Rights at High House Farm. There is a possibility that this may be a very significant sum, but as the outcome is highly unpredictable, a monetary figure can not be put on this potential liability at present.
- The approval by WAG and Council of the full business case for the Future Schools program and formal allocation of grant funding is forecast for November 2014. The costs of pre approval works are expected to exceed the balance of the Future Schools budget forecast for slippage into 2014/15. The effect of this is being investigated and will be reported at month 10.

3.5 Appendix 1 to the report provides a summary explanation of the over and under spends forecast at month 8.

3.6 The revised capital budget at month 8 of £30,972,000 is made up of £15,265,000 of original budget, slippage from previous financial years into 2013/14 of £12,216,000, and £3,491,000 of budget revisions. A more detailed analysis is provided in appendix 4.

Table 1: Capital Programme 2013/14 – Summary Forecast Outturn Position at Month 8

| | Annual Forecast at M8 | Revised Budget | Provisional Slippage c/f | Adjusted Budget (Reduced by Slippage) | Forecast Over/ (Under) Spend |
|--------------------------------------|----------------------------------|-----------------------|-------------------------------------|--|---|
| Scheme Type | £000's | £000's | £000's | £000's | £000's |
| Asset Management Schemes | 4,532 | 5,239 | 466 | 4,773 | (241) |
| School Development Schemes | 3,623 | 5,945 | 2,178 | 3,767 | (144) |
| Infrastructure and Transport Schemes | 5,329 | 5,358 | 29 | 5,329 | 0 |
| Regeneration Schemes | 6,617 | 10,756 | 4,356 | 6,399 | 218 |
| Sustainability Schemes | 300 | 300 | 0 | 300 | 0 |

| | | | | | |
|--|---------------|---------------|--------------|---------------|--------------|
| County Farms Schemes | 460 | 567 | 107 | 460 | (1) |
| Inclusion Schemes | 1,088 | 1,302 | 216 | 1,087 | 2 |
| ICT Schemes | 921 | 984 | 58 | 926 | (5) |
| Other Schemes | 410 | 412 | 5 | 407 | 4 |
| Surplus finance slipped 12/13 to 13/14 | 0 | 108 | 0 | 108 | (108) |
| Total | 23,280 | 30,972 | 7,416 | 23,556 | (276) |

| Financing Stream | Amount to be Financed | Revised Financing Budget | Slippage Financing | Adjusted Financing Budget | Increased/ (Reduced) Financing |
|--|------------------------------|---------------------------------|---------------------------|----------------------------------|---------------------------------------|
| | £000's | £000's | £000's | £000's | £000's |
| Supported Borrowing | 2,325 | 2,325 | 0 | 2,325 | 0 |
| General Capital Grant | 1,420 | 1,420 | 0 | 1,420 | 0 |
| Grants and Contributions | 3,349 | 3,513 | 54 | 3,459 | (110) |
| S106 Contributions | 406 | 737 | 331 | 406 | 0 |
| Unsupported Borrowing | 11,802 | 17,070 | 5,268 | 11,802 | 0 |
| Earmarked Reserve Funding | 1,101 | 1,199 | 93 | 1,106 | (5) |
| Capital Receipts | 2,571 | 4,648 | 1,670 | 2,978 | (407) |
| Low Cost Home Ownership | 60 | 60 | 0 | 60 | 0 |
| Unfinanced Expenditure/ Replacement Financing Required | 246 | 0 | 0 | 0 | 246 |
| Total | 23,280 | 30,972 | 7,416 | 23,556 | (276) |

3.7 Appendix 2 provides a summary of the £7,416,000 slippage forecast at the end of month 8 (£4,927,000 at month 5). This relates mainly to Regeneration Schemes (£4,356,000), School Development Schemes (£2,178,000) and Asset Management Schemes (£466,000). This is a slight decrease in slippage compared with the previous financial year's forecast at month 8 of £7,469,000. The majority of the 2013/14 forecast slippage is for Abergavenny Library (£3,453,000) where various options with the scheme are still being considered and Future Schools (£1,525,000).

3.8 The approved budgets allocated to the majority of the remaining schemes in the programme are forecast to be fully spent. However, it should be noted that previous years trends have consistently indicated that the final outturn situation will show that

some schemes that are currently forecasting a full in-year budget spend will, at outturn, require varying levels of slippage into future financial years.

- 3.9 At month 8, 48.3% of the adjusted budget has been spent. This is in line with the 48.7% of the adjusted budget being spent at month 8 in 2012/13.
- 3.10 The approved slippage brought forward from previous financial years into 2013/14 totaled £12,216,000. At month 8, £7,315,000 of this slippage is forecast to be spent by the end of the current financial year. The main areas where slippage brought forward is not currently forecast to be spent are the Proposed New Abergavenny Library (£3,286,000), Section 106 schemes (£590,000), Surplus finance slipped from 2012/13 to 2013/14 (£108,000) and School Development Schemes (£758,000).

Capital Financing

- 3.11 The capital expenditure forecast to require financing is £23,280,000, and is illustrated together with the proposed financing of this expenditure in table 1 in Appendix 5.
- 3.12 The under spend at month 8 of £276,000 requires a corresponding net decrease in financing in 2013/14.
- 3.13 Variances in capital financing against budget and as a result of the decreased financing requirement of £276,000 can be summarised as follows:
- A reduction in the required financing by Capital Receipts for schemes which are forecasting to under spend in 2013/14 of £407,000 that principally includes School development Schemes (£144,000), County Hall Demolition (£110,000) and Surplus finance slipped from 2012/13 to 2013/14 (£108,000).
 - A reduction in the required financing for external contribution funded schemes of £110,000 which are forecasting to under spend and therefore will not require the related external contribution.

Offset by

- Unfinanced Expenditure – Additional financing will be required to fund the forecast over spends of £246,000 in 2013/14 which mainly relates to Abergavenny Cattle market Regeneration.
- 3.14 Further information is provided in appendix 5.

Useable Capital Receipts Available

- 3.15 In table 2 below, the total of Council Fund and Education capital receipts are compared to the MTFP.
- 3.16 The forecast total Capital receipts balance at 31 March 2014 has increased by £1,594,000 compared to the MTFP (£169,000 at month 5) primarily due to an increase in forecast receipts of £312,000, forecast slippage of capital expenditure of £1,670,000 into 2014/15, budgeted set aside of £1,000,000 not going ahead, a forecast under spend of £407,000 in the capital programme which is financed via capital receipts, offset by a lower receipts balance brought forward (£1,184,000) and an increase in expenditure budgets (£611,000).

Table2: Movement in Available Useable Capital Receipts Forecast

| TOTAL RECEIPTS | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 |
| Balance b/f 1st April | 6,552 | 6,671 | 15,329 | 28,721 |
| Forecast Receipts in year | 2,687 | 21,165 | 13,556 | 4,000 |
| Deferred Capital Receipts | 4 | 4 | 4 | 4 |
| Less: Set aside Capital Receipts | 0 | (10,452) | 0 | 0 |
| Less: Forecast receipts to be applied | (2,571) | (2,059) | (167) | (167) |
| TOTAL Estimated balance c/f 31st March | 6,671 | 15,329 | 28,721 | 32,557 |
| TOTAL Estimated balance reported in 2013/17 MTFP Capital Budget Proposals | 5,078 | 16,990 | 33,526 | 33,362 |
| Increase / (Decrease) compared to MTFP Capital Receipts Forecast | 1,594 | (1,661) | (4,805) | (805) |

- 3.17 With regards to total receipts, the above table illustrates that, based on 2012/13 outturn, the capital receipts forecast and the capital budgets in place for 2013/17 that there will be a balance of available receipts at the end of the MTFP window of £32,557,000 (£32,745,000 at month 5). This is a decrease of £805,000 compared to the MTFP due to:

- Decreased receipts brought forward at 31 March 2013 (£1,184,000)

- A decrease in the total forecast receipts (£417,000)
- An increase in forecast applied receipts during 2013/14 (£204,000), Offset by:
- A reduction in budgeted set aside relating to the County Hall site disposal (£1,000,000), not reported at month 5.

However this is also very much dependent on the capital receipts forecasts provided materializing which in itself is a significant risk. To that extent the balance of useable total receipts at the end of 2013/14, currently forecast at £6,671,000, and future year balances should be closely monitored.

3.18 Furthermore the above forecast of available useable capital receipts does not take account of the following future pressures that have yet to receive formal Cabinet approval:

- The total Authority contribution towards the 21st Century Schools programme.
- Any further ICT capital bids that may be required under the new ICT strategy.
- Any pressures that might result from the existing MTFP capital programme

3.19 Further information is contained in Appendix 3.

4. REASONS:

4.1 The report and appendices have been compiled following meetings with Capital Budget Holders and through monthly Directorate Capital Monitoring Group meetings.

4.2 Members are advised to take note of the information provided in the body of the report. Chief Officers are to continue in ensuring that capital budget holders provide reliable and timely forecasts and communicate forecast over and under spends at the earliest opportunity.

5. RESOURCE IMPLICATIONS:

5.1 As outlined in the body of the report and the adjoining appendices.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 This report is essentially a monitoring report and as such does not have any sustainable development or equality implications. However, as budget holders have been tasked with taking action to address certain over spends that have been identified they have confirmed that they will only implement remedial plans once an equality impact assessment has been completed.

7. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Head of Finance
Capital Working Group members

8. BACKGROUND PAPERS:

Appendix 1 – Explanation of over/under spends
Appendix 2 – Provisional slippage
Appendix 3 – Capital Receipts
Appendix 4 – Movement from Original to Revised budget
Appendix 5 – Capital financing summary

9. AUTHOR:

Joy Robson – Head of Finance
Mark Howcroft – Assistant Head of Finance

10. CONTACT DETAILS:

Tel: (01633) 644740
Email: markhowcroft@monmouthshire.gov.uk

1. EXPLANATION OF OVER & UNDER SPENDS AT MONTH 8

1.1 The main schemes contributing to the forecast under spend of £276,000 are as follows:

1.1.1 Regeneration Schemes

Regeneration schemes are forecasting to over spend by £218,000, mainly attributable to:

Abergavenny Cattle Market

The Abergavenny cattle market regeneration scheme is forecasting to over spend by £246,000 in 2013/14. (Reported at month 5)

A very significant claim has been lodged against the council for the loss of shooting rights at High House Farm. This will be subject to a preliminary hearing to determine the correct legal interpretation of relevant case law in May 2014 at the earliest. This hearing will determine the outcome for a significant proportion of this claim. Legal advice has been provided to the Council but the final outcome remains highly unpredictable as does the amount of compensation payable. In 2013/14 costs will be incurred for:

- 1) Legal and expert advice relating to the compensation claim for shooting rights
- 2) To achieve a cleared site with vacant possession for Morrisons
- 3) Conclusion of negotiations with existing tenants.

An over spend is also anticipated in later years as a further £51,000 is being forecast for legal costs in addition to the compensation potentially payable in relation to shooting rights.

Brewery Yard Development

The Brewery Yard development scheme is forecast to under spend by £28,000. The owner of Oasthouse is now unlikely to proceed with the renovation scheme resulting in a reduced call on the balance of slippage brought forward. The deadline for the owner to claim the grant from the Authority has lapsed and there has been no contact from them. (Reported at month 5)

1.1.2 Asset Management Schemes

County Hall Demolition and Remodelling

The County Hall demolition and remodeling scheme is forecast to under spend by £219,000. The budget for the scheme included a contingency estimate, however it is pleasing to report that the main contract completed without major unforeseen works. (Not reported at month 5).

The scheme is a joint scheme funded 50/50 between Monmouthshire and Torfaen, therefore resulting in a net forecast under spend to Monmouthshire of £110,000.

Drainage works at Caldicot School and Leisure Centre site

This scheme is forecast to under spend by £20,000 due to competitive tender prices. (Not forecast at month 5).

Property Maintenance

Property Maintenance is forecasting to be on budget for the year. This is made up of the following offsetting under and over spends:

(a) Electrical Services

An overall over spend of £15,000 is forecast in the Electrical Services section. This is mainly due to a forecast over spend of £13,000 on schools fixed wire testing due to the need to carry out additional works, the remaining balance is attributable to the Osbaston Primary replace light fittings scheme due to the need to purchase additional lamps.

(b) External Areas

An under spend of £8,000 is forecast in the External Areas section. This is mainly attributable to the Pill Farm Industrial Estate, Investigate and repair foul treatment system where a more economic method of repair was engineered.

(c) Floors and Stairs

An over spend of £14,000 is forecast in the Floors and Stairs section. This is mainly attributable to an over spend on the Leisure Centre sports hall flooring re-sealment scheme which has an increased scope of works due to poor condition of existing floors.

(d) Internal Walls and Doors

An over spend of £15,000 is forecast in the Internal Walls and Doors section. This is mainly due to a forecast over spend of £22,000 on the safe removal of asbestos scheme due to the need to carry out additional works partly offset by a £5,000 under spend on the Hilston Park refurbish shower and changing rooms scheme due to a high accrual estimate.

(e) Mechanical Services

An under spend of £37,000 is forecast in the Mechanical Services section. The under spend is attributable to several small to medium sized under spends on boiler replacement or heating control schemes in schools mainly due to competitive tendering.

(f) Roofs

This section is forecasting to under spend by £37,000 due to a forecast under spend of £41,000 on leaking roof repairs and replacement of flat roof coverings in schools due to a combination of competitive tendering and an accrual being made for contingency works that were not required. This is offset by an over spend of £4,000 on the Thornwell Primary roof cladding replacement scheme. This was a 2012/13 scheme and the accrual brought forward was less than final invoice.

(g) Ceilings

This section is forecasting to over spend by £17,000, attributable to the Osbaston Primary replace suspended ceilings scheme due to the commencement of additional works identified.

(h) Decoration

This section is forecasting to over spend by £5,000 due to additional scope of works on the Castle Park Primary office refurbishment scheme.

(i) External Walls, Doors and Windows

This section is forecasting to over spend by £15,000, mainly attributable to the Overmonnow Primary replace decaying windows and doors scheme due to a higher than anticipated level and cost of works.

1.1.3 Other Schemes

(a) Non County Farms Fixed Assets Disposal Costs

This section is forecasting an over spend of £3,500 due to overspends on three school assets due to unbudgeted costs (£21,000) offset by underspends due to reduced costs or sales not going ahead (£18,000).

1.1.4 School Development Schemes

School development schemes are forecasting to under spend by £144,000 in 2013/14, mainly attributable to:

- New Caldicot Green Lane (Dewstow) is forecasting to under spend by £113,000 due to a favorable final account settlement with main contractor and sub-contractors. (£121,000 reported at month 5).
- Caldicot Castle Park (St Mary's remodeling) is forecasting to under spend by £22,000 as the cost of final remedial works and minor improvements is less than budgeted. (Reported at month 5).
- Pembroke Primary is forecasting an under spend of £10,000, as post occupancy review costs are lower than anticipated. (Not reported at month 5) .

At month 5 a cost pressure of £350,000 was reported relating to the sewerage diversion works at the Thornwell Primary School site. Funding for this scheme was approved by Cabinet in November and is now included in the capital programme.

1.1.5 ICT Schemes

ICT schemes are forecasting to under spend by £5,000 due to a lower than anticipated final cost on the ARC project.

1.1.6 Surplus Finance slipped from 2012/13

Surplus finance of £108,000 is currently being forecast. This is due to the slippage brought forward as a result of the late receipt of 2012/13 Welsh Government education maintenance grant. The grant was successfully claimed in 2012/13 as the Authority had already incurred sufficient maintenance expenditure to meet the conditions of the grant. The £108,000 surplus finance is as yet unallocated. Consideration will be given to the financing of major capital pressures identified elsewhere in this report should there be no other financing options available. Cabinet approval will be sought before any budget allocation takes place.

2. PROVISIONAL SLIPPAGE AT MONTH 8

- 2.1 At the end of 2012/13, £12,216,000 was approved for slippage into the 2013/14 financial year.
- 2.2 The provisional total slippage forecast at month 8 for 2013/14 is £7,416,000, an increase in slippage of £2,489,000 from that reported at month 5.
- 2.3 The provisional total slippage at month 8 of £7,416,000 is £53,000 less than the corresponding provisional slippage forecast at month 8 in 2012/13 which was £7,469,000.
- 2.4 Further information must be provided in order to produce a meaningful analysis. Table 1 below details a comparison of slippage forecast at month 8 against the total slippage at the end of the 2012/13 financial year and the slippage forecast at month 5 in 2013/14.

Table 1: Capital Programme 2013/14 – Analysis of 2012/13 and 2013/14 Slippage

| | Slippage C/F | Provisional Slippage C/F | Provisional Slippage C/F | Slippage Increase or (Decrease) since mth 5 |
|--------------------------------------|----------------------------|-----------------------------|-----------------------------|--|
| | Outturn 2012/13 £000 | Month 5 2013/14 £000 | Month 8 2013/14 £000 | £000 |
| Asset Management Schemes | 1,049 | 0 | 466 | 466 |
| School Development Schemes | 2,422 | 800 | 2,179 | 1,379 |
| Infrastructure and Transport Schemes | 592 | 44 | 29 | (15) |
| Regeneration Schemes | 6,746 | 4,048 | 4,356 | 308 |
| Sustainability Schemes | 0 | 0 | 0 | 0 |
| County Farms Schemes | 294 | 0 | 107 | 107 |
| Inclusion Schemes | 287 | 0 | 216 | 216 |
| ICT Schemes | 612 | 35 | 58 | 23 |
| Other Schemes | 214 | 0 | 5 | 5 |
| Total | 12,216 | 4,927 | 7,416 | 2,489 |

2.5 Explanation of Provisional Slippage Requests

Budget holders have identified the following items of potential slippage in the current year's capital programme as at month 8.

2.5.1 Asset Management Schemes

a) Property Maintenance

Total slippage of £431,000 is forecast in this division, attributable to the following schemes.

- i) Thornwell Primary sewerage diversion scheme is forecasting slippage of £349,000. The works are scheduled to commence following the completion of the main scheme which is estimated to be summer 2014. (Not reported at month 5 as approved and added to the programme since month 5).
- ii) Park Street School – Health and Safety works is forecasting slippage of £57,000. This scheme has only recently been approved by Cabinet and is unlikely to be completed until 2014/15.
- iii) Thornwell Primary, re-render panels is forecasting slippage of £25,000. Project delays have resulted in it being the wrong time of year to erect scaffolding. It has therefore been agreed with contractor to delay.

b) Raglan Depot Car Park

Slippage of £35,000 is forecast on the Raglan Depot Car Park scheme. Delays have occurred due to ecological issues. (Not reported at month 5).

2.5.2 School Development Schemes

a) Thornwell Primary

Slippage of £457,000 is forecast due to an optimistic original expenditure profile. (£400,000 reported at month 5)

b) 21st Century Schools

Slippage of £1,525,000 is forecast due to an extended consultation and engagement process. The slippage has increased considerably from the amount reported at month 5 (£400,000), as the engagement period with schools has been extended by three months.

c) ESR: Access for All

Slippage of £138,000 is forecast as this budget is mainly earmarked for special adaptations for children with disabilities and the demand in 2013/14 is low. It is unlikely that it will need to be utilised in this financial year but it would be prudent to slip to 2014/15 to cover any increase in demand. (Not reported at month 5)

d) New Raglan Primary, 21st Century Schools

Slippage of £58,000 is forecast due to an optimistic original expenditure profile. (Not reported at month 5 due to the scheme only recently being approved and added to the programme)

2.5.3 Infrastructure and Transport Schemes

a) Parking Studies

Slippage of £29,000 is forecast as the Authority has agreed a contribution towards parking software in 2014/15 to support a de-criminalised parking project. (£44,000 reported at month 5)

2.5.4 Regeneration Schemes

a) Proposed New Abergavenny Library

Slippage of £3,454,000 is forecast due to the project being on hold pending further consideration of options to improve the library service in Abergavenny. (£3,436,000 reported at month 5)

b) Rural Development Plan Schemes

Slippage of £151,000 is forecast on Rural Development Plan schemes. The projects form part of Monmouthshire's RDP which is mainly funded through European and Welsh Government support as part of business plan 2. Monmouthshire has agreed to match fund these schemes through the capital programme. Welsh Government recently extended the deadline for business plan 2 to December 2014 meaning that some slippage is required to mirror the revised timescale. (£110,000 reported at month 5)

c) Section 106 Schemes

- (j) Llanfoist and Llanwenarth Ultra is forecasting slippage of £100,000 due to delays in obtaining planning permission for Llanfoist village hall. (Reported at month 5)
- (ii) Caldicot new 3G Astro turf pitch is forecasting slippage of £421,000 due to the work required to divert sewers found under the pitch. Cost pressures are currently being anticipated on this project as a result of delays. These are not currently being reported as alternative finance is being looked into. A financing proposal is being put together and should be presented to Cabinet in February 2014. (£379,000 reported at month 5)
- (iii) Castle Oak Usk is forecasting slippage of £103,000. The main scheme outstanding is Usk Rugby club who were planning to relocate but have found land contamination issues at the site. The rugby club are looking at alternatives and are working to a deadline of May 2014 to have a firm plan in place. (Not reported at month 5)
- (iv) Bayfield multi use games area is forecasting slippage of £70,000 due to delay's with obtaining planning permission. (Not reported at month 5)
- (v) Magor and Undy Community Hall is forecasting slippage of £34,000, as public consultation and engagement to consider alternative use of the remaining funds has been inconclusive. (Not reported at month 5)
- (vi) Croesonen Infants site Abergavenny is forecasting slippage of £23,000. The budget was originally earmarked to match fund external finance but the bid was unsuccessful so the funds will contribute to extending a 20mph zone in the vicinity programmed for 2014/15. (Reported at month 5)

2.5.5 ICT Schemes

a) Highways Asset Management and Road System

Slippage of £58,000 is forecast. System development has been slower than anticipated and it is requested that the balance be slipped into next year. (£35,000 reported at month 5)

APPENDIX 3

3. CAPITAL RECEIPTS

Capital Receipts Forecast at Month 8 – comparison to MTFP

- 3.1 In table 1 below, the forecast capital receipts for 2013/14 to 2016/17 have been compared to the MTFP capital receipts forecast presented in the capital budget proposals to Cabinet on 13th February 2013.

Table 1: Capital Receipts forecast at month 8 for 2013/14 to 2016/17 – comparison to MTFP capital receipts forecast

| | Forecast Capital Receipts | | | | |
|---|---------------------------|----------------|----------------|--------------|---------------|
| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total |
| | £000's | £000's | £000's | £000's | £000's |
| Education Receipts | 160 | 1,935 | 9,306 | 0 | 11,401 |
| County Farms Receipts | 1,922 | 330 | 100 | 0 | 2,352 |
| General Receipts | 115 | 16,650 | 0 | 0 | 16,765 |
| Strategic Accommodation Review | 490 | 1,500 | 150 | 0 | 2,140 |
| Dependent on Outcome of LDP | 0 | 750 | 4,000 | 4,000 | 8,750 |
| Total | 2,687 | 21,165 | 13,556 | 4,000 | 41,408 |
| MTFP Capital Receipts Forecast | 2,375 | 22,750 | 16,700 | 0 | 41,825 |
| Increase / (Decrease) compared to MTFP Capital Receipts Forecast | 312 | (1,585) | (3,144) | 4,000 | (417) |

- 3.2 The Capital receipts forecast to be received in 2013/14 total £2,687,000. (£2,544,000 at month 5). Receipts received during 2013/14 become available for financing current and future years' capital programmes.
- 3.3 The expected total forecast Council fund and Education capital receipts for the year from the MTFP approved by Council in February 2013 was £2,375,000. At month 8, this forecast has increased by £312,000 mainly due to:

- Three County Farm receipts (£948,000) and one General receipt (£15,000) which were not in the MTFP at budget setting.
- The delay of the sale of five assets from 2012/13 into 2013/14 (£990,000).
- Increases in the forecast sale value for a number of assets (£99,000) including (£75,000) for a Strategic Accommodation review asset.

Offset by

- The delay of four Education receipts and one County Farm receipt from 2013/14 to 2014/15 (£1,650,000) due to time required to obtain planning permissions and to resolve issues with access and consents.
- The sale in 2012/13 of a larger part of a county farm asset than budgeted (£90,000), reducing the balance to be sold in 2013/14.

3.4 Total forecast receipts at month 8 for 2013/14 to 2016/17 have decreased compared to the MTFP capital receipts forecast by £417,000 (increased by £395,000 at month 5). This is mainly as a result of:

- The delay of part of the receipts relating to two LDP assets into 2017/18 to outside the MTFP window (£2,000,000) due to a more realistic profiling of the receipts. This was not reported at month 5.
- A reduction in the forecast receipt values for three assets (£2,405,000), the majority (£2,250,000) relating to an LDP asset which following withdrawal from the LDP was added back with reduced land area and increased level of affordable housing.
- The sale of one LDP asset which is not expected to go ahead (£250,000).

Offset by:

- An increase in the forecast receipt values for three assets (£681,000)
- Forecast receipts for twelve assets which were not forecast as part of the MTFP (£2,047,000). £842,000 was reported at month 5.
- Nine receipts which were previously forecast for 2012/13, which were delayed and are now being forecast in the MTFP window (£1,510,000)

3.5 In addition to the above, changes in timing of when capital receipts that formed part of the MTFP forecast are due to be received will result in variances when comparing the MTFP forecast to month 8, when looking at individual years in isolation. However over the four year period concerned there is no net impact of these timing differences.

3.6 All of the sales have obtained Member approval as part of budget setting through Council or through separate Cabinet reports being considered.

Useable Capital Receipts Available

- 3.7 In table 2 below, the effect of the changes to the forecast total Council fund and Education capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2013/17 MTFP capital budget proposals.

Table 2: Movement in Available Useable Capital Receipts Forecast

| TOTAL RECEIPTS | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 |
| Balance b/f 1 st April | 6,552 | 6,671 | 15,329 | 28,721 |
| Forecast Receipts in year | 2,687 | 21,165 | 13,556 | 4,000 |
| Deferred Capital Receipts | 4 | 4 | 4 | 4 |
| Less: Set aside Capital Receipts | 0 | (10,452) | 0 | 0 |
| Less: Forecast receipts to be applied | (2,571) | (2,059) | (167) | (167) |
| TOTAL Estimated balance c/f 31st March | 6,671 | 15,329 | 28,721 | 32,557 |
| TOTAL Estimated balance reported in 2013/17 MTFP Capital Budget Proposals | 5,078 | 16,990 | 33,526 | 33,362 |
| Increase / (Decrease) compared to MTFP Capital Receipts Forecast | 1,594 | (1,661) | (4,805) | (805) |

- 3.8 The forecast Total Council Fund and Education Fund balance at 31 March 2014 has increased by £1,594,000 compared to the MTFP (£169,000 was forecast at month 5) due to:

- An increase in forecast receipts in 2013/14 due to changes in the forecast year of receipt and due to sales not included in the MTFP at budget setting (£312,000). See 3.1 above.
- Forecast slippage in the capital programme into 2014/15 which is financed by capital receipts (£1,670,000). £649,000 was reported at month.5.
- A forecast under spend (£407,000) of projects budgeted to be financed by capital receipts.
- A budgeted set aside of £1,000,000 relating to the County Hall receipt which is now not being forecast in the MTFP window.

Offset by:

- A lower receipts balance brought forward (£1,184,000)
- An increase in expenditure budgets which are due to be financed from capital receipts (£611,000)

3.9 With regards to total receipts, the above table illustrates that, based on:

- a) The 2012/13 outturn;
- b) The capital receipts forecast; and
- c) The capital budgets in place for 2013/17,

There will be a balance of available receipts at the end of the MTFP window of £32,557,000 (£32,745,000 at month 5). This is a decrease of £805,000 compared to the MTFP, which is due to:

- Decreased receipts brought forward at 31 March 2013 (£1,184,000)
- An decrease in the total forecast receipts (£417,000)
- An increase in forecast applied receipts (£204,000)
- Offset by:
- A budgeted set aside of £1,000,000 relating to the County Hall receipt which is now not being forecast in the MTFP window. Not reported at month 5.

However, as is shown below this is also very much dependent on the capital receipts forecasts provided materializing which in itself is a significant risk. To that extent the balance of useable total receipts at the end of 2013/14, currently forecast at £6,671,000, and future year balances should be closely monitored.

3.10 Furthermore, the above forecast of available useable capital receipts does not take account of the following future pressures that have yet to receive formal Cabinet approval:

- The total Authority contribution towards the Future Schools programme.
- Any further ICT capital bids that may be required under the new ICT strategy.
- Any pressures in 2013/14 and later years relating to the completion of schemes in the current year programme noted in this report.

3.11 Table 3 below summarises the risk factors associated with capital receipts materialising in the respective years of account and at the value forecast.

Table 3: Risk Factors associated with the Capital Receipts Forecast

| Risk Factor – as at outturn | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--|--------------|---------------|---------------|--------------|
| | £000 | £000 | £000 | £000 |
| Low | 947 | 0 | 0 | 0 |
| Medium | 765 | 16,450 | 100 | 0 |
| High | 975 | 4,715 | 13,456 | 4,000 |
| | <u>2,687</u> | <u>21,165</u> | <u>13,556</u> | <u>4,000</u> |
| And as a percentage of in year receipts | | | | |
| | % | % | % | % |
| Low | 35 | 0 | 0 | 0 |
| Medium | 28 | 78 | 1 | 0 |
| High | 36 | 22 | 99 | 100 |
| | <u>100</u> | <u>100</u> | <u>100</u> | <u>100</u> |

3.12 Forecast receipts for 2014/15 onwards are usually marked as high risk in terms of the timing of receipt or of their value, unless further information is available which suggests otherwise.

Low Cost Home Ownership receipts

3.13 As in table 4 below, the forecast balance of low cost home ownership capital receipts at the end of 2013/14 is £nil.

Table 4: Low Cost Home ownership 2013/14 Capital Receipts Forecast Outturn Position

| | Low Cost Home Ownership £000 |
|--|---------------------------------|
| Balance b/f 1 st April 2013 | 60 |
| Receipts received at month 5 | 0 |
| Receipts to be applied | 60 |
| Expected balance c/f 31st March 2014 | <u>0</u> |

4. MOVEMENT FROM ORIGINAL TO REVISED BUDGET

4.1 The revised capital budget at month 8 of £30,972,000 is made up of £15,265,000 of original budget, slippage from 2012/13 totalling £12,216,000 and £3,491,000 of budget revisions.

Table 1: Summary of movement from original to revised 2013/14 capital budget

| Scheme Type | Original Budget £000's | Slippage b/f from 2012/13 £000's | Budget Virements £000's | Budget Revisions £000's | Revised Budget £000's |
|--------------------------------------|-----------------------------------|---|--|--|----------------------------------|
| Asset Management Schemes | 2,783 | 1,049 | 9 | 1,506 | 5,347 |
| School Development Schemes: | 3,249 | 2,422 | 0 | 275 | 5,946 |
| Infrastructure and Transport Schemes | 4,611 | 592 | 0 | 155 | 5,358 |
| Regeneration Schemes | 3,300 | 6,746 | (9) | 718 | 10,756 |
| Sustainability Schemes | 0 | 0 | 0 | 300 | 300 |
| County Farms Schemes | 273 | 294 | 0 | 0 | 567 |
| Inclusion Schemes | 850 | 287 | 0 | 165 | 1,302 |
| ICT Schemes | 0 | 612 | 0 | 372 | 984 |
| Other Schemes | 198 | 214 | 0 | 0 | 412 |
| Total | 15,265 | 12,216 | 0 | 3,491 | 30,972 |

4.2 Virements made within the programme have, as expected, had no overall net effect. All virements have been processed in accordance with the virement rules outlined with the Authority's Financial Regulations.

4.3 The £3,491,000 of budget revisions during 2013/14 comprises the following items:

- £1,506,000 Asset Management schemes - £915,000 County Hall demolition and remodelling (Torfaen share), £266,000 Drainage works at Caldicot Comprehensive and Leisure Centre site, £200,000 Car Park Granville and Wyebridge street, £25,000 Car Park Riverside, south of rowing club, £100,000 Thornwell Sewerage Diversion.
- £275,000 School Development Schemes - £280,000 New Raglan Primary 21st Century Schools, (£5,000) Flying Start Minor Improvements, reduction in grant.
- £155,000 Infrastructure and Transport schemes - £65,000 RTCG Road Safety, £80,000 Walking and Cycling scheme, £10,000 Rail Strategy Update
- £718,000 Regeneration schemes - £393,000 Section 106 schemes, £300,000 Caerwent House major repairs, £25,000 Woodstock Way Linkage scheme.
- £300,000 Sustainability schemes – PV Schemes various sites
- £165,000 Inclusion schemes – Low Cost Home Ownership
- £372,000 ICT schemes - £220,000 Replace MCC central storage devices, £45,000 purchase of Sharepoint and active directory licences, £20,000 replacement of video conferencing facilities, £87,000 Sims Development Costs.

4.4 All of the revisions and future year changes are supported by Member decisions or awarding documentation where appropriate.

5. CAPITAL FINANCING SUMMARY

Introduction

- 5.1 In addition to the budgetary control and monitoring required over the capital expenditure for the Authority, it is of equal importance to maintain similar control and monitoring over the financing that supports this expenditure.
- 5.2 Capital expenditure incurred by the Authority will need to be financed. The following important points need to be considered:
- An over spend against budget on a capital schemes leads to a need for additional financing to be identified.
 - A reduction in available financing compared to budget on a capital scheme also leads to a need for additional alternative financing to be identified.

Capital Financing Summary

- 5.3 The forecast capital outturn at month 8 for the 2013/14 financial year for the capital programme is £23,280,000, which compared against a revised budget adjusted for slippage of £23,556,000 gives a forecast under spend of £276,000 which requires a corresponding net decrease in financing in 2013/14.
- 5.4 The financing streams available are:

External Funding

- 5.5 External Funding sources either comprise fixed general sums or sums to be allocated towards specific expenditure.
- Supported Borrowing / General Capital Grant
 - Grants and Contributions

- S106 and S278 Contributions
- Low Cost Home Ownership capital receipts

Council Resources

5.6 Council Resources are ultimately under the control of the Authority and are the balances that are available to finance additional unplanned expenditure.

- Unsupported Borrowing
- Capital Receipts
- Direct Revenue Financing
- Earmarked Reserve Funding

5.7 The capital financing forecast summary is illustrated in table 1 below:

Table 1: Capital Programme 2013/14 –Capital Financing – Month 8

| | Forecast Outturn £000 | Revised Budget £000 | Provisional Slippage £000 | Adjusted Revised Budget £000 | Increased /(Reduced) Financing £000 |
|---|-----------------------------|------------------------|---------------------------------|------------------------------------|---|
| Supported Borrowing | 2,325 | 2,325 | 0 | 2,325 | 0 |
| General Capital Grant | 1,420 | 1,420 | 0 | 1,420 | 0 |
| Grants and Contributions | 3,349 | 3,513 | 54 | 3,459 | (110) |
| S106 Contributions | 406 | 737 | 331 | 406 | 0 |
| Unsupported Borrowing | 11,802 | 17,070 | 5,268 | 11,802 | 0 |
| Earmarked Reserve Funding | 1,101 | 1,199 | 93 | 1,106 | (5) |
| Capital Receipts | 2,571 | 4,648 | 1,670 | 2,978 | (407) |
| Low Cost Home Ownership | 60 | 60 | 0 | 60 | 0 |
| Unfinanced Expenditure/Shortfall in financing | 246 | 0 | 0 | 0 | 246 |
| Total | 23,280 | 30,972 | 7,416 | 23,556 | (276) |

5.8 The reduced net financing on the capital financing summary above can be mainly explained as follows:

5.9 Grants & Contributions

The adjusted revised budget for financing by way of grants & contributions amounts to £3,459,000. The forecast outturn is £3,349,000 representing forecast reduced financing of £110,000. This is due to the forecast under spend of £220,000 on the County Hall demolition scheme, of which 50% is financed by way of contribution from Torfaen.

5.10 General Capital Receipts

The adjusted revised budget for financing by general capital receipts amounts to £2,978,000. The forecast outturn is £2,571,000 representing forecast reduced capital receipt funding of £407,000. This is mainly due to:

- A under spend of £144,000 within school development schemes where a number of projects are expected to complete with slightly advantageous final account settlements including Caldicot Green Lane (£113,000).
- A £28,000 under spend on the Brewery Yard scheme as one external partner is not expected to take up the grant offered.
- Under spends on the County Hall demolition scheme (£110,000) and Caldicot School drainage scheme (£20,000).
- The slippage of surplus financing of £108,000 from 2012/13 into 2013/14 which has not yet been allocated to other schemes.

5.11 Unfinanced Expenditure / Shortfall in financing

Forecast expenditure totaling £246,000 is currently shown as unfinanced at month 8. This is due to forecast unbudgeted expenditure relating to Abergavenny cattle market regeneratio as documented in appendix 1 of this report.

Subject: ADOPTION OF THE COUNCIL TAX REDUCTION SCHEME 2014/15

Meeting: Cabinet

Date: 8th January 2014

Divisions/Wards Affected: All

1. PURPOSE:

1.1 The purpose of this report is to present arrangements for the implementation of the Council Tax Reduction Scheme and to approve it for 2014/15

2. RECOMMENDATIONS:

2.1 To note the making of the Council Tax Reduction Scheme and Prescribed Requirements (Wales) Regulations ("the Prescribed Requirements Regulations") 2013 by the Welsh Government on 26 November 2013.

2.2 To recommend to full Council to adopt the provisions within the Regulations above in respect of its Scheme for the financial year 2014/15 as the Council's local scheme from 1st April 2014, with the following conditions regarding the discretionary elements being consistent with arrangements in 2013/14.

- To apply a 100% disregard for war disablement pensions, war widows' pensions and war widowers' pensions, for both pensioners and working age claimants.

- Not to increase the extended reduction periods for pensioners and working age claimants from the standard 4 weeks in the Prescribed Scheme.
- Not to increase the backdate period for pensioners and working age claimants from the standard 3 months contained within the Prescribed Scheme
- To provide the minimum level of information to customers in order to ensure they are notified of their award in accordance with legislation

2.3 To note the outcome of the consultation exercise undertaken by the Council on the introduction of the Council Tax Reduction Scheme for 2014/15

3. KEY ISSUES:

3.1 On 28 January 2013, the full Council adopted the Council Tax Reduction Scheme for 2013/14 in accordance with the Council Tax Reduction Schemes and Prescribed Requirements (Wales) Regulations 2012. The Welsh Government put a 'sunset clause' in those Regulations which means that they become invalid after 31/03/2014.

3.2 A Plenary meeting of the National Assembly for Wales on 26 November 2013 approved the 'Council Tax Reduction Schemes and Prescribed Requirements (Wales) Regulations 2013' and the 'Council Tax Reduction Schemes (Default Scheme) (Wales) Regulations 2013', The new regulations are substantially the same as those for 2013-14 with some minor administrative improvements. The sunset clause in place previously has now been removed. The Regulation approved by the Assembly is available as follows:

Prescribed Requirements Regulations: <http://www.assemblywales.org/bus-home/bus-business-fourth-assembly-laid-docs.htm?act=dis&id=251458&ds=11/2013>

Default Scheme Regulations: <http://www.assemblywales.org/bus-home/bus-business-fourth-assembly-laid-docs.htm?act=dis&id=251460&ds=11/2013>

3.3 A failure to adopt a 'local' scheme by 31 January 2014 will result in the Default Scheme being imposed on the Council.

3.4 The Welsh Government's regulations for 2014/15 do not contain any significant changes for recipients of Council tax reduction. Claimants can receive a reduction up to 100% of their Council Tax bill dependent upon their income and household circumstances.

3.5 Annual Uprating regulations to increase benefits and personal allowances from April 2014 within the Council Tax Reduction Scheme will be considered by a Plenary session of the National Assembly for Wales on 14th January 2014. If approved we will apply them as part of our administration of the scheme from April 2014. If they are not approved figures from the Prescribed Requirement Regulations will apply.

4. Background - changes to the administration of Council Tax support

- 4.1 It was reported to the full Council on 28 January 2013 that the Welfare Reform Act 2013 included provisions to abolish Council Tax Benefit on 31 March 2013. From 1 April 2013, the responsibility for arranging support towards paying Council Tax and the associated funding transferred from the DWP to local authorities in England, and to the Scottish and Welsh Governments. The UK Government's policy intention was to reduce expenditure on Council Tax and therefore to implement a 10 per cent funding cut.
- 4.2 The original regulations for the 2013/14 scheme in Wales limited support to 90% of the tax, but in January 2013, the Welsh Government issued regulations amending the scheme allowing support up to 100% for claimants and financing the majority of the relevant cost.
- 4.3 A report to the full Council on 28 January 2013 referred to the Council Tax Reduction Scheme Regulations 2012 and the amending regulations 2013. Those regulations were for implementation during the 2013/14 financial year only and the full Council must resolve to adopt a new scheme for 2014/15 in accordance with new regulations approved by the Welsh Government on 26 November 2013.
- 4.4 The regulations for 2014/15 again include provision for support up to 100% of council tax. As noted when presenting this issue in January, the regulations control the implementation of reduction schemes across the whole of Wales and are designed to ensure that each local authority consistently provides support for Welsh taxpayers.
- 4.5 Work is on going to draw up a different scheme and regulations for 2015/16 and beyond. From April 2015, it may not be possible to provide 100% support towards the tax, as it is now. More information will be provided as discussions develop.

5. The 2014/15 Reduction Scheme / discretionary areas

- 5.1 Although a national scheme has been approved, within the Prescribed Requirements Regulations there is limited discretion given to the Council to apply additional discretionary elements that are more generous than the national scheme and which provide for additional administrative flexibility. It is recommended that the discretions in the current scheme are maintained for the new scheme. It should be noted that there are no additional monies available from the Welsh Government to fund the discretionary elements.
- 5.2 It is recommended to adopt the Scheme in the Prescribed Requirement Regulations and to exercise the available discretions as follows:
- 5.3 The ability to increase the standard extended reduction period of 4 weeks given to persons after they return to work where they have previously been receiving a council tax reduction that is to end as a result of their return to work (It is not recommended to increase the standard extended reduction period);

- 5.4 Discretion to increase the amount of War Disablement Pensions and War Widows Pensions which is to be disregarded when calculating income of the claimant (It is recommended to disregard the whole amount of War Disablement Pensions and War Widows Pensions)
- 5.5 The ability to backdate the application of council tax reduction with regard to late claims prior to the new standard period of three months before the claim (It is not recommended to increase the backdated period)
- 5.6 The Council proposes to provide the minimum level of information to customers in order to ensure they are notified of the award in accordance with legislation.
- 5.7 It should be noted the above recommendations follow existing practice. There are no additional monies available from the Welsh Government to fund discretionary elements. The cost of funding the discretionary elements recommended above is estimated to be in the region of £33,000 per annum.
- 5.8 The recommendations above for 2014/15 are in line with current arrangements in 2013/14. Should the Council decide to allow more generous elements in the local scheme (in 4.4 and 4.5 above) then that would increase the cost of the scheme.

6. Consultation

- 6.1 As per last year the Council has undertaken a public consultation via our website on the new regulations and scheme for 2014/15. This questionnaire based consultation was undertaken between 16th November 2013 and 13th December 2013.
- 6.2 As the scheme is largely the same as for last year the number of responses has been very limited, with just two responses. They are attached as Appendix 1.
- 6.3 A consultation response has been received from The Royal British Legion regarding maintaining the full disregard for War Disablement Pensions and War Widow's Pensions. This is part of our current discretions and will be maintained as part of the new scheme.
- 6.4 A consultation response has also been received from Diverse Cymru supporting the full disregard of war pensions and the standard level of notification to customers. However, they call for extended payment to be increased beyond four weeks to assist those transferring from benefits to work and for the backdating of Council Tax Reduction to be increased to 6 months. The Council believes the discretions it has proposed are balanced and cost-effective and consistent with the approach being taken by other Welsh local authorities.

7. Equality Impact Assessment / sustainable development

- 7.1 Other than funding at Council level, the scheme proposed for 2014/15 does not contain any significant changes from the scheme which is currently operational, hence the Council did not conduct a local Equalities Impact Assessment Study this year (as we did last year when significant changes were planned).
- 7.2 The Welsh Government has undertaken a detailed 'regulatory' impact assessment, which includes equality impact assessment, but we understand that the findings reported were in line with their expectations.

8. Resources

FINANCIAL IMPLICATIONS

- 8.1 The local government 2014/15 grant settlement from the Welsh Government states that the sum provided therein for Council Tax Reductions is at the same level as last year.
- 8.2 The Welsh Government's estimate of the whole cost of the scheme (at this time last year) was £244m. The Welsh Government's original intention was to finance 90% of the scheme; hence £222m was put into local government's 2013/14 grant 'settlement'. Later, a further £22m was paid via a specific grant, after the late change of mind to finance 100% in 2013/14.
- 8.3 The 2014/15 'settlement' included the commitment for local government to meet the full cost of the Council Tax Reduction scheme (which exceeds £244m)
- 8.4 The notional cost of the Council Tax Reduction scheme in Monmouthshire in 2014/15 (according to notional allocation of the total SSA between Services in the conditional settlement's tables) is £5.536m (a sum which corresponds with the national £244m). As well as Monmouthshire's share of the £22m (£549,000), the Council must meet the cost of growth in caseload or increases in entitlement attributable to an increase in the overall level of Council Tax. This has already been factored in to our budgetary calculations in 2014/15.

LEGAL IMPLICATIONS

- 8.5 The Council is obliged to make a Council Tax Reduction Scheme under the Prescribed Requirements Regulations. Although the legislation provides for a default scheme to apply in the absence of the Council making a scheme, the Council is nevertheless under a statutory duty to adopt its own scheme, even if it chooses not to apply any of the discretionary elements.

RISK IMPLICATIONS

8.6 The Council needs to manage the cost of Council Tax Support within its budget. The amount of government support is limited to £5.536 million through the RSG and a share of £22 million provided as specific grant funding. Even though the funding has increased it is provided on a fixed basis rather than the demand-led basis of support to council tax benefit.

9. **CONSULTEES:**

Strategic Leadership Team
All Cabinet Members
Head of Legal

10. **Background Papers:**

Appendix 1: Letter from the Royal British Legion
Letter from Diverse Cymru

11. **Authors:**

Joy Robson – Head of Finance
Email: joyrobson@monmouthshire.gov.uk

Patron Her Majesty the Queen



The Royal British Legion
15th Floor
Brunel House
2 Fitzalan Road
Cardiff
CF24 0EB
T: 02920 329086
Email: pevans@britishlegion.org.uk

5th December 2013

To:
Local Authority Leaders
Local Authority Chief Executives
Community Covenant teams

Dear Colleague,

I am writing to you regarding your Council Tax support scheme, specifically in relation to members of the Armed Forces community.

The National Assembly approved the draft Council Tax Reduction Schemes (Default Scheme) (Wales) Regulations 2013 on Tuesday 26th November.

You will know that under the previous Council Tax benefit system, local authorities were required by law to disregard the first £10 of War Disablement Pension, War Widow's Pension and Armed Forces Compensation Scheme (AFCS) payments when means testing for Council Tax benefit. Under the previous system we believe that all local authorities in Wales, using their discretionary powers, went further by disregarding in full all such payments from the means test. This was greatly welcomed by our beneficiaries and the sector.

Shoulder to Shoulder with all who Serve

Registered Charity: The Royal British Legion, Haig House, 199 Borough High Street, London, SE11AA
Registered charity number: 219279

The Legion is now calling for all local authorities to continue to maintain this position under their own schemes, by maintaining the full disregard. This will recognise the fact that War Pensions and AFCS awards are not an income support payment, but are paid as compensation for injury, illness or loss as a result of service in the Armed Forces.

We believe that by maintaining this full disregard, local authorities will be demonstrating their commitment to their local Armed Forces community. Local authorities across Wales have now signed Armed Forces Community Covenants and maintaining the full disregard will further highlight a real local commitment to supporting the Armed Forces community.

The Legion fully appreciates that new schemes must operate with a funding shortfall across Wales, which places authorities under major pressure to meet existing need. However we feel that failing to fully disregard these compensation payments would be a failure to recognise the commitment and sacrifice made by these individuals to the nation.

We ask for your support on this matter and thank you for your ongoing commitment to the Armed Forces community.

Yours Sincerely,

Peter Evans – Public Affairs Manager Wales

Phil Jones – Wales Area Manager

Shoulder to Shoulder with all who Serve

Registered Charity: The Royal British Legion, Haig House, 199 Borough High Street, London, SE11AA

Registered charity number: 219279



Response to Monmouthshire County Council's consultation on Council Tax Reduction Scheme 2014/15

Respondent's name: Ele Hicks

Respondent's Role: Social Policy Officer

Organisation: Diverse Cymru

Contact details

Email: Ele@diversecymru.org.uk

Phone: 029 20 368888

Address: 3rd Floor

Alexandra House

307-315 Cowbridge Road East

Cardiff

CF5 1JD

Organisation Background

Diverse Cymru is an innovative new organisation in the Welsh Third Sector, created in recognition of the realities faced by people experiencing inequality in Wales.

Diverse Cymru promotes equality for all. We believe that we can work together to challenge discrimination in all its forms and create an equitable future for the people of Wales.

Diverse Cymru aims to make a real difference to people's lives through delivering services that reduce inequality and increase independence; supporting people to speak for themselves and to connect with decision makers; creating opportunities for participation and development; raising awareness of equality issues; and inspiring people to take action against inequality.

Our current services include direct payments, self directed and independent living support, befriending and advocacy. We produce information resources, run a service user involvement project and co-ordinate volunteer placements. We facilitate forums and groups that work on various issues, from improving disability access to equality impact assessments. We provide consultancy services and deliver a range of training courses on equality related topics.

This response focuses specifically impacts on people from protected characteristic (equality) groups. We would be delighted to assist with the development of specific work programmes, and with engaging service users in future. We are happy for our response to this consultation to be published.

What are your views on the areas of local discretion to Monmouthshire County Council?

a) The ability to increase the standard extended payment period of 4 weeks given to people after they return to work, when they have been in receipt of a relevant qualifying benefit for at least 26 weeks

The Council proposes that the existing 4 week standard extended payment should remain unaltered?

Do you think this is reasonable?

No

If you have indicated no, please state what you think is reasonable

We feel that 4 weeks is generally sufficient time for an individual to continue to receive a Council Tax reduction after commencing paid employment. However we do feel that there should be a robust mechanism in place to proactively identify individuals who are in debt and/or facing financial difficulties despite finding employment. In these cases there should be recourse for individuals to discretionary Council Tax Reductions or other financial support for those who are facing difficulties paying their Council Tax, despite being in paid employment with earnings above the earnings threshold for Council Tax Reductions.

For example some individuals will have accrued debts whilst unemployed that may result in a loss of heating or lighting to their home; homelessness; inability to feed themselves; inability to afford to travel to their workplace or other debts that cause not only distress and

anguish, but also physical health and wellbeing concerns. In those situations individuals may require a longer period, in addition to independent advocacy and support, to address their financial difficulties before having to pay Council Tax.

Consideration should also be given to delays in notifying the Council immediately of a change in circumstances, especially where this is due to not understanding their responsibilities due to communication barriers or disability-related barriers. In such circumstances retrospectively applying full Council Tax liability could force an individual into poverty and debt through no fault of their own.

b) Discretion to disregard part or the whole amount of War Disablement pensions and War Widows Pensions when calculating income

The Council proposes to continue to disregard all of this income, as it currently is disregarded for Council Tax Benefit.

Do you think this is reasonable?

Yes

We welcome this proposed disregard. There is substantial evidence that pensioners are at greater risk of poverty, especially if they face unexpected costs or are disabled. This is also particularly pertinent at present as some individuals face significant changes to their pension funds within 10 years of reaching retirement age. This has a severely detrimental impact on their ability to plan effectively for retirement. We would prefer to see higher disregards for pension income overall, but recognise that this is a matter over which Monmouthshire County Council has no discretion.

Many veterans find it difficult to find other employment when they leave the armed forces, which being a disabled person compounds further and war widows have often lost significant income from their partner or spouse. Therefore this disregard is vital to prevent veterans from falling into poverty.

c) The ability to backdate the application of Council Tax Reduction awards for working age customers more than the standard period of 3 months prior to the claim.

The Council proposes to keep the maximum backdate available to the 3 month statutory period. Do you think this is reasonable?

No

If you have indicated no, please state what you think is reasonable

6 months

We strongly believe Council Tax Reductions should be able to be back dated by 6 months if there are reasons for the delay, such as bereavement, mental distress, a hospital or hospice stay, caring for a family member, or disability-related barriers.

The circumstances which have led an individual to claim Council Tax Reduction can often be both complex and lead to situations where an individual is struggling to access other entitlements and to continue to afford housing, utilities, water, food and other basic costs. In these situations there may be a delay in applying for Council Tax Reduction, which should be accounted for and 3 months is not sufficient time in some cases.

Similarly many disabled people require additional time to complete forms either due to limited energy or time to fill in forms or due to not understanding the information or processes. Time limits can often place these individuals under extreme stress and anxiety and therefore any extension to backdating provisions, in order to account for these barriers and to prevent people falling into poverty and/or debt, is welcome.

d) Notifications of Decision – local authorities are free to provide more than the minimum information prescribed as part of their notification of decisions procedures.

The council proposes that it will simplify the notifications of CTRS award to customers where it is possible, whilst ensuring these letters comply with legislative requirements.

Do you think this is reasonable?

Yes

We would encourage Monmouthshire County Council to ensure that all individuals applying for Council Tax Reductions, any benefit, or any concern from the Council are signposted to independent professional advocacy to ensure that they are able to understand and complete forms accurately, reducing administration costs for the Council and stress and anxiety for the individuals applying.

Accessible formats and community language information, documents and forms should also be proactively provided, including large print, Easy Read and audio documents. This should be in addition to providing all standard documents in Plain English and Cymraeg Clir as the usual format. This includes avoiding acronyms such as CTRS or MCC and using everyday language in all information provided to in response to enquiries and in standard forms and information leaflets and documents.



Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

| | | |
|---|-------------------------|--------------------------------|
| Name of policy or change to service (Proposal) | Directorate: | Department: |
| Adoption of the Council Tax Reduction Scheme | Chief Executives | Revenues |
| Policy author / service lead | Name of assessor | Date of assessment: |
| Joy Robson | Joy Robson | 19 th December 2013 |

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To continue with the CTRS scheme adopted for 2013/14

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

| | | | |
|-------------------------------|--|--------------------|--|
| Age | | Race | |
| Disability | | Religion or Belief | |
| Gender reassignment | | Sex | |
| Marriage or civil partnership | | Sexual Orientation | |
| Pregnancy and maternity | | Welsh Language | |

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

Consultation on the scheme has been via the website and 2 responses have been received

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

As above

6. As a result did you take any actions to mitigate your proposal? Please give details below.

N/A

7. Final stage – What was decided?

•No change made to proposal/s – please give details

N/A

•Slight changes made to proposal/s – please give details

N/A

• Major changes made to the proposal/s to mitigate any significant negative impact – please give details

N/A

Signed...Joy Robson.....Designation.....Head of Finance.....Dated...19th December2013.....

Appendix A

The “Sustainability Challenge”

| | | | |
|--|--|---|--|
| Name of the Officer completing “the Sustainability challenge” Wendy Woods | | Please give a brief description of the aims proposed policy or service reconfiguration To continue the Council Tax reduction scheme from 2013/14 | |
| Name of the Division or service area Revenues | | Date “Challenge” form completed 19 th December 2013 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | | |
| Ensure that more people have access to healthy food | | X | |
| Improve housing quality and provision | | X | |
| Reduce ill health and improve healthcare provision | | X | |
| Promote independence | | X | |
| Encourage community participation/action and | | X | |

| | | | |
|---|--|---|--|
| voluntary work | | | |
| Targets socially excluded | | X | |
| Help reduce crime and fear of crime | | X | |
| Improve access to education and training | | X | |
| Have a positive impact on people and places in other countries | | X | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | X | |
| Reduce carbon dioxide emissions | | X | |
| Prevent or reduce pollution of the air, land and water | | X | |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | X | |
| Protect or enhance visual appearance of environment | | X | |
| PROFIT | | | |
| Protect local shops and | | X | |

| | | | |
|--|--|---|--|
| services | | | |
| Link local production with local consumption | | X | |
| Improve environmental awareness of local businesses | | x | |
| Increase employment for local people | | X | |
| Preserve and enhance local identity and culture | | x | |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | X | |
| Increase and improve access to leisure, recreation or cultural facilities | | x | |

| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|---|---|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

| | |
|---|---|
| ➤ | ➤ |
|---|---|

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed Joy Robson

Dated 19th December 2013



Agenda Item 4(iii)

| | |
|---------------------------------|------------------------------------|
| SUBJECT: | Establishment of JAFF posts |
| DIRECTORATE: | Chief Executive |
| MEETING: | Cabinet |
| DATE: | 8th January 2014 |
| DIVISION/WARDS AFFECTED: | Countywide |

1. PURPOSE

- 1.1 The purpose of this report is to seek approval for the establishment of two posts – Joint Assessment Family Framework Coordinator and Business Support Officer – to ensure the successful development and delivery of the JAFF process in Monmouthshire.

2. RECOMMENDATIONS

- 2.1 That members confirm the proposed establishment of two posts.

3. KEY ISSUES

- 3.1 The Families First Programme is Welsh Government's key response to the tackling child poverty agenda. It is designed to improve outcomes for children, young people and families. The programme promotes clear systems for multi-agency support, with an emphasis on prevention and early intervention are put in place. The Joint Assessment Family Framework (JAFF) which includes a 'Team Around the Family' (TAF) model of working is named in the Families First guidance as the backbone of this integrated working. Each local authority receives an annual funding allocation to deliver the programme locally. Monmouthshire has received formal notification that the amount for 2014/15 will be £737,259.
- 3.2 A Service Manager was seconded to the post of JAFF Coordinator in April 2012 and a JAFF Support Officer was also appointed (on a temporary contract). The operation of JAFF commenced across Monmouthshire in September 2012. There has been an intensive period of significant establishment and coordination including development days, lead worker briefings, monthly Steering Group

meetings, six weekly Operational Group meetings, monthly newsletters and the production of protocols and procedures. JAFF referrals, multi-agency meetings and the creation of subsequent 'Team Around the Family' packages have been operating since April 2013.

- 3.3 Monmouthshire Local Service Board's Commissioning Group oversees the use of partnership funding and has recently recommended that staffing for JAFF continues to be funded through the Families First Programme until the anticipated end of the programme in March 2017. The annual allocation of £100,061 from April 2014 until 2017 will provide full staffing costs for a Coordinator and Business Support Officer. Due to the professional knowledge and expertise necessary for coordinating the JAFF (particularly around thresholds of risk for children) it has been identified that the Coordinator role is at the equivalent of a Senior Practitioner in Social Services, SCP 41-45 (£34,894 - £38,422). These posts have been job evaluated.
- 3.4 In view of the changing nature of the support required and the end goal of the process being self-sustaining by 2017, it is proposed that both roles are temporary for 18 months and then subject to review. It is also proposed that the JAFF posts will sit alongside the management of the Families First Programme within the Partnership and Engagement Team.

4. REASONS

- 4.1 To ensure that the requirement on the local authority to have a JAFF process in place is met, that families are supported effectively and the process is further embedded ensuring it becomes self-sustaining following the anticipated end of guaranteed external funding via Families First in 2017.
- 4.2 A full time JAFF Coordinator is necessary to deal with the referrals and oversee the whole process as well as continuing to roll out what is still a relatively new way of working. The model has clear benefits for families in that it requires their involvement and consent in implementing a Team Around the Family. By having a lead worker appointed after a referral, it also mitigates the difficulties and frustrations families often face in repeating the same information and dealing with several professionals.
- 4.3 Setting an exit strategy at this stage reinforces the need for the process to be embedded across agencies and sectors. It also removes the financial implication that would fall on Monmouthshire County Council following the anticipated end of guaranteed external funding via Families First in 2017.

5. RESOURCE IMPLICATIONS

- 5.1 The resource implications relate to salaries and funding has been secured via the local authority's award of Families First funding from Welsh Government. The JAFF Coordinator role will have the salary range of SCP 41-44 and the Business Support Officer SCP 17-21.

- 5.2 The Families First Programme is scheduled to run until March 2017 but along with all Welsh Government Funding in the current climate it is not possible to guarantee the levelling remains at its predicted level. However, it remains the Welsh Government's key intervention for addressing Child Poverty and its consequences and the JAF and TAF are central to our response.

6. SUSTAINABILITY DEVELOPMENT AND EQUALITY IMPLICATIONS

- 6.1 There are no identified sustainable development implications or negative equality implications. The proposals will result in the formalisation of current arrangements. The checklists are attached as Appendix A.

7. CONSULTEES

Employee Services
CE Finance section
SLT
Cabinet
Social Services Management Team
Children and Young People Management Team

8. BACKGROUND PAPERS

Job descriptions and person specifications (Appendix B).

9. AUTHOR

Will McLean, Head of Strategic Partnerships/Programme Director - Education

CONTACT DETAILS

Telephone: 07834 435934

Email: willmclean@monmouthshire.gov.uk

Appendix A

The “Equality Challenge” (Screening document)

| Name of the Officer completing “the Equality challenge” Sarah Harp | | Please give a brief description of the aims proposed policy or service reconfiguration Establishment of JAFF posts | |
|--|---|--|---|
| Name of the Division or service area Partnership and Engagement Team | | Date “Challenge” form completed 16 th December 2013 | |
| Protected characteristic affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| Age | | X | |
| Disability | | X | |
| Marriage + Civil Partnership | | X | |
| Pregnancy and maternity | | X | |
| Race | | X | |
| Religion or Belief | | X | |
| Sex (was Gender) | | X | |
| Sexual Orientation | | X | |
| Transgender | | X | |
| Welsh Language | | X | |

| What are the potential negative Impacts. | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties). |
|--|--|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed Sarah Harp Designation Families First Programme Manager Dated 16th Dec 2013



monmouthshire
sir fynwy

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

| | | |
|---|-------------------------|--------------------------------|
| Name of policy or change to service (Proposal) | Directorate: | Department: |
| Establishment of JAFF posts | Chief Executive | Partnership and Engagement |
| Policy author / service lead | Name of assessor | Date of assessment: |
| Will McLean | Sarah Harp | 16 th December 2013 |

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

| |
|-----|
| Yes |
|-----|

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

| |
|--|
| To establish Coordinator and Business Support roles to ensure that the requirement on the local authority to have a JAFF process in place is met, that families are supported effectively and the process is further embedded ensuring it becomes self-sustaining following the anticipated end of guaranteed external funding via Families First in 2017. |
|--|

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

| | | | |
|-------------------------------|--|--------------------|--|
| Age | | Race | |
| Disability | | Religion or Belief | |
| Gender reassignment | | Sex | |
| Marriage or civil partnership | | Sexual Orientation | |
| Pregnancy and maternity | | Welsh Language | |

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

6. As a result did you take any actions to mitigate your proposal? Please give details below.

7. Final stage – What was decided?

•No change made to proposal/s – please give details

No negative impacts are anticipated so no changes are required.

•Slight changes made to proposal/s – please give details

• Major changes made to the proposal/s to mitigate any significant negative impact – please give details

Signed.....*Sarah Harp*.....Designation.....Families First Programme Manager.....Dated...16th December 2013...

The “Sustainability Challenge”

| Name of the Officer completing “the Sustainability challenge” Sarah Harp | | Please give a brief description of the aims proposed policy or service reconfiguration To establish Coordinator and Business Support roles to ensure that the requirement on the local authority to have a JAFF process in place is met, that families are supported effectively and the process is further embedded ensuring it becomes self-sustaining following the anticipated end of guaranteed external funding via Families First in 2017. | |
|---|--|--|--|
| Name of the Division or service area Partnership and Engagement Team | | Date “Challenge” form completed 16 th December 2013 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | | |
| Ensure that more people have access to healthy food | | | x |
| Improve housing quality and provision | | | x |
| Reduce ill health and improve healthcare provision | | | x |
| Promote independence | | x | |
| Encourage community participation/action and voluntary work | | x | |
| Targets socially excluded | | | x |
| Help reduce crime and fear of crime | | | x |
| Improve access to education and training | | | x |
| Have a positive impact on people and places in other | | x | |

| | | | |
|--|--|---|--|
| countries | | | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | x | |
| Reduce carbon dioxide emissions | | x | |
| Prevent or reduce pollution of the air, land and water | | x | |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | x | |
| Protect or enhance visual appearance of environment | | x | |
| PROFIT | | | |
| Protect local shops and services | | X | |
| Link local production with local consumption | | X | |
| Improve environmental awareness of local businesses | | X | |
| Increase employment for local people | | X | |
| Preserve and enhance local identity and culture | | X | |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | X | |
| Increase and improve access to leisure, recreation or cultural facilities | | x | |

| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|---|---|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

The proposal can be expected to achieve the positive impacts indicated above by virtue of the fact that the JAFF process as a whole is all about putting the needs of the family centrally and ensuring there is a 'Team Around the Family' approach with invariably includes colleagues from housing, criminal justice, health etc.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed

Sarah Harp

Dated

16th December 2013

APPENDIX B – Job descriptions and person specifications

MONMOUTHSHIRE COUNTY COUNCIL

CHIEF EXECUTIVE'S

JOB DESCRIPTION

POST TITLE: JAFF Coordinator

DEPARTMENT: Partnership and Engagement

POST NO:

GRADE: SCP 41 - 45

HOURS: 37 hours per week

RESPONSIBLE TO: Head of Strategic Partnerships

BASED AT: County Hall, Usk

MAIN PURPOSE:

To lead and deliver the Joint Assessment Family Framework (JAFF) and the Team Around the Family (TAF) model in Monmouthshire. Facilitate and enable all partners to deliver the service.

Key Responsibilities and Duties:

1. To establish develop and maintain productive working relationships, through liaison and joint work with other agencies, organisations, groups and individuals.
2. Provide leadership across a wide range of professional partners and others to ensure the delivery of JAFF/ TAF across Monmouthshire
3. Act as a champion for best practice in relation to JAFF/ TAF, locally and nationally
4. Act as consultant and provide advice to senior managers and others in relation to complex case work and service deliver.
5. Provide guidance and screening in relation to all relevant JAFF/TAF referrals and ensure adherence to threshold at all levels of the model
6. To provide a referral and screening point for all referrals related to JAFF in their hubs and ensure effective allocation of work and tasks to other partners.
7. Provide quality assurance of JAFF assessments and formulate and maintain quality, standards and outcomes in all case as informed by all quality practice, guidance and resources available
8. Prepare reports on any relevant cases in accordance with procedures in relation to child in need, child protection and Looked After Children
9. To deliver training in relation to evidence based assessments and the role of Lead Worker
10. To support the relevant professionals ensuring a good understanding of the threshold of JAFF at and that all staff are aware of relevant policies, procedures and statutory duties and that these are complied with.
11. To have responsibility for the promotion and dissemination of advanced practice skills across the county in relation to JAFF/TAF.

12. To have responsibility for the project management of JAFF/TAF complying with timescales, reporting, delivery of work plan etc.
13. To ensure work is undertaken in partnership with children and families
14. To monitor the impact of the delivery of JAFF on professional groups and the services they provide. Reporting issues to the Families First Project Managers Network and JAFF Steering Group
15. To allocate, monitor and control the devolved budgets applicable to this post
16. Attendance at all relevant JAFF allocation meetings to provide professional support and guidance

These include:

- Chairing of the JAFF Operational Group (6 weekly)
 - Chairing the JAFF chairs meeting (quarterly)
 - Attendance and presentations at the JAFF Steering Group (monthly)
 - Attend the Families First Project Managers Network (quarterly)
 - Attend Youth Offer Meetings (8 weekly)
 - Attend JAFF referral meetings and Early Years JAFF meeting
 - Attend any other relevant meetings with other partners to promote and implement JAFF in Monmouthshire e.g. GP's
17. Command sufficient managerial authority and leadership to deliver a robust JAFF service in Monmouthshire across and with all partner agencies
 18. Ensure and provide appropriate information for families and promote the involvement of families in the planning and service development of JAFF
 19. Contribute to the production of the Families First Action Plan and to engage the multi-agency framework in planning service for families

20. Participate in the DACC responsibility as required

21. To perform all the functions of the post consistent with current UK and Welsh legislation and within the policies, standards and procedures established by Monmouthshire County Council.

The purpose of this job description is to indicate the general level of responsibilities of the post. The duties may vary from time to time without changing their character or level of responsibility.

2. Service Development

1. Designated lead for practitioner research and development.
2. To develop multi- professional organizational policy at a national, regional and local level
3. To initiate and lead actions aimed at improving mainstream services provided by a number of partners in Monmouthshire
4. To monitor and evaluate current policy, procedures, practice and resources and to report deficiencies to senior managers

Closing date:

If you have any further questions regarding this post please contact:

MONMOUTHSHIRE COUNTY COUNCIL

SOCIAL CARE AND HEALTH

PERSON SPECIFICATION

JOB TITLE: JAFF Coordinator

AREA/TEAM:

| REQUIREMENTS | WEIGHTING HIGH / MEDIUM / LOW | HOW TESTED |
|---|--|------------------------|
| 1. EDUCATION/QUALIFICATION KNOWLEDGE | | |
| Degree in Social Work or equivalent | HIGH | Application/ Interview |
| Current knowledge of principles of JAFF/TAFF model | HIGH | Application /Interview |
| Current knowledge of all Children's Services legislation and guidance e.g. Children Act, AWCPP | HIGH | Application/ Interview |
| 2. EXPERIENCE | | |
| 5 years post qualifying experience | HIGH | Application/ Interview |
| Project Management knowledge and experience and ability to deliver project outcomes | HIGH | |
| | | |
| Experience of working in a multi-agency context | HIGH | Application/ Interview |
| Experience of assessing need and risk | HIGH | Application/ Interview |
| Experience of providing written and verbal reports. Presenting information in formal meetings and conferences | HIGH | Application/ Interview |
| Experience of monitoring and evaluating service delivery, including ability to report information effectively as required | HIGH | Application/ Interview |

| | | |
|---|------|------------------------|
| 3. COMMUNICATION / | | |
| Ability to communicate effectively verbally and in writing, with a range of people including children, families and professionals | HIGH | Application/ Interview |
| Ability to progress and implement JAFF/ TAF in a range of settings | HIGH | Application/ Interview |
| Ability to chair meetings and provide leadership in a range of settings | HIGH | Application/ Interview |
| 4. APTITUDE AND SKILLS | | |
| Ensure compliance with process including allocation of cases, tasks | HIGH | Application/ Interview |
| Ability to prioritise and manage own and others workloads to meet competing demands | HIGH | Application/ Interview |
| Ability to develop skills and change working practices/ cultures to adapt to new situations and requirements | HIGH | Application/ Interview |
| Ability to prioritise work, making decisions on competing demands and taking responsibility for those decisions | HIGH | Application/ Interview |
| Evidence commitment and enthusiasm to achieving positive outcomes for families | HIGH | Application/ Interview |
| To be committed to personal development | HIGH | Application/ Interview |
| Demonstrate ability to comply with confidentiality, data protection and ethical practice in all areas of the role | HIGH | Application/ Interview |
| 5. EQUAL OPPORTUNITIES | | |
| Able to demonstrate a commitment to equal opportunities principles and practice | HIGH | Application/ interview |
| 6. SPECIAL CIRCUMSTANCES | | |
| Appointment to this post will be subject to Enhanced Disclosure and Barring Scheme | HIGH | Recruitment process |
| Evidence of registration with the Care Council prior to appointment | HIGH | Application/interview |
| This post is Politically Sensitive (check with HR what needs to be added here) | | |

**MONMOUTHSHIRE COUNTY COUNCIL
CHIEF EXECUTIVE'S
JOB DESCRIPTION**

POST: Business Support Officer - JAFF

POST NO:

GRADE: SCP 17 – 21

HOURS: 37 hours per week

RESPONSIBLE TO: Project Officer, Partnership and Engagement Team

BASED AT: County Hall, Usk

Main Purpose: Working effectively as an individual to provide comprehensive and high quality administrative support for Monmouthshire Joint Assessment Family Framework (JAFF) and the wider Families First Programme.

Key Responsibilities and Duties:

1. To deal with JAFF referrals coming into the service via secure email. Provide referrals to the JAFF Co-ordinator in a timely manner.
2. Deal with any correspondence and enquiries in relation to JAFF, including complex queries, providing assistance directly to the correspondent where possible. Dealing with requests for information and filtering contacts as necessary. The post holder would be expected to have good departmental specific knowledge to be used when dealing with enquiries and giving information/advice to internal and external contacts.
3. To liaise with other departments to answer queries, providing effective customer service using tact, diplomacy and excellent communication skills.

4. To compile and collate complex documents from own notes e.g. letters, reports, memos, presentations using Microsoft Office/departmental software. The post holder will be expected to work to strict deadlines and ensure a high standard of presentation.
5. To assist JAFF Co-ordinator in keeping the business of the JAFF service flowing and be able to develop internal systems for monitoring work tasks from JAFF referral through to completion of Team Around the Family (TAF) , which will also comply with any national target monitoring via Families First.
6. To provide business support for the administration of the Families First Programme including liaison with project managers and Welsh Government.
7. To have delegated responsibility for budget monitoring and undertaking appropriate validation processes and reporting discrepancies.
8. To receive and make payments, paying invoices if applicable and processing financial information.
9. To be responsible for coordinating, organising and facilitating meetings/activities, producing agendas and taking minutes.
10. To be responsible for progress chasing of stakeholders both internally and externally to the organisation. To develop and maintain contacts between and within organisations.
11. To develop and maintain computerised and manual data systems. Maintaining the validity of the system data, carrying out appropriate housekeeping as necessary.
12. To contribute towards the improvement and updating of working practices within own section/department.
13. To carry out appropriate research and find solutions to queries/problems. The post holder will be expected to assist the line manager in meeting deadlines.
14. To be responsible for preparing reports and other important documents/data for presentation in a professional format.

15. To be responsible for monitoring work flows.
16. To be responsible for maintaining and organising diaries.
17. To be willing to attend training that would be appropriate to the development of the post holder.
18. To maintain confidentiality at all times to ensure that personal information is handled appropriately.
19. To maintain safe working practices for self and others, in accordance with the authority's policy statement on Health and Safety at Work.
20. To abide by the principles and practice of equality of opportunity as laid down in the Council's Equal Opportunities Policy.

The purpose of this job description is to indicate the general level of responsibilities of the post. The duties may vary from time to time without changing their character or level of responsibility.

If you have any further questions regarding this post please contact

Closing date

**MONMOUTHSHIRE COUNTY COUNCIL
CHIEF EXECUTIVE'S
PERSON SPECIFICATION**

JOB TITLE: Business Support Officer

| REQUIREMENTS | HOW TESTED | WEIGHTING HIGH/MEDIUM/LOW |
|--|-------------------------------|------------------------------|
| 1. EDUCATION/QUALIFICATION/ KNOWLEDGE | | |
| 1.1 A high degree of IT literacy and capability | Application Form Test | High |
| 1.2 The possession of the European Computer Driving License (ECDL) | Application Form | Medium |
| 1.3 The ability to use the full range of Microsoft Office applications | Application Form Test | High |
| 1.4 Must possess GCSE English or equivalent level of literacy | Application Form | High |
| 1.5 Must possess a good understanding of the organisation. | Application Form | High |
| 2. EXPERIENCE | | |
| 2.1 Relevant experience of working in an administrative environment. | Application Form Interview | High |
| 2.2 Experience of organising and facilitating meetings including minute taking and experience of organising diaries. | Application Form Interview | High |
| 2.3 Experience of working to strict deadlines | Application Form Interview | High |
| 2.4 Experience of developing and maintaining administrative systems | Application Form | Medium |
| 3. COMMUNICATION AND INTERPERSONAL SKILLS | | |
| 3.1 Must possess high level oral and written communication skills. | Application Form Interview | High |

| | | |
|--|-------------------------------|------|
| 3.2 Must have the ability to communicate clearly with a range of individuals and organisations. | Interview | High |
| 3.3 Must have the ability to build strong working relationships with internal and external contacts. | Interview | High |
| 3.4 High level of tact, diplomacy and a good understanding of the requirement of confidentiality. | Interview | High |
| 4. PERSONAL ATTRIBUTES | | |
| 4.1 A professional approach to dealing with enquiries from internal and external contacts | Interview | High |
| 4.2 The ability to develop and maintain systems and produce documents to a professional standard. | Application Form Interview | High |
| 4.3 Demonstrate commitment to the improvement and development of own performance and a commitment to developing new skills. | Application Form Interview | High |
| 4.4. Able to demonstrate high level organisational skills and the ability to co-ordinate work and keep to strict deadlines. | Application Form Interview | High |
| 4.5 The ability to work effectively as part of a team or autonomously and the ability to use one's own initiative. | Interview | High |
| 4.6 The ability to organise own work and that of others. | Interview | High |
| 4.7 The ability to adopt a flexible and problem solving approach to the work area. | Application Form Interview | High |
| 5. EQUAL OPPORTUNITIES | | |
| 5.1 Willing to abide by the Council's Equal Opportunities Policy, including undertaking appropriate equality awareness training. | Interview | High |

| | |
|---------------------------------|---|
| SUBJECT: | Complaints Procedure for Schools |
| MEETING: | CABINET |
| DATE: | 8th January 2013 |
| DIVISION/WARDS AFFECTED: | All |

1. PURPOSE:

The purpose of this report is to introduce a revised Complaints Procedure for Schools.

The procedure presented is based on new guidance and a model complaints procedure provided by Welsh Government, and consequently should be read in conjunction with the document *Complaints procedures for school governing bodies in Wales (Circular 011/2012)*. The model complaints procedure was written by a working party consisting of Governors Wales, local authorities, the Children's Commissioner for Wales and the Welsh Government.

2. RECOMMENDATIONS:

That the revised Complaints Procedure for Schools be accepted and commended to governing bodies for adoption as soon as possible.

3. KEY ISSUES:

A complaints procedure is a way of ensuring that anyone with an interest in a school can raise a concern, with the confidence that it will be considered properly, heard impartially and, if upheld, that the matter will be addressed appropriately and without delay.

This document will provide a consistent and coherent approach to complaints in schools across Wales.

4. REASONS:

All schools are committed to dealing effectively with complaints and the aim is to learn from mistakes and use that experience to make improvements.

5. RESOURCE IMPLICATIONS:

None

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The Equality Impact Assessment is attached.

7. CONSULTEES:

JAG

All recognised trade unions

Head teachers

Education Achievement Service (EAS)

ADEW Governor Support Group

8. BACKGROUND PAPERS:

None

9. AUTHOR:

Sarah McGuinness, Chief Officer, Children and Young People

10. CONTACT DETAILS:

Tel: 01633 644270

E-mail: sarahmcguinness@monmouthshire.gov.uk

REPORT TO SCHOOL GOVERNING BODIES IN BLAENAU GWENT, CAERPHILLY, MONMOUTHSHIRE, NEWPORT AND TORFAEN. January 2014

REVISED SCHOOL COMPLAINTS PROCEDURES

1. Purpose of Report

- 1.1 To recommend a revised school complaints procedure for adoption by school governing bodies.

2. Background

- 2.1 Section 29 of the Education Act 2002 requires governing bodies to establish procedures for dealing with complaints and to publicise such procedure.
- 2.2 The Welsh Government issued guidance in 2004 on school complaints procedures which was used by governing bodies to develop their current complaints policy and procedures.
- 2.3 In October 2012 the Welsh Government has produced revised guidance on complaints procedures for schools (Circular 011/2012) which included a model complaints procedure.

3. Complaints Procedures

- 3.1 The model complaint procedures for schools are attached. These procedures now include a complaint form to be used by complainants.
- 3.2 The model procedures retain the three stage procedures however it is expected that the majority of complaints are dealt with at Stage A or B.
- 3.3 These procedures should be considered alongside the guidance document which also includes procedures and model leaflets for handling complaints from or involving pupils:
<http://wales.gov.uk/topics/educationandskills/publications/circulars/schoolcomplaints/?lang=en>

Recommendation

- 4.1 It is recommended that the governing body
- i) Agree and adopt the attached procedures for immediate effect;
 - ii) Make arrangements to publicise these procedure (e.g. in school prospectus, newsletter and website).
 - iii) Ensure that all staff are familiar with these procedures.

Background Papers: Complaints procedures for school governing bodies in Wales (Welsh Government Circular 011/2012).

Report Author: Sarah McGuinness, Chief Officer, Children and Young People.

COMPLAINT PROCEDURES

_____ SCHOOL

January 2014

1. Introduction

- 1.1 The school is committed to dealing effectively with complaints. We aim to clarify any issues about which you are not sure. If possible we will put right any mistakes we have made and we will apologise. We aim to learn from mistakes and use that experience to improve what we do.
- 1.2 Our definition of a complaint is 'an expression of dissatisfaction in relation to the school or a member of its staff that requires a response from the school.'
- 1.3 This complaints procedure supports our commitment and is a way of ensuring that anyone with an interest in the school can raise a concern, with confidence that it will be heard and, if well-founded, addressed in an appropriate and timely fashion.

2. When to use this procedure

- 2.1 When you have a concern or wish to make a complaint we will usually respond in the way we explain below. Sometimes you might be concerned about matters that are not decided by the school, in which case we will tell you who to complain to. At other times you may be concerned about matters that are handled by other procedures, in which case we will explain to you how your concern will be dealt with.
- 2.2 If your concern or complaint is about another body as well as the school (for example the local authority) we will work with them to decide how to handle your concern.

3. Have you asked us yet?

- 3.1 If you are approaching us for the first time you should give us a chance to respond. If you are not happy with our response then you may make your complaint using the procedure we describe below. Most concerns can be settled quickly just by speaking to the relevant person in school, without the need to use a formal procedure.

4. What we expect from you

- 4.1 We believe that all complainants have a right to be heard, understood and respected. But school staff and governors have the same right. We expect you to be polite and courteous. We will not tolerate aggressive, abusive or unreasonable behaviour. We will also not tolerate unreasonable demands or unreasonable persistence or vexatious complaining.

5. Our approach to answering your concern or complaint

- 5.1 We will consider all your concerns and complaints in an open and fair way.
- 5.2 At all times the school will respect the rights and feelings of those involved and make every effort to protect confidential information.
- 5.3 Timescales for dealing with your concerns or complaints may need to be extended following discussion with you.
- 5.4 We may ask for advice from the local authority or diocesan authority where appropriate.
- 5.5 Some types of concern or complaint may raise issues that have to be dealt with in another way (other than this complaints policy), in which case we will explain why this is so, and will tell you what steps will be taken.
- 5.6 The governing body will keep the records of documents used to investigate your concern or complaint for seven years after it has been dealt with. Records will be kept in school and reviewed by the governing body after seven years to decide if they need to be kept for longer.
- 5.7 Complaints that are made anonymously will be recorded but investigation will be at the discretion of the school depending on the nature of the complaint.
- 5.8 Where complaints are considered to have been made only to cause harm or offence to individuals or the school, the governing body will ensure that records are kept of the investigations that are made and what actions are taken, including the reasons for 'no action'.

6. Answering your concern or complaint

- 6.1 The chart in Appendix A shows what may happen when you make a complaint or raise a concern. There are up to three Stages: A, B and C. Most complaints can be resolved at Stages A or B. You can bring a relative or companion to support you at any time during the process but you will be expected to speak for yourself. However, we recognise that when the complainant is a pupil it is reasonable for the companion to speak on their behalf and/or to advise the pupil.
- 6.2 As far as possible, your concern or complaint will be dealt with on a confidential basis. However, there may be occasions when the person dealing with your concern or complaint will need to consider whether anyone else within the school needs to know about your concern or complaint, so as to address it appropriately.
- 6.3 If you are a pupil under 16 and wish to raise a concern or bring a complaint we will ask for your permission before we involve your parent(s) or carer(s). If you are a pupil under 16 and are involved in a complaint in any other way, we may ask your parent(s) or carer(s) to become involved and attend any discussion or interview with you.

Stage A

- 6.4 If you have a concern, you can often resolve it quickly by talking to a teacher or a member of the office staff. You should raise your concern as soon as you can; normally we would expect you to raise your issue within 10 school days of any incident. The longer you leave it the harder it might be for those involved to deal with it effectively.
- 6.5 If you are a pupil, you can raise your concerns with your school council representative, form tutor or a teacher chosen to deal with pupil concerns. This will not stop you, at a later date, from raising a complaint if you feel that the issue(s) you have raised have not been dealt with properly.
- 6.6 We will try to let you know what we have done or are doing about your concern normally within 10 school days, but if this is not possible, we will talk to you and agree a revised timescale with you.
- 6.7 The person overseeing your concern or complaint will keep you informed of the progress being made. This person will also keep a log of the concern for future reference.

Stage B

- 6.8 In most cases, we would expect that your concern is resolved informally. If you feel that your initial concern has not been dealt with appropriately you should put your complaint in writing to the headteacher.
- 6.9 We would expect you to do this within five school days of receiving a response to your concern as it is in everyone's interest to resolve a complaint as soon as possible. There is also a form attached (Appendix B) that you may find useful. If you are a pupil we will explain the form to you, help you complete it and give you a copy.
- 6.10 If your complaint is about the headteacher, you should put your complaint in writing to the chair of governors, addressed to the school, to ask for your complaint to be investigated.
- 6.11 In all cases a member of staff can help you to put your complaint in writing if necessary.
- 6.12 If you are involved in any way with a complaint, the Headteacher will explain what will happen and the sort of help that is available to you.
- 6.13 The Headteacher will invite you to discuss your complaint at a meeting. Timescales for dealing with your complaint will be agreed with you. The Headteacher will aim to have a meeting with you and to explain what will happen, normally within 10 school days of receiving your letter. The Headteacher will complete the investigation and will let you know the outcome in writing within 10 school days of completion.

Stage C

- 6.14 It is rare that a complaint will progress any further. However, if you still feel that your complaint has not been dealt with fairly, you should write, to the chair of governors (at the school address) setting out your reasons for asking the governing body's complaints committee to consider your complaint. You do not have to write down details of your whole complaint again.

- 6.15 If you prefer, instead of sending a letter or e-mail, you can talk to the chair of governors or Deputy Headteacher who will write down what is discussed and what, in your own words, would resolve the problem. We would normally expect you to do this within five school days of receiving the school's response. You will be asked to read the notes or will have the notes read back to you and then be asked to sign them as a true record of what was said. We will let you know how the complaint will be dealt with and will send a letter to confirm this. The complaints committee will normally have a meeting with you within 15 school days of receiving your letter.
- 6.16 The letter will also tell you when all the evidence and documentation to be considered by the complaints committee must be received. Everyone involved will see the evidence and documentation before the meeting, while ensuring that people's rights to privacy of information are protected. The letter will also record what we have agreed with you about when and where the meeting will take place and what will happen. The timescale may need to be changed, to allow for the availability of people, the gathering of evidence or seeking advice. In this case, the person dealing with the complaint will agree a new meeting date with you.
- 6.17 Normally, in order to deal with the complaint as quickly as possible, the complaints committee will not reschedule the meeting more than once. If you ask to reschedule the meeting more than once, the committee may think it reasonable to make a decision on the complaint in your absence to avoid unnecessary delays.
- 6.18 We will write to you within 10 school days of the meeting explaining the outcome of the governing body's complaints committee's consideration.
- 6.19 We will keep records of all conversations and discussions for the purpose of future reference and review by the full governing body. These records will be kept for a minimum of seven years.
- 6.20 The governing body's complaints committee is the final arbiter of complaints.

7. Special circumstances

- 7.1 Where a complaint is made about any of the following the complaints procedure will be applied differently.

- i. **A governor or group of governors**
The concern or complaint will be referred to the chair of governors for investigation. The chair may alternatively delegate the matter to another governor for investigation. Stage B onwards of the complaints procedure will apply.
 - ii. **The chair of governors or headteacher and chair of governors**
The vice chair of governors will be informed and will investigate it or may delegate it to another governor. Stage B onwards of the complaints procedure will apply.
 - iii. **Both the chair of governors and vice chair of governors**
The complaint will be referred to the clerk to the governing body who will inform the chair of the complaints committee. Stage C of the complaints procedure will then apply.
 - iv. **The whole governing body**
The complaint will be referred to the clerk to the governing body who will inform the headteacher, chair of governors, local authority and, where appropriate, the diocesan authority. The authorities will usually agree arrangements with the governing body for independent investigation of the complaint.
 - v. **The headteacher**
The concern or complaint will be referred to the chair of governors who will undertake the investigation or may delegate it to another governor. Stage B onwards of the complaints procedure will apply.
- 7.2 In all cases the school and governing body will ensure that complaints are dealt with in an unbiased, open and fair way.

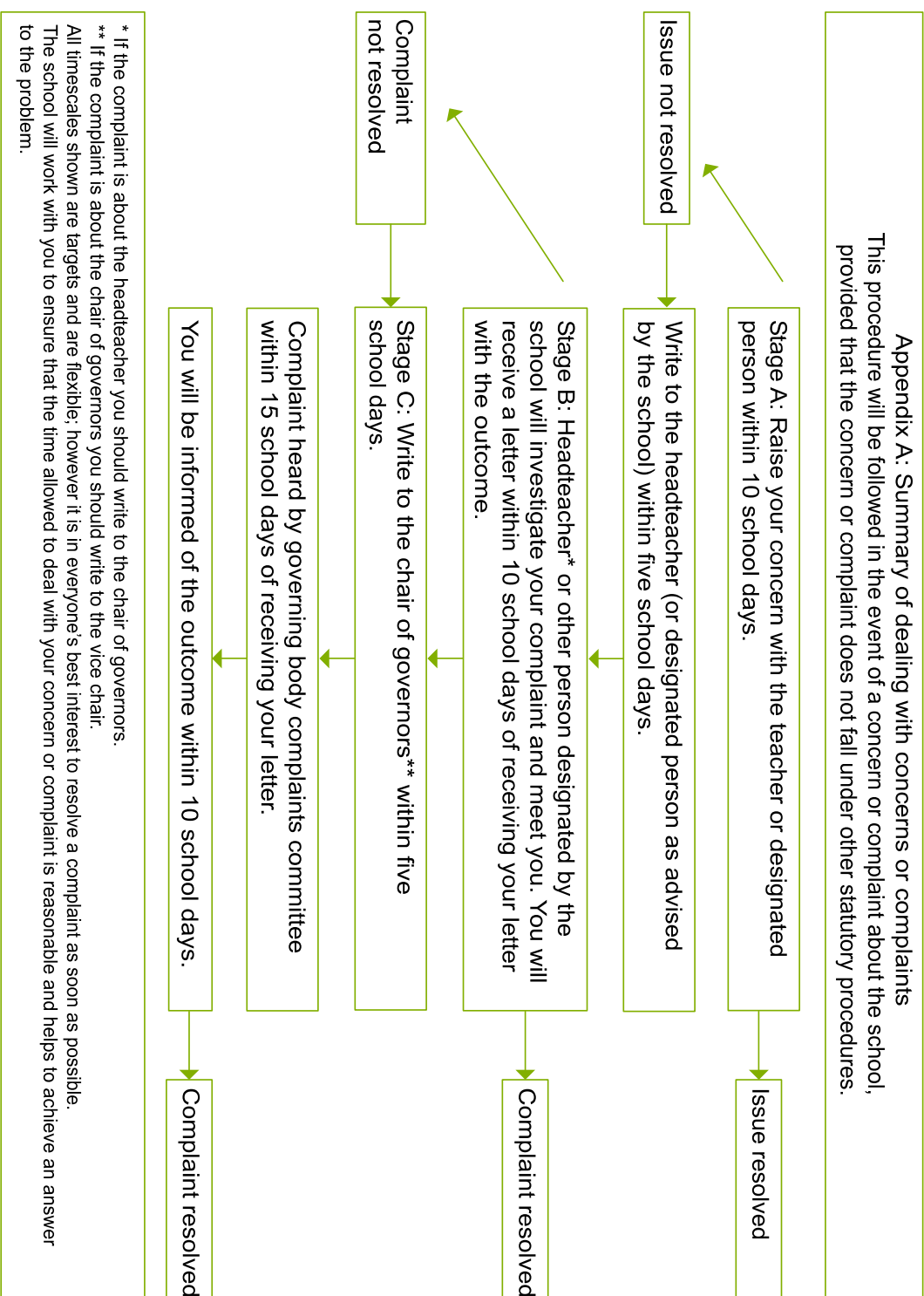
8. Our commitment to you

- 8.1 We will take your concerns and complaints seriously and, where we have made mistakes, will try to learn from them.
- 8.2 If you need help to make your concerns known we will try and assist you. If you are a young person and need extra assistance the Welsh Government has established MEIC which is a national advocacy and advice helpline for children and young people. Advice and support can also be accessed from the Children's Commissioner for Wales.

MEIC may be contacted by freephone: 0808 802 3456, or text: 84001. This service is operated 24 hours a day.

The Children's Commissioner for Wales can be contacted by freephone:
0808 801 1000 (Monday to Friday 9a.m. to 5p.m.), text: 80 800 (start your message with COM) or e-mail:
advice@childcomwales.org.uk

Appendix A: Summary of dealing with concerns or complaints



Appendix B: Model Complaint Form

The person who experienced the problem should normally fill in this form. If you are making a complaint on behalf of someone else please fill in Section B also. Please note that before taking forward the complaint we will need to be satisfied that you have the authority to act on behalf of the person concerned. If you are a pupil the school will help you complete this form, will explain it to you and will give you a copy of it when it is completed.

Your details

| | |
|------------------------|--|
| Surname | |
| Forename(s) | |
| Title: Mr/Mrs/Ms/other | |
| Address and postcode | |
| Daytime phone number | |
| Mobile phone number | |
| e-mail address | |

How would you prefer us to contact you? _____

If you are making a complaint on behalf of someone else, what are their details?

Their name in full _____

Address and postcode _____

What is your relationship to them? _____

Why are you making a complaint on their behalf?

About your complaint (continue your answers on separate sheets of paper if necessary)

Name of the school you are complaining about.

What do you think they did wrong or did not do?

Describe how you have been affected.

When did you first become aware of the problem?

If it is more than three months since you first became aware of the problem, please give the reason why you have not complained before.

What do you think should be done to put matters right?

Have you already put your complaint to a member of staff? If so, please give brief details about how and when you did so.

Signature of complainant:

Date:

Signature if you are making a complaint on behalf of someone else

Signature:

Date:

Please return this form and any documents to support your complaint to the school.

Appendix B

The “Equality Challenge” (Screening document)

| | | | |
|--|---|---|---|
| Name of the Officer completing “the Equality challenge” Stuart Foster, SE Wales Education Achievement Service on behalf of Monmouthshire County Council | | Please give a brief description of the aims proposed policy or service reconfiguration To provide Governing Bodies with a model procedure to adopt a consistent and coherent approach to the management of complaints in schools across Wales. | |
| Name of the Division or service area SCHOOLS | | Date “Challenge” form completed 16 December 2013 | |
| Protected characteristic affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| | | Neutral Impact: The procedure is accessible to anyone with an interest in a school who wishes to make a complaint. Provision has been made that a member of staff may help put the complaint in writing if necessary | |
| Age | | As above | |
| Disability | | As above | |
| Marriage + Civil Partnership | | As above | |
| Pregnancy and maternity | | As above | |
| Race | | As above | |
| Religion or Belief | | As above | |

| | | | |
|--------------------|--|----------|--|
| Sex (was Gender) | | As above | |
| Sexual Orientation | | As above | |
| Transgender | | As above | |
| Welsh Language | | As above | |

| What are the potential negative Impacts. | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties). |
|--|--|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed: Stuart Foster, SE Wales Education Achievement Service. Date: 16 December 2013



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

| | | |
|---|-------------------------|----------------------------|
| Name of policy or change to service (Proposal) | Directorate: | Department: |
| Model Complaints Procedures for Schools | SCHOOLS | |
| Policy author / service lead | Name of assessor | Date of assessment: |
| Stuart Foster | Stuart Foster | 16 December 2013 |

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To provide Governing Bodies with a model procedure to adopt a consistent and coherent approach to the management of complaints in schools across Wales.

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

| | | | |
|-------------------------------|--|--------------------|--|
| Age | | Race | |
| Disability | | Religion or Belief | |
| Gender reassignment | | Sex | |
| Marriage or civil partnership | | Sexual Orientation | |
| Pregnancy and maternity | | Welsh Language | |

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

Consultation carried out with all recognized Trade Unions and MCC Head teachers, Governors Wales, ADEW Governor Support Group

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

N/A

6. As a result did you take any actions to mitigate your proposal? Please give details below.

N/A

7. Final stage – What was decided?

• **No change made to proposal/s – please give details**

• **Slight changes made to proposal/s – please give details**

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

Signed: Stuart Foster **Designation:** SE Wales Education Achievement Service on behalf of Monmouthshire County Council

Dated: 16 December 2013

Appendix A

The “Sustainability Challenge”

| | | | |
|--|--|---|--|
| Name of the Officer completing “the Sustainability challenge” Stuart Foster | | Please give a brief description of the aims proposed policy or service reconfiguration To provide Governing Bodies with a model procedure to adopt a consistent and coherent approach to the management of complaints in schools across Wales. | |
| Name of the Division or service area SCHOOLS | | Date “Challenge” form completed 16 December 2013 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | Neutral Impact: The procedure is accessible to anyone with an interest in a school who wishes to make a complaint. Provision has been made that a member of staff may help put the complaint in writing if necessary | |
| Ensure that more people have access to healthy food | | | |
| Improve housing quality and provision | | | |
| Reduce ill health and improve healthcare provision | | | |
| Promote independence | | | |

| | | | |
|---|--|--|--|
| Encourage community participation/action and voluntary work | | | |
| Targets socially excluded | | | |
| Help reduce crime and fear of crime | | | |
| Improve access to education and training | | | |
| Have a positive impact on people and places in other countries | | | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | | |
| Reduce carbon dioxide emissions | | | |
| Prevent or reduce pollution of the air, land and water | | | |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | | |
| Protect or enhance visual appearance of environment | | | |
| PROFIT | | | |

| | | | |
|--|--|--|--|
| Protect local shops and services | | | |
| Link local production with local consumption | | | |
| Improve environmental awareness of local businesses | | | |
| Increase employment for local people | | | |
| Preserve and enhance local identity and culture | | | |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | | |
| Increase and improve access to leisure, recreation or cultural facilities | | | |

| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|---|---|
| ➤ <i>NONE</i> | ➤ |
| ➤ | ➤ |

| | |
|---|---|
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed: Stuart Foster

Dated: 16 December 2013

SUBJECT: Whole Authority Strategic Risk Assessment 2013/16
MEETING: Cabinet
DATE: 8th January 2014
DIVISIONS/WARDS AFFECTED: All

1 PURPOSE

1.1 To present the whole authority strategic risk assessment 2013/16 to Cabinet for approval.

2 RECOMMENDATIONS:

2.1 That Cabinet members approve the whole authority strategic risk assessment for 2013/16 as a realistic assessment of the strategic risks facing the authority over the next three years. In doing so, Cabinet members need to satisfy themselves that:

- No additional risks facing the authority need to be identified
- No risks should be removed
- The descriptions of the risks logged accurately reflect the issues
- The evidence and rationale used to score the risks and the actual scores are robust
- Actions identified for managing the risks are adequate and appropriate (SMART)
- Accountability for the risks across chief officers and Cabinet member responsibilities has been allocated responsibly

3. KEY ISSUES

3.1 The council's responsibility to identify and manage its strategic risks stems from the Wales Programme for Improvement Circular 28/2005. In recent years this guidance has been underpinned by the Local Government (Wales) Measure 2009. The authority also uses its Risk Management policy in carrying out a risk management approach as noted within paragraph 4. on background papers.

3.2 The risk assessment for the three years 2013/ 16 has been prepared by:

- Reviewing the progress and impact made in reducing the risks listed in the strategic risk assessment 2012/15
- Drawing on new evidence available such as the service plans for 2013 /16, recent regulators' and inspectors' reports, current and trend performance information and where possible, feedback from service users and outside organisations that the authority works with
- Gathering information from Department Management Teams and the Senior Leadership Team
- Facilitating challenge through the select committees

3.3 The risk assessment has been developed to ensure that:

- Strategic risks are identified and monitored by the authority
- Risk controls are appropriate and proportionate and aligned to operational actions to deliver a response
- Senior managers and elected members systematically review the strategic risks facing the authority

3.4 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.

3.5 Guidance on members' roles and undertaking effective challenge was provided to the select committees to facilitate the scrutiny and challenge sessions. This is provided in Appendix 1.

All select committees' views have been considered.

3.6 As a result of the consultations some risks have been deleted from the 2012/15 risk assessment. This is in the light that either they been dealt with effectively to remove them, or out of further consideration that some of the previously logged risks should be managed through teams' service plans as operational issues rather than through the strategic assessment. In addition, a number of separate but related risks from last year have been merged to make the context of them clearer and more focused in going forward.

3.7 There are now 11 strategic risks registered for 2013 /16 as opposed to 24 registered last year for 2012/15.

- 3.8 Cabinet and Select Committee responsibilities have been nominated against each risk in line with current portfolios.
- 3.9 The risk assessment 2013/16 is appended to the report – Appendix 2.
- 3.10 In addition, the 2012/15 risk assessment has been provided for reference to show the direction of travel on risks from last year's log to the new assessment – Appendix 3.
- 3.11 Once approved, the new risk assessment will be subject to continuous review as part of the Improvement cycle and monitored by the Senior Leadership Team and the Cabinet at least once a year. In addition, it will be presented for scrutiny and challenge to the Select Committees. Responsibilities of officers and members are covered within the Risk Management policy and guidance.
- 3.12 In going forward the risk assessment must be factored into the authority's strategic documents as relevant to issues. Also, Cabinet needs to ensure that all strategic risks are considered in taking decisions on associated matters.
- 3.13 A separate report was presented to the December 2013 Audit Committee meeting to cover the authority's governance arrangements for Improvement and Performance Management. By implication, this included risk management arrangements.

4. REASONS

To ensure that:

- 4.1 Strategic risks are identified and assessed robustly by the authority and that risk controls are put in place that are appropriate and proportionate and supported by effective operational activity to ensure risk reduction / risk management.
- 4.2 Responsibility for strategic risk management is taken on board and that:
- Senior managers are accountable for systematically reviewing and addressing strategic risks facing the authority
 - Cabinet as the executive takes responsibility to oversee the risk management function and ensure that decision making takes all identified risks into account
 - Audit Committee takes responsibility to scrutinise that a risk management culture and effective risk management arrangements are applied across the authority
 - Select Committees challenge officers and members responsible for the risks as an intrinsic part of holding them to account for risk management / mitigation

4.3 An articulate and documented strategic risk management approach is implemented so that the council is not exposed to the potential of poor regulatory assessment. This also takes on board the related issues of:

- protecting the council's assets, resources and staff
- improving business planning and performance and informing calculated risks
- avoiding unnecessary liabilities and costs
- avoiding poor reputation and loss of confidence in the council

5. RESOURCE IMPLICATIONS

There are no additional resource implications as a result of implementing the strategic risk management process. However, it is likely that resource implications are associated with some risks and in implementing actions to manage them.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The strategic risk assessment 2013/16 has been screened in line with the requirements of the Equality Act 2010 (EqIA) and the Sustainability checklist. This assessment is attached as Appendix 4.

7. CONSULTEES:

Consultations have been completed with:

Chief Officers / Department Management Teams
Senior Leadership Team
Head of Improvement
Head of Finance
Welsh Language & Equalities Officer
Select committees
Audit Committee

Views and challenges have been considered in developing the work.

8. BACKGROUND PAPERS:

2012/15 Strategic Risk Assessment
Wales Programme for Improvement Guidance Circular 28/2005
Local Government (Wales) Measure 2009
Financial Management and Governance Practice January 2010 – National Audit Office
Local Government (Wales) Measure 2011
Monmouthshire's Risk Management policy and guidance

9. AUTHOR:

Teresa Norris, Improvement Officer

10. CONTACT DETAILS:

E-mail: teresanorris@monmouthshire.gov.uk

Telephone: 01633 644063 / Mobile:07771387935

Appendix 1.

Risk Management Challenge – A Brief for Scrutiny Members

Considerations to take into account and questions for the Committee to ask itself in challenging the risk assessment

1. Confirming the Select Committee's specific role...

"To challenge the Cabinet members and senior officers on the risks presented - to confirm they give a fair representation of risks facing the authority and to ensure effective actions in response."

- **Cabinet** is responsible for assessing the strategic risks facing the Council, overseeing the risk management function and ensuring decisions take risks into account.
- **The Audit Committee** is responsible for ensuring that a risk management framework is in place.
- **Select Committees** are responsible for ensuring that Cabinet Members and Officers manage risks by taking actions wherever possible to mitigate them.

2. What outcome is the Select Committee seeking to achieve...



To be satisfied that risks are being well-managed



To arrive at an agreement between the Committee, officers and Cabinet Members on the risks captured so that the risk assessment can be finalised for 2013-16

3. What overall 'questions' do select members need answered to give assurance? What sort of information do invitees need to provide?

Risk-specific Questions...

- a. Are we satisfied that the actions put forward are the right actions to control this particular risk? Are they likely to be effective in managing the risks down or at least stop them escalating higher? Are the actions likely to mitigate the risk and turn it around?
- b. If a risk continues to be scored as 'High' over 3 years and yet we feel the actions are the right and appropriate ones, should the risk therefore still be 'High' in 3 years' time in any such situation? Are the issues beyond our control or should we be able to control them?
- c. Are the actions being driven and monitored and if so by whom? What is the evidence of improvement? Is the risk being taken seriously? Are responsibility holders monitoring the risk sufficiently and being held to account?
- d. Are the actions SMART – specific, measured, achievable, realistic and time bound i.e. followed through into associated well set out action plans to ensure delivery e.g. the council's Improvement Plan and related annual Improvement Objectives, the Outcome Agreement with the Welsh Government, operational service plans , specific project plans, the Medium Term Financial Plan?
- e. Do the risks reflect the full accountability of officers, Cabinet and any other responsibility holder e.g. partners within collaborations? How will MCC monitor and ensure that collaborative partners take responsibility so that the authority / residents / council tax payers / service users do not end up carrying the risks?

4. Questions on the 'Risk Management Process'....

- a. How have the risks been identified? What led these risks to feature in the risk assessment? What's the rationale and evidence?
- b. Are these the right risks? What is not included – have any risks been missed?
- c. Do we have sufficient information on the risks listed? Have the risks been fully reflected? ...particularly within projects, initiatives and new proposals... Should XYZ not feature as a risk as well as ABC?
- d. How has the gravity of the risks been assessed - why have they been scored this way? Again, what's the rationale and evidence?

- e. Do we feel the risk assessment reflects that risk is being taken seriously within the authority?
- f. Are risks from 2012/13 carried forward as necessary? Or have they been dealt with sufficiently so that they no longer need to feature in the new risk assessment?
- g. Is there duplication or confusion between risks? Have all risks been picked up and have issues that no longer present a risk been deleted?
- h. Are we satisfied that the risk assessment reflects that everything has been considered and taken into account as necessary? Is it clear that effective and accountable management is in place to manage the risks down or stop them escalating higher?

5. Agree an approach for the meeting...

- Agree the order in which the main questioning themes will be approached
- Agree which members will lead the questioning on which themes
- Agree which interviewees need to be invited and the questions each will be asked

Questions for the Committee to ask itself at the end of the meeting...

1. Has the committee gathered all the information needed to answer their questions and is the committee satisfied with the answers received?
2. Does the committee want to:
 1. Request further information to consider at a future meeting?
 2. Investigate the issue in more detail?
 3. Request to speak to other witnesses – e.g. independent expert, members of the local community, service users or regulatory bodies?

4. Make recommendations to the executive / council/other agencies?
5. Request a further monitoring report for a future meeting?
6. Agree the risk assessment and minute that no further action is required at this stage?

Appendix 2: Draft Whole Authority Strategic Risk Assessment 2013-16 for Consultation with Cabinet

| Whole Authority Priority: Protecting the Vulnerable | | | | | | | | | | |
|---|--|---|--------------------|---|--------------------------|------|---|--|----------------|--------------------------------------|
| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
| 1. | A risk that in the continuing climate of economic constraint, more people will become vulnerable and in need, placing ever-increasing demand pressures on services. This will impact the ability to enable people to live safely and independently | <p>This intrinsic risk is present at all times, however, it is exacerbated at this time by continuing macro and micro-level financial and economic pressures.</p> <p>The ageing population is a significant factor with the number of over 85s predicted to increase by 46% by 2020.</p> <p>As a result of external pressures and the unpredictable nature of demand, this risk will remain High.</p> | High | <p>In Adults services, the integrated teams are essential in managing demand.</p> <p>Over 50% of people undergoing reablement regain independence.</p> <p>Cabinet agreed the introduction of Community Coordination pilot (formerly called Local Area Coordination) in October 2013 which should help to manage down the level of demand. The net investment in the pilot phase is £370,000. The expected cost avoidance resulting from better management of demand in this period is estimated as between £405K and £810K. A number of risks have been identified within the business case prepared on setting up the LAC. Also, we recognise that we have not delivered on this new service arrangement yet and so even though the projections are good, there is no guarantee that it will achieve the anticipated impact.</p> <p>The Children's services restructure is now complete.</p> <p>The Children's Safeguarding unit has been established. We have implemented a new Safeguarding Policy, with a range of work in progress to support safeguarding. We have received positive feedback from the Estyn Recovery Board on what we have achieved to date.</p> | 2013/14 | High | <p>Continue to implement the 'whole systems' review of Adult and Children's Services as a means of better understanding, responding to and managing demand. Implement service redesign to improve efficiency and effectiveness.</p> <p>Adult Services: remodel front-end of service to 'listen to understand' needs and 'facilitate early solutions'. In-build principles of 'local area co-ordination' to ensure a more bespoke approach to addressing needs, working in partnership with service users and the wider community.</p> <p>Children's Services: implement Joint Assessment Family Framework (JAFF) and Team Around Family (TAF) approach. Include re-structure of Children's Services to create a comprehensive CYP service for care leavers and looked after children.</p> | <p>Chief Officer of SC&H</p> <p>New Head of Children's Services on appointment</p> <p>Head of Adult Services</p> | Geoff Burrows | Adults and Children and Young People |
| 2. | A small group of vulnerable children may be exposed to significant harm | Service delivery in protecting and safeguarding vulnerable children and young people is fundamental | High | What is the update on actions and the impact as a result from 2012/13 to give rise to this revised entry? | 2013/14 | High | Continue effective inter-agency working arrangements in Child | Chief officer of SC&H | Geoff Burrows | Children and Young |

Whole Authority Priority: Protecting the Vulnerable

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee | |
|-----|------|--|--------------------|---|--------------------------|---|---|--|------------------|--------|
| | | <p>and is core work of the authority. In this context there will always be an ever-present risk. The number of looked after children is increasing whereas the number of children on the Child protection register is more stable. However, the combined numbers impact on our overall capacity.</p> <p>Also, the issues are complex due to multi agency input.</p> <p>The impact of society influences this also such as issues of poverty, substance mis-use and domestic violence.</p> <p>In responding to this complexity, the difficulty in recruiting foster carers is diminishing, but the 'Looked After Children' population has continued to increase from 92 in September 2011, to 106 in March 2012 and 113 in September 2012. This group is 113 in 2013, but there is a significant difference in the issues involved. There is evidence of improved outcomes for looked after children as a result of achieving permanency for them which means there is an increase in their "flow" through the system.</p> <p>In relation to fostering care, there is also an impact from the new legislation on children and young people leaving care.</p> <p>Despite significant progress in this area to minimise and mitigate risk, the risk will always</p> | | <p>From April 1st, 2013, the SEWSCB has replaced the five former Local Safeguarding Children Boards in the South East Wales region. Children and Young People Select Committee received an overview of the work of the new board at its meeting on 28th October 2013.</p> <p>The restructure of Children's Services has been implemented allowing all looked after children to be managed within a single team</p> <p>Training for new Social Workers on parenting Assessments will be completed from April 2014</p> <p>Five new generic foster carers have been recruited since April 2013 although the number of children looked after remains at historically high levels so pressure remains.</p> <p>New Regional Standards for Foster Care are in the process of being implemented.</p> <p>At Quarter 2 of 2013-14 there has been only limited progress in implementing a new training programme for foster carers due to staff vacancies in the training unit. These have recently been filled.</p> <p>Throughout last years and as at quarter 2 of 2013/14 all looked after children have had a plan for permanence at the time of their 2nd review (SCC/001b)</p> <p>The Corporate Parenting Strategy is being drafted ready for consultation</p> | 2015/16 | High | <p>Protection</p> <p>Continue to implement the Joint Assessment Family Framework (JAFF) and Team Around Family (TAF) approach</p> <p>Develop strong partnership arrangements through the South East Wales Children's Safeguarding Board from April 2013</p> <p>Implement the restructure of Children's Services from 1st April 2013.</p> <p>Implement the new public law outline from September 2013.</p> <p>Train and develop social workers to deliver complex parenting assessments</p> <p>Review the current Fostering Placement Strategy in relation to the increase in demand</p> <p>Recruit enough foster carers to meet demands of looked after children</p> <p>Ensure a package of support measures are in place to enable carers to feel valued</p> <p>Invest in developing the competency and resilience of foster carers</p> <p>Prevent children becoming 'looked after' through working with parents and their children/young people to improve the ability to provide good enough parenting.</p> | New Head of Children's Services on appointment | | People |

Whole Authority Priority: Protecting the Vulnerable

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|--|---|--------------------|---|-------------------------------|----------------------|--|--|---|--|
| | | remain a High one since the environments in which harm to children could occur are not controlled or managed by the Council. | | in January 2014. | | | Continue to deliver permanency for looked after children to ensure they live in a permanent and loving family environment. Develop a 16-25 strategy in regard to new legislation | | | |
| 3. | <p>Risk that changes to welfare benefits is increasing the incidence of poverty and social exclusion across the county.</p> <p>As an associated risk, this could manifest into an increased level of homelessness.</p> | <p>This risk is reframed 12/13 risks 2 & 5.</p> <p>This risk stems from:</p> <p>An increase in homelessness.</p> <p>Continued variances in numbers of Job Seekers Allowance claimants.</p> <p>An increase in rent arrears resulting from welfare reforms implementation.</p> <p>An increase in child poverty.</p> <p>About 50% of those registered for housing related support require critical assistance.</p> | High | <p>Many families caught up in poverty are families living in social housing and housing provision is an issue within this risk.</p> <p>Monmouthshire remains in the top quartile for Wales in relation to affordable housing delivery. We are using all the levers at our disposal to generate as much affordable housing as possible and our Local Development Plan (LDP) has now passed the final stage of the Inquiry. we will soon have a new plan and opportunities to secure additional supply of homes.</p> <p>We now have a shared out of hours Homelessness service with TCBC and the private sector leasing schemes continues to operate well. Proposals are also now being developed to share components of housing advice services in order to strengthen the overall offer.</p> <p>In 2012/13 we saw just over 500 homeless households – an increasing figure. As it beds in, welfare reform is clearly impacting this picture with our largest social landlord MHA demonstrating an increase in arrears of some £70k directly attributable to residents impacted by welfare reform changes.</p> | 2013/14 2014/15 2015/16 | High High High | <p>Develop and implement an anti-poverty strategy</p> <p>On-going monitor and evaluate the SIP theme around ‘No-one gets left behind’</p> <p>Monitor progress and impact through the two whole place plans</p> <p>Factor in different needs as they influence the on-going LDP in the likelihood that smaller properties will be needed in future due to benefit caps on bedrooms Ensure closer working with partner Registered Social Landlords to understand their procedures for working with tenants re: Credit Unions, CAB, financial inclusion & benefit maximisation</p> <p>Direct linkages with welfare to work programmes in order to assist more people into work and training.</p> <p>Maintain an EQIA challenge to test the impact of the universal credit on protected characteristics within the Equalities Act 2010</p> | <p>Chief Officer of R&C</p> <p>Head of Finance</p> <p>Head of Benefits</p> <p>Housing & Regeneration Manager</p> | <p>Phil Murphy</p> <p>Geoff Burrows</p> <p>Giles Howard</p> | <p>Adults</p> <p>And</p> <p>Strong Communities</p> |

Whole Authority Priority: Protecting the Vulnerable

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|------|--|--------------------|--|--------------------------|--|---|----------------------|----------------|------------------|
| | | | | <p>Increases are also evident in relation to levels of child poverty.</p> <p>In relation to housing support, as at September 2013 we have 50 people registered for support services, half of which require critical attention.</p> <p>We have produced Monmouthshire's Single Integrated Plan with a key theme that No-one Gets Left Behind, in close consultation with our communities and with our Local Service board (LSB) partners.</p> | | | | | | |

Whole Authority Priority: Promoting Enterprise

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|--|---|--------------------|--|--------------------------|------|---|----------------------|----------------|-------------------------|
| 4 | <p>Risk that Monmouthshire will be unable to develop its digital capabilities to meet the significant social and economic challenges in the future.</p> <p>An associated risk is that the Shared Resource Service is not providing the authority with the level of service it needs to keep up with technological development.</p> | <p>Reframed 2012/13 risk 6.</p> <p>Over 50% of our communities live in population groups of under 2,500.</p> <p>Broadband notspots remain and despite Monmouthshire being in the next tranche for roll-out of Superfast Cymru; around 4-6% of our most rural areas will not be impacted.</p> <p>With the prospect of service cuts and reductions, being digital is vital to bring services into the 21st century and provide greater access for all.</p> <p>The SRS review has identified scope for improvement and greater realisation of opportunities for its partner bodies.</p> <p>At recent community engagement events, young people vocalised need for greater focus on new digital skills – computer science and coding. In a survey of business leaders polled for Make Things / Do Stuff, digital skills came top as the skills that are most essential to the future success of the UK economy (69 per cent) and over 81 per cent saying digital skills are either important (48 per cent) or very important (33 per cent) to their sector.</p> <p>Business survey conducted by CMC2 told us that broadband and infrastructure is essential to enterprise start-ups, growth and overall economic resilience.</p> <p>We need more ‘real time’ data in order that decisions can be informed by the most accurate and up-to the minute data and information. We also need to ensure a strong digital leadership.</p> <p>The current Public Sector Broadband</p> | Medium | <p>We have established an ICT Review Group focussed on developing the Digital Roadmap.</p> <p>Two rural community-led broadband schemes have been developed and delivered.</p> <p>As a result of lobbying the Welsh Government, we have seen Monmouthshire move to the 2nd phase of the Superfast Cymru.</p> <p>A proposal submitted to the Welsh Government (currently being considered by the Minister) is aimed at assisting delivery of Superfast Cymru and tackling rural notspots.</p> <p>A Monmouthshire business survey has been conducted and completed.</p> <p>The Shared Resource Service Review is concluded and a Task and Finish Group has been established across partners to lead implementation of recommendations.</p> <p>A Festival of Coding planned in conjunction with the Young Rewired State; affiliation with NESTA’s ‘Make Things do Stuff’ and currently 39 young people have been identified who have expressed an interest in taking part in an inaugural festival of coding.</p> <p>We will use the requirements and expectations clarified around future PSBA delivery to lead into informing the tender/ specification creation.</p> <p>A key part of the Monmouthshire digital roadmap will focus on digital enterprise and embedding computer science into the learning pedagogy. We will hold a festival of coding and develop environments and</p> | 2013/14 | High | <p>Produce a Digital Roadmap for Monmouthshire focussed on:</p> <ul style="list-style-type: none"> Public Service delivery (internal) Delivering an ‘iCounty’ vision for Monmouthshire (external) Identifying business optimisation opportunities (commercial) <p>CMC2 to develop a scheme based on the Rural Development Plan - rural community-led broadband schemes to reduce the potential for continued not spots</p> <p>A Shared Resource Service Review task and Finish group has been formed of representatives from Gwent Police, TCBC and MCC to:</p> <ul style="list-style-type: none"> address short-term issues around policies and procedures, governance and accountability and efficiencies in 2014-15 focus on medium term issues via a business plan to reduce overall operating costs develop new products and services and look at how technology can help reduce cost and raise revenue in wider public services ensure a skilled and talented leader to steer the authority through a well- designed technology strategy | Chief Officer of R&C | Peter Fox | Economy and Development |

Whole Authority Priority: Promoting Enterprise

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|--|--|--------------------|--|--------------------------|--------|---|---|----------------|--------------------|
| | | Aggregation network (PSBA) does not deliver added value opportunities to our communities. | | conditions in which coding and programming can be learned. An exploratory 'data dashboard 'will be created and tested. | | | | | | |
| 5. | Risk around the potential impact on communities, local businesses and council services from global climate changes | <p>Reframed 2012/13 risk 8.</p> <p>Over recent years the UK has had to deal with severe weather conditions. This has impacted on Monmouthshire. We need to increase our resilience against the impact of climate change to enable us to help safeguard communities, businesses and also services provided by the authority.</p> <p>The 2012 Climate Change Risk Assessment for Wales forecasts hotter, drier summers, warmer, wetter winters and more extreme weather events. WG have written to all local authorities asking for evidence of what we are doing around climate change adaptation.</p> <p>This risk looks at the risk if we do not plan against the impact, where we cannot control the risk of severe weather events occurring.</p> <p>The risk should reduce over the next three years as we complete and implement adaptation action plans to enable us to become more prepared.</p> | Medium | <p>Workshops were held for each directorate on climate change risk assessments.</p> <p>Climate Change Risk Assessments were completed by each service and can be viewed at: X:\Climate Change Risk Assessments</p> <p>The Climate Change Risk Assessments were reported through Single Cabinet Member Decision. See: http://www.monmouthshire.gov.uk/wp-content/plugins/srs-minutes/meetings/45489/3.%20Climate%20Change%20Adaptation.pdf</p> | 2013/14 | Medium | <p>We have already completed climate change risk assessments for each council service area by summer 2013 in line with requirements from WG "Preparing for a Changing Climate".</p> <p>Complete adaptation action plans for the authority</p> <p>Collect data on the impact of severe weather on council services by piloting SWIMS (Severe Weather Impact Monitoring System pioneered by Kent County Council) Deliver a workshop in February 2014 for community members on how to carry out Climate Change Risk Assessments to support development of local risk assessments and adaptation action plans for all communities</p> | Chief Officer of R&C Estates and Sustainability Services Manager | Phil Hobson | Strong Communities |

Whole Authority Priority: Supporting Education

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|---|---|--------------------|--|--------------------------|------|---|-------------------------------|------------------|-------------------------|
| 6. | The needs and capabilities of individual learners are not sufficiently addressed. Consequently, individual learners do not achieve to their highest potential | <p>1. Comparative standards – especially KS3 & 4 are a concern</p> <p>a. Overall standards Whilst standards overall compare well with those of other Welsh counties, they do not compare well with comparable counties in England.</p> <p>b. Standards of groups of learners When we compare the performance of specific groups of learners, it does not compare favourably with those in other counties.</p> <p>(i) Free School Meals E.g. KS 4 Level 2 including English and Maths: 19th (2012); 22nd (2013)</p> <p>(ii) SEN/ALN Important shortcomings were identified: absence of strategy; ineffective resources used for assessment; insufficient data; provision for ASD. Also operational issues: training; the situation around Mounton House; the PRS</p> <p>c. Varying standards between schools Standards vary across primary schools from being top in the comparable school family to a position in the bottom quarter. Three secondary schools are in the bottom quartile for KS4 free school meals – one is in the third quartile. In addition,</p> | N/A | <p>1. This risk has emerged as a new risk priority in 2013/14.</p> <p>The actions taken to address this risk are described in the Post-inspection Action Plan (PIAP). The actions were identified in the light of the Estyn Inspections of the authority in 2012.</p> <p>Regular updates on progress and impact are given to Cabinet, the CYP select committee and the Internal Improvement Board.</p> | 2013/14 | High | <p>Deliver the detailed actions in the Post Inspection Action Plan (Recommendations 2 & 3) and Service Plan, particularly to ensure:</p> <ul style="list-style-type: none"> • A review of all schools in line with the intervention criteria (PIAP rec 2) • Data tracking of individual pupil performance (PIAP rec 2) • Training to enable tracking (PIAP rec 2) • All targets are challenged and agreed (PIAP rec 3) • Each school has an improvement plan approved by the EAS (PIAP rec 2) • System Leaders identify variation within and between schools (PIAP rec 2) • Schools agree Intervention Plans where appropriate (PIAP rec 2) • We revise processes for self-evaluation and school improvement planning (PIAP rec 2) • We implement training: the Outstanding Teacher Programme and disseminate good practice for Literacy and Numeracy (PIAP rec 2) • A Lead & Emerging Schools Programme (PIAP rec 2) • The authority uses monitoring & use of its powers (PIAP rec 3) | Chief Officer of CYP services | Liz Hackett-Pain | Children & Young People |

Whole Authority Priority: Supporting Education

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|------|--|--------------------|--|--|---|--|----------------------|-------------------------|------------------|
| | | individual school performance varies from year to year. | | | | | <ul style="list-style-type: none"> Leadership development (PIAP rec 3) HR processes for teaching staff (PIAP rec 3) Governor development (PIAP rec 3) SEN/ALN review and redirection (PIAP section B) The EAS deliver on agreed programmes and priorities – which include the actions above (c.f. item 2 below) The renovation of teaching and learning approaches takes place hand-in-hand with the building component of 21Century Schools (c.f. item 3 below) | | | |
| | | <p>2. The LA’s key lever for improving standards and schools has to prove its effectiveness</p> <p>a. A young organisation. Monmouthshire’s key lever for school improvement, especially for standards and the quality of teaching and learning, is EAS. The EAS has existed for only 18 months and is still embedding processes.</p> <p>b. Effectiveness. The effectiveness of EAS cannot be separated from that of the schools. Feedback on EAS from some schools and evidence of improvement is positive overall. However, there is variability in the</p> | | <p>2. This element of risk has been reframed from 2012/13.</p> <p>a. A young organisation. The procedures and processes used by EAS have been established over the last 18 months. They are described on the EAS website and formalised in documents such as <i>A Protocol for Operations</i> and <i>Position Statement</i> and guideline documents such as <i>Intervention Plans for Schools Causing Concern</i>.</p> <p>b. Effectiveness. Specific actions undertaken by EAS to address underperformance of schools and improve teaching</p> | <p>2013/14 Medium</p> <p>2014/15 Medium</p> <p>2015/16 Low</p> | <p>As described in the previous columns, actions to ensure the improvements in standards and quality via EAS are included in the PIAP.C.f. action proposed in the row above.</p> <p>a. A young organisation. Move to the full QA procedures from the interim arrangements according to an agreed timetable with EAS.</p> <p>b. Effectiveness. As above. Implement the PIAP actions via EAS. Ensure that the Quality Assessment process with the Education Achievement Service is formalised and</p> | <p>Chief Officer of CYP services</p> <p>Head of Service: Achievement and Extended Services</p> | Liz Hackett-Pain | Children & Young People | |

Whole Authority Priority: Supporting Education

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|------|--|--------------------|--|--------------------------|---|----------------------|----------------|------------------|
| | | <p>overall picture, reflected in the variability in performance within and between schools. The Authority is reliant on the EAS in driving improvements to close the gaps. (E.g. recent ESTYN inspections do not demonstrate a rapid improvement in standards or the quality of leadership in schools; EAS intervention plans for schools are a key instrument in improvement but the process for agreeing, signing off and implementing these has been slow in some cases.)</p> <p>c. Strategic Direction. Welsh Government requirements for regional school improvement services may impact on the quality of EAS provision.</p> | | <p>and learning are described in the Council's Post Inspection Action Plan (PIAP). The Plan was prepared in conjunction with EAS and actions can be found under "Recommendation 2" and "Recommendation 3".</p> <p>Specific actions to address EAS effectiveness are dealt with under quality assurance procedures. A range of quality assurance procedures (QA) have been in place since 2012. These have now been added to and formalised across the 5 Councils and have been in operation since September 2013. These are already impacting upon the issues identified.</p> <p>c. Strategic Direction. The Hill report and steps taken by the Minister for Education have had little impact upon EAS' operations to date – but the potential is there to affect:</p> <ul style="list-style-type: none"> • strategic direction of EAS and service specifications • operations, such as school categorisation, interventions and specific educational strategies • quality of service and leadership • accountability to Monmouthshire | | <p>implemented. This will require regular monitoring by LAs of the implementation of QA procedures and via JEG.</p> <p>Carry out a full review of the impact of EAS (as described in the agreed Quality Assurance Process) in 2014.</p> <p>Key elements of the QA process:</p> <ul style="list-style-type: none"> • Internal development and monitoring of performance within EAS - and reporting via: • two-weekly updates of schools (addressing operational issues in all schools and agreeing actions); • bi-termly Intervention Strategies and Intelligence Meetings (these address the quality of interventions agreed for action by schools, EAS and the LA; school provision, standards and leadership); • termly operational reviews (planning meeting, agreeing actions at the beginning of each term – review of action at the end of each term and agreeing issues); • yearly reviews of service delivery and corporate direction. <p>c. Strategic Direction. Involvement in the Minister's working groups and other</p> | | | |

Whole Authority Priority: Supporting Education

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|---|--|--------------------|---|--------------------------|--------|--|---|------------------|-------------------------|
| | | | | | | | | | | |
| | | | | | | | engagement activity will provide early alerts to decisions affecting EAS. A high level of accountability and direction-setting by the 5 Councils who own EAS is essential. | | | |
| | | <p>3. A major investment to improve teaching and learning (21Century Schools) is at an early stage</p> <p>The 21st Century Schools programme aims to renew teaching approaches and create new school buildings.</p> <p>The risk is that the building of the school is completed without thorough renovation of teaching approaches to match the needs and capabilities of individual learners.</p> | | <p>3. This risk has been reframed from 2012/13.</p> <p>In 2013 a new Programme Lead Officer was appointed to lead a new perspective on the work.</p> <p>Throughout 2012/13 the 21st Century Schools programme work has continued. As part of this programme, the schools involved have been encouraged to renovate their teaching and learning approaches in the light of the new construction.</p> | 2013/14 | Medium | <p>3. A specific programme will be designed and implemented, as described here:</p> <ul style="list-style-type: none"> • A specific change programme and processes which target teaching personnel and ensure that teaching and learning approaches are renovated; • This “soft-side” change programme should be married to the comprehensive building programme; • Stages of building will be conditional upon the renewal of teaching and learning approaches; • The programme will be set in the context of the Monmouthshire vision for learning; • The programme must also match the findings of the SEN/ALN review (mandate 35) | Programme manager 21 st Century Schools Team | | |
| 7. | The need to ensure continuity of Welsh Medium Secondary Provision | Monmouthshire has two Welsh Medium Primary Schools with both feeding into Ysgol Gyfun Gwynlliw in Torfaen’s area to continue their education through the | Medium | <p>This risk has been carried forward from 2012/13 in very much the same content.</p> <p>The authority is progressing work to ensure Welsh medium</p> | 2013/14 | Medium | Work in collaboration with other authorities in SEWC to ensure sufficient provision for Welsh-medium secondary education across the region by 2016. | <p>Chief Officer of CYP services</p> <p>Programme manager 21st</p> | Liz Hackett-Pain | Children & Young People |

Whole Authority Priority: Supporting Education

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|--|--|--------------------|--|--------------------------|--------|--|--|------------------|-------------------------|
| | | <p>medium of Welsh.</p> <p>The pressure in Ysgol Gyfun Gwynlliw to accommodate Monmouthshire students from September 2016 has been identified through Monmouthshire's 21st Century Schools programme.</p> <p>Home to school transport and post 16 transport provision are likely to be impacted by decisions within this risk area.</p> | | <p>education:</p> <ul style="list-style-type: none"> Discussions to provide additional Welsh-medium provision by September 2016 between Monmouthshire CC, other local authorities in the South East Wales Consortium and Head teachers are currently underway. Monmouthshire has secured £5 million from the Welsh Government 21st Century schools funding (subject to a business case) to contribute to provide secondary provision by September 2016 Monmouthshire has taken full account of the impact upon home to school transport and post 16 transport provisions | | | <p>Include Welsh-medium provision within the 21st century schools programme.</p> <p>Monmouthshire will continue to assess the impact upon home to school transport and post 16 transport provisions</p> | Century Schools Team | | |
| 8. | The need to ensure effective responsibility and accountability in safeguarding children and young people | <p>Substantial shortcomings were identified in the ESTYN inspections of the Council in November 2012. These covered:</p> <p>Lack of a Safeguarding policy; monitoring of update checks was not rigorous enough; there was no formal mechanism to ensure that partners who work with young people have appropriate safeguarding policies and procedures; the need for safeguarding training. The Council has addressed these issues but is aware that</p> | n/a | <p>This risk has emerged as a new risk priority in 2013/14.</p> <p>The risk is focused through the work in hand to respond to the issues and recommendations out of the Estyn Inspections of the authority in 2012. The work is consolidated within the Post-inspection Action Plan. Regular updates are given to Cabinet, the CYP select committee and the Internal Improvement Board.</p> | 2013/14 | Medium | <p>Deliver the detailed actions in the Post Inspection Action Plan, particularly to ensure:</p> <ul style="list-style-type: none"> An effective Safeguarding Policy Training Safeguarding area meetings Monitoring of checks and guidelines The JAFF/TAFF programme A review of procedures | <p>Chief Officer of CYP services</p> <p>Head of Service - Wellbeing and Partnership</p> <p>New head of Children's Service on appointment</p> | Liz Hackett-Pain | Children & Young People |

Whole Authority Priority: Supporting Education

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|------|--|--------------------|--|--------------------------|---|----------------------|----------------|------------------|
| | | safeguarding arrangements need constant attention. | | | | | | | |

Making the Best Use of Resources: Partnerships and Engagement

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|---|--|--------------------|---|---|---|--|----------------|--------------------|
| 9. | Risk of not working meaningfully with our communities means we will fail to develop the solutions to the big challenges the county faces over coming years – social, economic and environmental | <p>Reframed 2012/13 risks 17 to 19.</p> <p>£23m+ shortfall in finances over the medium-term is a significant challenge. However Monmouthshire has a fantastic natural environment, high levels of strong social capital and is asset-rich. We know from our move into ‘whole place’ planning that community expectations of public service are changing and one size doesn’t fit all. We also know from this process and the recent Monmouthshire Engages events, that there are high numbers of innovatory thinkers who wish to work with us to create value. If we cannot unlock these ideas and encourage the willingness to work meaningfully with us, we run the real risk of being unable to create the kind of vibrancy, viability and resilience needed to withstand future challenges.</p> <p>Ideas have been formulated into thematic groupings for continued work to test suitability and lead officers will soon be making contact with the hundreds of citizens who have expressed a wish to work with us on specific programmes of activity (co-design).</p> | Medium | <p>Two whole place plans for Severnside and Bryn-y-cwm are now in operation with relevant structures and processes aimed at delivery</p> <p>Two autonomous and fully constituted town teams are established to oversee town centre improvements.</p> <p>In Severnside the Town Team has held its own series of consultation events attracting over 200 people to have their say on the future of the town centre/ ASDA supermarket development and public realm improvements. It has also held a series of community activities and events, secured short-term let on town centre premises and is developing a community-growing scheme (Incredible Edible) and overseeing the work required in the centre of town for the supermarket linkage team.</p> <p>We have established an LSB Engagement and Participation Group – data collection, agreeing core principles across partners and</p> | <p>2013/14 Medium</p> <p>2014/15 Medium</p> <p>2015/16 Medium</p> | <p>Continue implementation of whole place plans in Severnside and Bryn-y-cwm and roll-out plans to Monmouth, Chepstow and Usk</p> <p>Continue support for town teams and provide the support and infrastructure to enable communities to invest in building their own future resilience</p> <p>Continue delivery of the Single Integrated Plan with Local Service Board (LSB) partners and in particular, implement the work of the cross-cutting Engagement and Participation sub-group.</p> <p>Continue Monmouthshire Engages. Ideas have been formulated into thematic groups to continue work to test suitability</p> <p>Establish more formal mechanisms with town and community councils, friends groups, trusts and other models around co-delivery to operate local services and functions</p> <p>Develop new opportunities subject to options appraisal (e.g. Gilwern Velo Park)</p> <p>Continue work of CMC2 in leading</p> | Head of Innovation Strategic Lead Engagement and Partnerships | Phyl Hobson | Strong Communities |

Making the Best Use of Resources: Partnerships and Engagement

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|---|---|--------------------|---|--------------------------|------|--|------------------------|------------------------------|--------------------|
| | | | | <p>highlighting and sharing best practice.</p> <p>We have sent out a newsletter on Budget Futures to all households.</p> <p>We have held 5 initial Monmouthshire Engages events – attracted a multiplicity of capacities of more than 1000 people. This has resulted in community members putting forward ideas and suggestions (see website) and identification of hundreds of people who wish to work with us on civic innovation projects.</p> <p>Work in progress re: new ownership models – some Town and Community Councils advancing ideas around more local forms of front line service delivery. Borough Theatre Trust transfer completed.</p> <p>Usk Rural Life Museum now in community ownership.</p> <p>Work between NESTA, the Local Government Association (LGA) and the authority’s Innovation Unit on strengthening engagement processes and developing knowledge and understanding of co-design and co-delivery opportunities.</p> | | | community interventions and community-led development – Y-Prentis; Community Toolkits, wi-fi schemes and digital welfare | | | |
| 10. | Risk of not being able to sustain our priorities and wider service delivery within the current financial situation and the increasing | Reframed 2012/13 risk 20. The council has set three main priorities around education, supporting vulnerable people and stimulating | High | A new process has been implemented for capturing and working on savings targets for the MTFP as a programme managed approach. The first stage to identify areas of work for | 2013/14 | High | Continue the process for capturing and working on savings targets for the MTFP as a programme managed approach. Develop either a business case or a | Senior Leadership Team | Peter Fox Phil Murphy | Strong Communities |

Making the Best Use of Resources: Partnerships and Engagement

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|---------------------------|--|--------------------|---|--------------------------|--|----------------------|----------------|------------------|
| | financial challenge ahead | <p>enterprise.</p> <p>Tied into this, in reality as we go forward no services can have guaranteed protection.</p> <p>Cabinet agreed a to look into 37 areas for potential budget savings in October 2013 to alleviate the financial situation. The authority needs to realise the most impacting ideas from this mandate to deal with the financial challenge now and ahead of us.</p> | | <p>consideration was presented to Cabinet in a series of 36 mandate forms (one mandate is already developed and will be delivered) so appropriate links, risks and implications of each budget saving could be considered.</p> <p>5 public engagement sessions on the financial situation / budget have been held and the ideas fed back have been processed to work up into budget proposals for the end of November. This further work has resulted in either a business case or a more detailed mandate to provide a fuller analysis of the options available. Equality Impact considerations are being undertaken by the Authority's equality officer in conjunction with the relevant service areas.</p> <p>Further public engagement sessions are planned for January. This is to consult on the budget proposals approved by Cabinet on 18th Dec 2013. The aim is to establish a network of people interested in working with the Authority to find solutions to some of the issues being faced.</p> <p>A medium term view has been taken with the result that the work required to meet the gap in each year has been identified, presuming the assumptions in the model are accurate.</p> | | <p>more detailed mandate to provide a fuller analysis of the options available through the 5 public engagement sessions carried out on the financial situation / budget</p> <p>Continue the Equality Impact Assessments by the Authority's equality officer in conjunction with the relevant service areas</p> <p>Complete further public engagement sessions in January 2014 to consult on the budget proposals approved by Cabinet on 18th Dec 2013</p> <p>Set up a network of people interested in working with the Authority out of the January engagement sessions to find solutions to some of the issues being faced</p> <p>Continue to work on the areas identified for savings to be made at the latter end of the medium term financial plan, in consideration of the lead in time for some of the more transformational projects</p> <p>Implement a restructure of the leadership team to ensure a focus on the council priorities</p> | | | |

Making the Best Use of Resources: Finance and Innovation

| Ref | Risk | Reason why the risk has been identified (evidence) | Risk Level 2012/13 | Progress and impact made in responding to the risk issues from 2012 to end of 2013 | Risk Levels from 2013/16 | | Actions proposed from 2013 to mitigate risk | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|---|--|--------------------|--|--------------------------|------|---|--|---|-------------------------|
| 11. | Risk posed to revenue and to delivering the capital programme if we do not make optimal use of our surplus assets (which can involve sale / renting / community transfer) | <p>The risk has been refined more closely from 2012/13 in considering any potential impact on our capital programme.</p> <p>Anticipated receipts from land, building and asset sales are jeopardised due to declining economic conditions and a crowded marketplace with other public organisations competing to sell assets.</p> <p>Local Development Plan (LDP) and other legal processes place limitations on timing of asset sales. This is kept entirely separate to asset disposal policy and process.</p> <p>19% reduction in capital budget allocation.</p> <p>We need to ensure we match fund monies allocated to the 21st Century Schools project.</p> | High | | 2013/14 | High | <p>Review our assets to identify the best deal based on the potential to sell, use for an alternative function or rent out</p> <p>Understand the potential for asset disposal to add wider value to place development</p> <p>Commission independent valuations to achieve a realistic assessment of value</p> <p>Target the most opportune times of the year to achieve optimum sales values and bring all saleable assets forward within a coherent plan for timely release</p> <p>Monitor the situation for any equalities impact</p> | <p>Chief Officer of R&C</p> <p>Estates and Sustainability Services Manager</p> | <p>Bob Greenland</p> <p>Phil Murphy</p> | Economy and Development |

1. WHOLE-AUTHORITY PRIORITY: PROTECTING THE VULNERABLE

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|---------|--|---|--|------------------------------|------|--|----------------------|---------------------------|----------------|-------------------------------|---|
| 1. | <p>Unable to guarantee meeting our statutory responsibilities to homeless people</p> <p>In 2013/14 this is likely to be exacerbated by the introduction of welfare reform proposals and continuing decline in levels of Social Housing Grant</p> | <p>Market changes can render housing undeliverable as a result of demand continually outstripping supply. Our Strategic Housing function seeks to influence the operation of the housing market. However, given the nature of the system – there are only so many levers at our disposal to deliver sufficient numbers of affordable homes; manage issues within the private rented sector and operate a comprehensive housing options service. Inadequacy of supply therefore remains the single biggest risk indicator in this area. Evidence also suggests that the impact of welfare reform alongside reductions in Social Housing Grant, will further constrain our ability to address demand.</p> | High | 2012/13 | High | <p>Adopt deposit LDP that aims to build 400 new houses every year with a 30-60% affordable housing policy</p> | Chief Officer of R&C | Place and Futures | Geoff Burrows | Adults and Strong Communities | <p>The co-location initiative with TCBC at Melin Homes has enabled production of a joint action plan which has yielded benefits in terms of shared homelessness out-of-hours service and a shared approach to use of private sector leased accommodation. The Year 2 plan indicates further potential in terms of service integration</p> |
| 2013/14 | High | <p>Take pro-active approach to submitting proposals for additional public funding for new affordable housing</p> | <p>Assessment work undertaken in conjunction with Housing Benefit has provided a clear indication of the nature of demand for housing and homelessness services likely to be seen in future years, as a result of welfare reform and changes to Housing Benefit caps and thresholds.</p> | | | | | | | | |
| 2014/15 | tbc | <p>Welfare to Work: Support current claimants into work based learning, training and jobs through range of informal and formal schemes, led by the Employment and Skills Partnership.</p> | <p>Proposals now developed to implement, ahead of 2013/14, an extended support scheme for 16/17 years olds and a shared lodgings scheme.</p> | | | | | | | | |
| | | | | | | <p>Review Strategic Housing function to re-assess approach to homelessness applications and improve processes and potential for collaborative working with co-location partner, TCBC</p> | | | | | <p>Transfer of the formerly in-house managed private sector leasing scheme to successful tendering organisation, Melin Homes. The scheme is now being managed to budget and provides good quality, affordable temporary homes to those in most need.</p> |
| | | | | | | <p>Submit a bid to Supporting People programme for 'financial inclusion' worker to provide financial guidance and support</p> | | | | | <p>In view of the 230+ applicants for whom we had a homeless duty in 11/12, of this number, just 18 families were finally accommodated in B&Bs – with the vast majority in suitable temporary accommodation.</p> |
| | | | | | | <p>Carry out an EQIA initial challenge document to test the need for more in depth screening</p> | | | | | |

1. WHOLE-AUTHORITY PRIORITY: PROTECTING THE VULNERABLE

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|--|---|--------------------|-------------------------------|----------------------|--|--|---------------------------|--|--------------------------------------|--|
| | | | | 2012/13 | 2013/14 | | | | | | |
| 2. | Inherent risk that in continuing climate of economic constraint, more people will become vulnerable and in need, placing ever-increasing demand pressures on services. This will impact the ability to enable people to live safely and independently. | <p>Intrinsic risk that is present at all times however is exacerbated at this time, by continuing macro and micro-level financial and economic pressures.</p> <p>The ageing population is a significant factor with the number of over 85s predicted to increase by 46% by 2020.</p> <p>Evidence set out in the 11/12 risk assessment indicated an increase in the number of referrals to Children's Services at national and local levels. In 2011/12, 728 referrals were recorded.</p> <p>As a result of external pressures and the unpredictable nature of demand, this risk will remain HIGH.</p> | High | 2012/13 2013/14 2014/15 | High High High | <p>Continue to implement the 'whole systems' review of Adult and Children's Services as a means of better understanding, responding to and managing demand. Implement service redesign to improve efficiency and effectiveness.</p> <p>Adult Services: remodel front-end of service to 'listen to understand' needs and 'facilitate early solutions'. In-build principles of 'local area co-ordination' to ensure a more bespoke approach to addressing needs, working in partnership with service users and the wider community.</p> <p>Children's Services: implement Joint Assessment Family Framework (JAFF) and Team Around Family (TAF) approach. Include re-structure of Children's Services to create a comprehensive CYP service for care leavers and looked after children.</p> <p>Carry out an EQIA initial challenge document to test the need for more in depth screening of the approaches</p> | <p>Chief Officer of SC&H</p> <p>Head of Children's Services (Vanessa Glenn)</p> <p>Head of Adult Service (Julie Boothroyd)</p> | Futures | <p>Geoff Burrows</p> <p>Liz Hackett Pain</p> | Adults and Children and Young People | <p>The service redesign components of the systems review of Children's Services has been carried out – resultant changes are now being tested. Performance scorecard shows significant improvement in children's referrals and assessments with the number of cases held reducing from 380 in April 2011 to 72 in September 2012. A reduction in unallocated cases is also reported from a peak of 72 in Feb '12 to 8 in Sept '12.</p> <p>Adult services are also seeing progress with adopting an approach to dealing with demand at the 'front door' and the impact of a more integrated approach. Latest performance reports show on-going improvements.</p> <p>The independent living team has also been established to support adults with physical disabilities</p> <p>The SEWIC Shared Lives service is live across 6 LAs as is the 'high cost adult' hub. Using shared lives as an alternative to residential care. Supporting people through respite/ more daytime support, can evidence cost reduction. The joint adoption service is also in place and a 'Children Missing in Education' Policy has also been rolled out. A new whole-authority Safeguarding Policy is in place having been endorsed by Cabinet in Dec '12.</p> |

1. WHOLE-AUTHORITY PRIORITY: PROTECTING THE VULNERABLE

| Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 | |
|------|--|---|------------------------------|---------|-----------------------------------|---|---|----------------|---------------------|--|---|
| | | | 2012/13 | 2013/14 | | | | | | | |
| 3. | <p>A small group of vulnerable children may potentially be exposed to significant harm</p> | <p>This is another ever-present risk. The 2011/12 risk assessment indicated an increase in the number of referrals to Children's Services at a local and national level. In Monmouthshire in 11/12 this number was 728. There has also been an increase in the number of children on the Child Protection Register – 62 in 2010/11 and 79 in 2011/12.</p> <p>Notwithstanding the significant progress that continues in this area, to minimise and mitigate risk, the risk will always remain a HIGH one since the environments in which harm could occur are not controlled or managed by the Council. It is a fundamental and core aspect of our service delivery to protect and safeguard vulnerable young people.</p> | Medium | 2012/13 | High | <p>Continue effective inter-agency working arrangements in Child Protection</p> <p>Implement the Joint Assessment Family Framework (JAFF) and Team Around Family (TAF) approaches in 2013</p> <p>Develop strong partnership arrangements through the implementation of a Gwent-wide Local Safeguarding Children's Board (LSCB) from April 2013.</p> <p>Restructure Children's Services to create a Young People's service for looked after children and care leavers</p> <p>Implement a local co-ordinator group</p> <p>Carry out an EQIA initial challenge document to test the need for more in depth screening</p> | Head of Children's Services (Vanessa Glenn) | Futures | Liz Hackett Pain | Children and Young People | <p>Completion of the systems review in Children's services has re-designed service delivery and results are currently being tested.</p> <p>Performance scorecard shows significant improvement in children's referrals and assessments with the number of cases held reducing from 380 in April 2011 to 72 in September 2012. A reduction in unallocated cases is also reported from a peak of 72 in Feb '12 to 8 in Sept '12.</p> <p>The Referral and Assessment Team has undergone changes which have led to more effective decision making as demonstrated by the Performance Scorecard. A simplified single assessment form has been developed which aims to speed up processing and reduce administration and this is currently being piloted.</p> <p>A 'Children Missing in Education' Policy has been developed and is being implemented across all schools. A new whole authority safeguarding unit is in place incldg. an educational specialist within the team</p> <p>A new whole authority Safeguarding Policy has also been developed and endorsed by Cabinet in Dec '12 for immediate implementation.</p> |

1. WHOLE-AUTHORITY PRIORITY: PROTECTING THE VULNERABLE

| Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|---|--|--------------------|------------------------------|---------|---|---|---------------------------|---------------------|---------------------------|--|
| | | | 2012/13 | 2013/14 | | | | | | |
| 4. Suitable and stable foster placements will not be found for some children and young people | <p>Although the difficulty with the recruitment of foster carers is diminishing, the 'Looked After Children' population continues to increase from 92 in September 2011, to 106 in March 2012 and 113 in September 2012.</p> <p>The risk level for 12/13 remains Medium with risk lowering in 2013/14 due to anticipated impact of action.</p> | Medium | 2012/13 | Medium | <p>Continue implementation of the Placement Strategy to:</p> <p>Recruit enough foster carers to meet demands of looked after children</p> <p>Ensure a package of support measures are in place to enable carers to feel valued</p> <p>Invest in developing the competency and resilience of foster carers</p> <p>Prevent children becoming 'looked after'</p> | Head of Children's Services (Vanessa Glenn) | Futures | Liz Hackett Pain | Children and Young People | <p>A new Team Manager in place for the Fostering Team. The number of foster carers has increased from 41 in September 2011 to 47 in September 2012. The total in-house fostering placements available from 72 in September 2011 to 86 in September 2012.</p> <p>Cabinet has approved a Payment for Skills policy that will support the development of skills for our foster carers. This will contribute to increasing the overall stability of placements.</p> <p>Further 'Invest to Save' resources have been prioritised to increase capacity within the Fostering team. This will enable the team to continue to increase numbers of foster carers, whilst focussing on quality and support development.</p> |

1. WHOLE-AUTHORITY PRIORITY: PROTECTING THE VULNERABLE

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|---------|---|--|--------------------------------|------------------------------|------------------|---|-----------------------|---------------------------|----------------|-------------------------------|--|
| 5. | Impact of welfare reform policy implementation and potential for significantly increasing levels of poverty, vulnerability and disadvantage | <p>Concern over implementation of welfare reform policies including new Universal Credit system, new HB thresholds , 'bedroom tax' and council tax benefit caps</p> <p>Potential for significant impact across range of MCC services and Monmouthshire communities – in particular those already disadvantaged. Trend analysis work indicates potential impacts around homelessness, supported housing, Children's and Adults services and continuing support for those aged up to 25.</p> | N/A | 2012/13 | High | Carry out detailed analyses of trends, datasets and national policies in order to forecast levels of impact and risk | Chief Officer of SC&H | People | Phil Murphy | Adults and Strong Communities | Impact assessment undertaken and trend analysis alongside continual tracking of reasons for homelessness |
| 2013/14 | High | Ensure preparedness of departments and services to respond in relation to both policy changes and ability to deliver services in different ways that better align with needs | Head of Finance | Chief Officer of R&C | Geoff Burrows | Joint bid with RSL partners to Supporting People fund for support worker re: financial inclusion | | | | | |
| 2014/15 | tbc | Factor in different needs as they influence the on-going LDP, in the likelihood that smaller properties will be needed in future due to benefit caps on bedrooms | Housing & Regeneration Manager | Head of Benefits | Liz Hackett Pain | Assessment of future likely patterns of housing need fed into LDP process | | | | | |
| | | Ensure closer working with partner RSLs to understand their procedures for working with tenants re: Credit Unions, CAB, financial inclusion & benefit maximisation | | | | One stops shops gearing up for increase in welfare demand advice with training and consideration of more frontline support for benefits related issues and advice | | | | | |
| | | Direct linkages with welfare to work programmes in order to assist more people into work and training. | | | | | | | | | |
| | | Maintain an EQIA challenge to test the impact of the universal credit on protected characteristics within the Equalities Act 2010 | | | | Support for Gateway Credit Union second outlet in Bulwark | | | | | |

2. PROMOTING ENTERPRISE

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|--|---|--------------------|------------------------------|--------|---|--|---------------------------|-------------------------------------|-------------------------|---|
| 6. | The Shared Resource Service has significantly raised user expectations and is managing a significantly increased infrastructure. User expectation for immediate response is not matched with operational capacity leading to frustration on the part of some | <p>The collaboration model is strong and is supported widely by WG and private sector partners. It seeks to provide on-going improvement, resilience and sustainable efficiencies. However SRS is a fledgling organisation and is very much still in its early stages and more time is needed for the full range of benefits to be in and deliver the considerable impact it is capable of making.</p> <p>SRS is not yet an integrated organisation</p> <p>Technology is increasingly central to the work of the organisation</p> | Medium | 2012/13 | Medium | <p>Undertake a review of current capacity related to future opportunities and prepare a robust business plan to guide future activity across the three partners.</p> <p>Provide more case studies and evidence of 'added value' benefits of SRS in relation to projects such as the pioneering iLearn Wales and technology-rich learning in schools</p> <p>Ensure a model of full service integration across the three partner organisations to deliver maximum value</p> <p>Ensure appropriate and proportionate governance arrangements that can be appropriately scrutinised</p> | <p>Chief Executive</p> <p>Programme Manager (Sian Hayward)</p> | People | <p>Phil Murphy</p> <p>Peter Fox</p> | Economy and Development | <p>The SRS has strong network architecture in place and processes and systems that are reviewed on an on-going basis.</p> <p>Project delivery is working well with priority awarded to projects (via ICT Programme Board) that deliver added value benefits to schools, communities and places.</p> <p>iLearn Wales (ICT Learning Project for 14-16 year olds) continues to make a huge impact and is widely recognised as a ground breaking project that significantly enhances the learning abilities of young people</p> <p>Schools have benefited from the additional support, assistance and expertise of the service as their infrastructure improves and becomes more resilient.</p> <p>WG continues to support the model and clear growth opportunities are emerging for the future.</p> |

2. PROMOTING ENTERPRISE

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|---|---|--------------------|------------------------------|--------|---|---|---------------------------|----------------|-------------------------|---|
| | | | | | | | | | | | |
| 7. | Poorly regulated and/ or inappropriate land-use development | <p>The draft deposit LDP is inevitably contentious and provokes strong feeling from stakeholders as it proposes change, development and most significantly, 4,000 new homes.</p> <p>Without a robust LDP, the Council faces the prospect of unregulated development and could fail to meet the expectations of the regulator (WG) and most significantly the requirements of many thousands of people in our communities in need of good quality accommodation that is affordable to them and their families.</p> | Medium | 2012/13 | Medium | <p>Secure Council-wide adoption of deposit LDP for onward referral to Planning Inspector</p> <p>Ensure robust governance and oversight by the Planning Committee</p> <p>Implement the evidenced-based affordable housing policy that is in place</p> <p>Adhere to the new service redesign model for Development Control - initiated to be more customer focussed through Systems Review</p> <p>Monitor the situation for any equalities impact (e.g. age related homelessness)</p> | <p>Chief Officer of R&C</p> <p>Head of Planning, Place and Enterprise</p> | Place | Bob Greenland | Economy and Development | <p>Deposit Plan adopted in November 2012</p> <p>Planning Inquiry process due to commence in Spring 2013</p> <p>Evidence based affordable housing policy in place with early feedback suggesting it is working and viable</p> <p>New measures for DC performance show considerable upturn in customer satisfaction rates</p> |

2. PROMOTING ENTERPRISE

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|--|--|--------------------|------------------------------|--------|---|---|---------------------------|--|--|--|
| 8. | <p>Green Deal framework is not mobilised at anticipated pace causing budgetary pressure and failure to deliver carbon reduction commitments</p> <p>The authority's current approach to food recycling is insufficient to sustain the overall recycling targets and in turn this is likely to increase the tax we pay for landfill.</p> | <p>Energy costs anticipated to increase by more than 30% over next 3 years</p> <p>MTEP contains an expectation for income generation & sustainable efficiencies through energy savings and renewable energy generation.</p> <p>The Carbon Reduction Commitment imposes a tax on public bodies which relates to the amount of energy they use.</p> <p>UK government has reduced the level of Feed-in-Tariff from 41.3p per kw/h to 21p, making it harder to generate income from energy generation schemes. An associated topical issue at this time is that of the risk posed by UK Climate projections. Wales is extremely likely to face more severe extremes of weather. Improving resilience in the face of this will be key.</p> <p>Strong Communities Select Committee challenge on progress of Prosiect Gwrydd / anaerobic digestion / input=ROI of CMC2 into the CO2reduction agenda is insufficient to manage the authority's overall risk around waste management.</p> | High | 2012/13 | Medium | <p>Continue implementation and monitoring of CRC scheme focussed on on-going energy saving</p> <p>Consider 'top 10 assets' in terms of energy use, cost and overall efficiency</p> <p>Implement Climate Change Risk Assessments as required by WG in March 2013</p> <p>Focus work in area of income deprivation to improve energy efficiency and reduce fuel poverty</p> <p>Assess options to reduce energy use and costs in all authority activity</p> <p>Analyse future opportunities for generating income through renewable energy sources such as solar, anaerobic digestion and wind power.</p> | <p>Chief Officer of R&C</p> <p>Estates and Sustainability manager</p> | Place | <p>Phyl Hobson</p> <p>Bob Greenland</p> <p>Brian Jones</p> | Strong Communities and Economy and Development | <p>Pace has not been accelerated as anticipated due to changes in national FiT policy. Despite this a number of installations have gone ahead on public buildings like schools and depots, where reduced cost of installation has made schemes viable.</p> <p>In 2011/12 we reduced our energy usage and made a saving on the CRC. Projections suggest that in 2012/13 the anticipated savings level will be circa £50k. work is also underway to identify the top ten inefficient council owned assets</p> <p>£500k secured for the Community Energy Savings Programme in Over Monnow 2 – Monmouthshire's most 'income deprived' area of deprivation (WIMD 2010).</p> <p>Workshops held to plan and assess future climate change risks</p> <p>We have moved street lighting cells to new sustainable dimming technologies. This exercise has been carried out in consultation with local communities. The street lighting budget is no longer overspent and a balanced budget is forecast 12/13.</p> <p>CMC2 has undertaken a feasibility study on behalf of MCC to assess potential for localised AD provision. CMC2 is also assessing a range of options for future energy production and investment including wind, solar farms and AD including PV farms.</p> |

2. PROMOTING ENTERPRISE

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|--|--|--------------------|------------------------------|---------|--|---|---------------------------|----------------|------------------|---|
| | | | | 2012/13 | 2013/14 | | | | | | |
| 9. | Physical activity rate of citizens is lower than necessary for healthy lifestyle | <p>Annual NSI measures appear to show that local use of leisure centres is lower than that of neighbouring authorities.</p> <p>MCC leisure centres are on dual use sites with schools and as such schools enjoy unrestricted access and full use of centres between 9-4.30 five days a week which, whilst important restricts public access and usage and income potential.</p> <p>We do not have a sufficient understanding of complexity of non-leisure centre based formal / informal physical activity</p> | Medium | 2012/13 | Medium | <p>Promote better understanding of work that goes on within Leisure Centres and the work pioneered through systems review to deliver what matters to customers e.g. swimming targets</p> <p>Find new ways to take leisure and sports activities out into communities</p> <p>Develop new income and market new activities to maximise impact of 2012 Olympics</p> <p>Use new investment models to build on market growth areas</p> <p>Develop new measures based on what matters most to customers about leisure centre offer</p> | <p>Chief Officer of R&C</p> <p>Leisure Services Manager</p> | Place | Giles Howard | Adults | <p>SLAs now in place with schools to clearly separate time for school initiatives from community-use time</p> <p>More 'hub to club' activity in Monmouthshire than anywhere else in Wales</p> <p>Promotion of Monmouthshire's place in upper quartile of physical activity rates in Wales and top of league table for 3x60 activity</p> <p>Sustained funding levels through national body Sport Wales</p> <p>Development of new measures to better reflect activity and progress in and around leisure centres</p> <p>BBC promotion of our GP exercise referral scheme – best practice example</p> <p>Impact on national NASA PIs for swimming attainment as a result of systems work</p> <p>New business case proposal for further investment in fitness suites on ROI basis</p> |

3. PROVIDING THE BEST EDUCATION AND LEARNING SYSTEM

| Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 | |
|------|--|--|------------------------------|-------------------------------|-----------------------------------|---|---------------------------|----------------|---------------------|--|--|
| | | | Year | Level | | | | | | | |
| 10 | Young people do not achieve to their full potential in part because of existing outdated learning environments | Council approved the 21 st Century Schools Programme in June 2012, aimed at modernising our whole school estate. The programme is progressing well under the direction of the 21 st Century Schools Programme Board. Notwithstanding the large amount of funding allocated by WG to the project, a level of match funding input is required of MCC to the tune of some £25m. | Medium | 2012/13 2013/14 2014/15 | Medium High tbc | <p>Identify new ways of closing the funding gap through exploring alternative models of provision & identifying best practice in the market</p> <p>Consider wider business case for the programme – school improvement, shared services, ‘campus’ style of operation and opportunities for provision of wider community services</p> <p>Put engagement front and centre and ensure continual work with young people to create the kind of environments that will best facilitate learning</p> | Chief Officer of CYP | Futures | Liz Hackett Pain | Children and Young People | <p>21st century Schools Board has been reinvigorated with a new approach to engagement embedded at the core</p> <p>Expertise of organisations such as NESTA has been sought and secured and this is helping to shape the project in a way which will add value</p> <p>Officers leading the programme are undertaking Intrapreneurship School to develop the tools and training to optimise delivery of the programme</p> <p>21st century schools embedded in wider ‘whole place planning’ area regeneration programmes</p> <p>Outline business case approved by WG in June ‘12</p> |

3. PROVIDING THE BEST EDUCATION AND LEARNING SYSTEM

| Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|------|--|--------------------|------------------------------|--------|---|------------------------------------|---------------------------|---------------------|---------------------------|--|
| | | | Year | Level | | | | | | |
| 11 | <p>Young people do not achieve their full potential in part because teachers are not sufficiently trained / confident in application of technology-rich learning</p> <p>Technology-rich learning is a new advancement for our schools. Young people are born into a digital world and this poses a challenge to traditional teaching methods. It is especially important that teachers and coaches embrace new styles of learning since evidence suggests this is how young people wish to learn and the positive impact it can have on standards and attainment.</p> <p>Investment in this area has been a priority and it is important to demonstrate a clear Return on Investment</p> | Medium | 2012/13 | Medium | <p>Undertake a training needs assessment and target training in the areas in which greatest impact can be made</p> <p>Complete migration to Office 365</p> <p>Align SRS technicians to all schools to facilitate the transition process</p> <p>Enable young people to take a lead and work with teachers through a two-way learning process</p> <p>Ingrain ICT in all aspects of school life in order to make it the 'new norm'</p> | Head of Resources and Planning CYP | People | Liz Hackett Pain | Children and Young People | <p>The programme is now well embedded and 3 of the four secondary schools have now migrated to new systems and all primary schools</p> <p>Technology-rich learning plazas are now a feature of all new build schools</p> <p>Levels of ICT capacity and resilience in schools overall have significantly improved</p> |

3. PROVIDING THE BEST EDUCATION AND LEARNING SYSTEM

| Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 | |
|------|--|--|------------------------------|-------------------------------|-----------------------------------|--|---------------------------|----------------|---------------------|--|--|
| | | | Year | Level | | | | | | | |
| 12 | Young people do not achieve their full potential in part because we cannot be sure that the needs of some children and young people with Additional Learning Needs (ALN) are being adequately met. | The very nature of learning disabilities is that future demand is hard to predict. Despite the overall reducing level of ALN statements, it is still felt that current numbers are too high and that associated costs are spiralling. Examples of good practice exist across the UK and it is important these are understood and applied to our context. The overall sustainability of the current model of provision needs further consideration. | Medium | 2012/13 2013/14 2014/15 | Medium Medium Medium | <p>Ensure ALN planning better reflects the needs & priorities of young people. This requires a comprehensive picture of current and short-med terms needs.</p> <p>Explore potential to address ALN provision collaboratively with other LAs from Sept 2013</p> <p>Measure the impact of ALN resources and spend against pupil performance to ensure impact is achieved</p> <p>Implement early identification planning to avoid delays</p> <p>Maintain dialogue with Health to address issues collaboratively</p> <p>Monitor the situation for any equalities impact (e.g. disabled pupils)</p> | Chief Officer of CYP | Futures | Liz Hackett Pain | Children and Young People | <p>Action Plan for ALN provision recently produced and in process of implementation</p> <p>A review of special needs resources bases has been undertaken aimed at reducing out of county placements</p> <p>Provision for schools based cluster 'nurture provision' is being explored for those pupils in Foundation Phase who experience social and emotional problems</p> <p>Pupil tracking to identify transition needs of year 6/7 pupils</p> |

3. PROVIDING THE BEST EDUCATION AND LEARNING SYSTEM

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|---|---|--------------------|------------------------------|--------|---|----------------------|---------------------------|---------------------|---------------------------|--|
| | | | | Year | Level | | | | | | |
| 13 | Young people's choice of educational setting is impaired through insufficient supply of Welsh Medium secondary places post 2016 | The Welsh Medium school in Torfaen currently caters for the county's needs. However projection show that demand will soon outstrip supply. Admissions policies may disadvantage Monmouthshire pupils on the grounds of distance. The risk is around the inability to meet Parental Preference'. This could also have implications for Welsh Medium Primary Schools. | Low | 2012/13 | Medium | Continue work with SEW Consortium to identify a preferred option to address risk. This is identified in the Welsh Education Strategy which will be presented to WG in December 2012 Take part in establishing a business case for expanding provision looking forward Carry out an EQIA initial challenge document to test the need for more in depth screening | Chief Officer of CYP | Futures | Liz Hackett Pain | Children and Young People | As part of the 21 st Century Schools programme, £5m has been committed by Monmouthshire in Strategic Outline Programme to create new build or remodelled Welsh Medium secondary provision at an agreed location. Torfaen CBC has suggested there are plans to integrate school provision in order to provide a site for a second Welsh Medium School. The agreed option must be published by April 2015 across 5 authorities to ensure the risk addressed ahead of the 2016 admissions round. |

3. PROVIDING THE BEST EDUCATION AND LEARNING SYSTEM

| Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 | |
|------|--|--|------------------------------|--|------------------------------------|---|---------------------------|----------------|---------------------|--|---|
| | | | Year | Level | | | | | | | |
| 14 | <p>Mounton House School becomes unviable and closes with significant cost implications and placement difficulties for the future</p> | <p>The financial cost of maintaining Mounton House as a regional provision is becoming more acute for Monmouthshire as pupil numbers fall</p> <p>Numbers admitted to Mounton House in 2010 and 2011 have reduced significantly. Currently, no Monmouthshire pupils are resident.</p> <p>Should Mounton House not continue in its current provision, future need generated within county will have to be met elsewhere.</p> | Medium | <p>2012/13</p> <p>2013/14</p> <p>2014/15</p> | <p>High</p> <p>High</p> <p>tbc</p> | <p>Undertake a fundamental review through the Mounton House task group to challenge future legitimacy and viability of service</p> <p>Carry out an EQIA initial challenge document to test the need for more in depth screening</p> | Chief Officer of CYP | Futures | Liz Hackett Pain | Children and Young People | <p>The task Group comprising team officers from CYP, Mounton House and SC&H has been established. Initial meetings have been held. The task group will bring forward recommendations for the future by September 2013</p> |

3. PROVIDING THE BEST EDUCATION AND LEARNING SYSTEM

| Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 | |
|------|---|--|------------------------------|-------------------------------|-----------------------------------|--|---------------------------|----------------|---------------------|--|---|
| | | | Year | Level | | | | | | | |
| 15 | Young people do not achieve their full potential in part because the opportunity to progress to advanced level courses, employment and work based training is constrained as a result of them under-achieving at Key Stage 4, Level 2 (including Maths and English) | Data shows performance in KS 3 and KS4 L2 (inc. English and Maths) is below expectation in comparison to similar cohorts of pupils elsewhere. Whilst data for 2012 shows further improvement across all key stages, there is further to go. With a lower than average free-school meal take-up, there is an expectation of higher levels of performance. The recently established Education Achievement Service needs to have a positive and timely impact. | Medium | 2012/13 2013/14 2014/15 | High High High | Recent appointment of a new Chief Officer for CYP charged with driving key performance around standards and improvements – due to start in Spring 2013 Interim management team has been put in place to deliver progress in the meantime Have appointed EAS Systems Leaders to co-ordinate progress in key areas Ensure on-going scrutiny of the EAS Liaise with the EAS to undertake effective use of standardised pupil tracking system; support needs of schools in adhering to WG school banding indicators; and, strategies to improve standards in numeracy and literacy across primary and secondary schools for all young people | Chief Officer of CYP | Futures | Liz Hackett Pain | Children and Young People | School projections indicate improvement in level 2 (Pupil Performance Data 2012) with targeted improvements set out for 2012/13 and 2013/14. Baseline in 2011/12 remains low and 6-7% point increases are needed to reach expected levels. Projections show this can be achieved in 2012 and this level of performance will need to be sustained over the following year to meet the overall target. We continue to have one secondary school in Band 5 and one secondary school in Band 4. |

3. PROVIDING THE BEST EDUCATION AND LEARNING SYSTEM

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|---|--|--------------------|------------------------------|-------|--|--|---------------------------|------------------|---------------------------|---|
| | | | | Year | Level | | | | | | |
| 16 | Potential that young people do not achieve their full potential in part because the Education Achievement Service (EAS) will not help to stimulate rapid improvement in teaching and learning | <p>The EAS is a new regional collaborative entity, established by a consortium of LAs with WG support. It needs to establish its place and credibility as a support to teaching and learning and performance improvement at a whole school level.</p> <p>An appropriate Council / EAS relationships need to be built. The Council needs to hold at all times that accountability for education rests with the authority – the EAS is an investment that has been made to advance the Council's policy agenda.</p> <p>The CYP Select Committee challenged that there is a huge reliance on the EAS to deliver successfully which is not guaranteed.</p> | N/A | 2012 /13 | High | <p>Establish shared scrutiny arrangements through developing a joint Select committee (with CYP Select) to ensure on-going, open and robust scrutiny of the EAS</p> <p>Have appointed a new Chief Officer for CYP specifically awarded responsibility for oversight of relationship with MCC – due to start in Spring 2013</p> <p>Regularly programme liaison between the two leadership teams and in particular strategic progress meetings with the System Leaders</p> <p>Deliver the Year 1 Action/ Business Plan</p> <p>Develop strategic Service Level Agreements that guide delivery, focus objectives and enable demonstrable progress to be made</p> | <p>Chief Officer of CYP</p> <p>Chief Executive</p> | Futures | Liz Hackett Pain | Children and Young People | <p>Newly identified risk. Progress made up until September 2012 has mainly involved the establishment of the service and investment in building its foundations.</p> <p>Attention must now turn to core aspects of service delivery and a focus on evaluating progress against Year 1 outcomes.</p> |

4. MAKING BEST USE OF RESOURCES: PARTNERSHIPS AND ENGAGEMENT

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|---|--|--------------------|------------------------------|--------|---|--|---------------------------|----------------|--------------------|---|
| | | | | Year | Level | | | | | | |
| 17 | Our ability to demonstrate our relevance, legitimacy and viability to the communities we serve is limited by inadequate arrangements for engaging and involving our residents | <p>Previous challenge has been levelled at MCC by WAO in relation to community involvement in setting improvement objectives.</p> <p>As an organisation, we have identified that embedding a culture of innovation that re-focuses on 'learning to listen' and ingraining key evaluation techniques to gauge impact on quality of life is an area that requires specific and continual targeted action. We are committed to doing the right work and delivery against the right outcomes, especially in times of financial constraint – yet to do so we need to meaningfully engage to understand what matters</p> | Medium | 2012/13 | Medium | <p>Continue to develop a rounded and targeted set of measures against which progress can be gauged, in accordance with Outcomes Based Accountability</p> <p>Continue development and delivery of our central innovation platform – Your County, Your Way</p> <p>MCC to adopt lead role in driving progress of LSB through the Engagement and Inclusion sub-group involving Police, LHB, RSLs and GAVO</p> <p>Continue key progress made around new Single Integrated Plan and simultaneous integration and strengthening of the partnership network</p> <p>Focus on testing new ethnographies of engagement to genuinely understand community needs and priorities – Total Place Plans</p> <p>Monitor the situation for any equalities impact (due to consultation / engagement being key to the Equalities Act 2010)</p> | Strategic Lead Engagement and Partnerships | Place and Futures | Phyl Hobson | Strong Communities | <p>Key local outcomes based measures developed to complement and supplement core NSIs</p> <p>Securing place as one of six NESTA Creative Council finalists for roll-out of Your County, Your Way</p> <p>LSB Engagement and Inclusion sub-group established and seeking to identify good practice, develop shared aims for engagement and build capacity around community development</p> <p>Series of workshops with community, community councils, members and key partners underway to identify SIP themes, priorities and issues from the 'bottom up'</p> <p>Completion of the formulation of inaugural 'total place plan' for Severnside. Work commenced in Abergavenny</p> |

4. MAKING BEST USE OF RESOURCES: PARTNERSHIPS AND ENGAGEMENT

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|--|---|--------------------|------------------------------|--------|--|------------------------|---------------------------|----------------|--------------------|--|
| | | | | Year | Level | | | | | | |
| 18 | The Charter between MCC and Town and Community Councils is not honoured or delivered in full | In times of economic downturn, it is more important than ever that our relationship with the community works optimally, in order that pressures are understood and investment and disinvestment decisions are made on the basis of evidence and clearly articulated priorities. The Charter with Town and Community Councils is well embedded and supported by all. However, this must be accompanied by more imaginative conversations about how we can better work together to co-deliver services as the macro-economic climate worsens. | Medium | 2012/13 | Medium | Ensure regular liaison meetings with T&CCs to monitor progress with Charter | Deputy Chief Executive | People | Phyl Hobson | Strong Communities | <p>Charter evaluation is underway and recent meetings have started to progress a new kind of conversation with Town and Community Councils regarding meeting service challenges in short and long-term.</p> <p>Successful transfer of Public Convenience services to participating community councils</p> <p>Area Services Officers continue to provide lead for engagement with T&CCs and ensure co-ordination and inclusion with work on total place</p> |
| | | | | 2013/14 | Medium | Put in place new frameworks for discussions to progress 'innovation-rich' ideas for future co-design and co-delivery | | | | | |
| | | | | 2014/15 | tbc | <p>Carry out the February 2013 event on 'Innovation meets Budget' and establishment of focus groups to progress new thinking around core priorities and themes</p> <p>Provide more opportunities for Town and Community Councils to invest in building local community resilience – e.g. support for more local and direct forms of service delivery through Your County Your Way</p> <p>Monitor the situation for any equalities impact</p> | | | | | |

4. MAKING BEST USE OF RESOURCES: PARTNERSHIPS AND ENGAGEMENT

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|--|--|--------------------|------------------------------|--------|---|------------------------|---------------------------|--------------------------|--------------------|---|
| | | | | Year | Level | | | | | | |
| 19 | Reputational damage resulting from the potential need for dis-investment decisions in the future | <p>In view of the significantly diminishing amount of resources available to LG, key decisions re: investment priorities have been made (Education, Enterprise & Protecting the Vulnerable). The inevitable consequence is that over time, MCC will have to either cease or reduce provision in other areas.</p> <p>The budget process for 2013/14 relies heavily on new innovative approaches to service delivery in order to redesign and rethink services to ensure minimum levels of viable service provision</p> <p>In light of WAO desire to develop minimum service standards, we have responded that our systems work will enable us to identify evidenced based community priorities.</p> | Low | 2012/13 | Medium | <p>Establish a service redesign reserve</p> <p>Evaluate the Business case justification for investment in redesign of services as the projects take off</p> <p>Strengthen the connection between resource investment, policy priorities, performance monitoring and risk assessment to ensure on-going monitoring and review of situations</p> <p>Undertake further analysis of future demand and pressures to inform the on-going MTFP, with associated plans to manage them</p> <p>Strengthen the use of screening tools such as Equality Impact Assessments</p> <p>Develop clear standards, requirements and outcome measures through systems review work – publicise and communicate them</p> <p>Pilot new engagement approaches to engage communities meaningfully on the budget</p> | Senior Leadership Team | People/ Places / Futures | Peter Fox Phil Murphy | Strong Communities | <p>We have effectively communicated to WAO that our stance on developing minimum service standards must be driven by customer needs and thus, the resultant outcomes of our work on systems thinking and service redesign.</p> <p>The success to date of our NESTA work (Your County Your Way) provides a platform on which to build new relationships with communities and customers and through continued roll-out of the 5 programme layers, we will be consistently establishing the evidence base that clearly articulates community priorities.</p> |

4. MAKING BEST USE OF RESOURCES: FINANCE & INNOVATION

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|--|---|--------------------|------------------------------|-------|---|--|---------------------------|----------------|-------------------------|---|
| | | | | Year | Level | | | | | | |
| 20 | Our budget strategy is not well enough aligned to our policy priorities and does not take full advantage of the opportunity to apply innovation and creativity | <p>The council has set three main priorities around education, supporting vulnerable people and stimulating enterprise. In times of severe resource constraint clarity about priorities is key. In addition, exploring new means of delivering, redesigning and rethinking services is of critical importance given the scale and nature of the cuts to public expenditure at a national level.</p> <p>(The risk level for 2012/13 has been reassessed as High from Medium for 2012/13 due to reality of 52% budgetary cuts over the medium-term)</p> | Medium | 2012/13 | High | <p>Tighten the relationship between the Medium Term Financial Plan, policy priorities and risk assessment to ensure on-going monitoring and review of the situation</p> <p>Implement a culture of innovation and creativity through NESTA Creative Councils work in order to identify and implement those ideas and business propositions capable of yielding sustainable efficiencies, new income generation opportunities and fundamentally re-modelled services</p> <p>Establish the Invest to Redesign reserve</p> <p>Extend opportunities for developing new and diverse skillsets (intrapreneurship, systems thinking, business case production etc.) to wider cohorts of staff, members and community stakeholders</p> <p>Carry out experiential learning sessions with Cabinet, all Members, SMT and staff teams</p> <p>Strengthen the use of screening tools such as Equality Impact Assessments</p> | <p>Senior Leadership Team</p> <p>Head of Finance</p> | People / Futures / Place | Phil Murphy | Economy and Development | <p>Secured place as one of 6 finalists in NESTA Creative Councils programme and a Year 1 funding allocation of £150k</p> <p>2 x Member seminars on 'budget meets innovation'</p> <p>Setting up of Invest to redesign reserve</p> <p>2 further staff cohorts of intrapreneurship school underway</p> <p>5 systems thinking reviews either underway or completed generating sustainable efficiencies and redesigned service delivery models</p> <p>Full efficiency savings made in 2011/12 with an additional surplus achieved at year end</p> <p>Progress underway on developing list of innovative ideas, projects and proposals to form basis of budget build in 2013/14.</p> <p>A long list of ideas has been generated to start more fundamental redesign to meet the challenges of the MTFP and beyond.</p> |

4.MAKING BEST USE OF RESOURCES: FINANCE & INNOVATION

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|--|--|--------------------|------------------------------|--------|--|------------------------|---------------------------|----------------|-------------------------|--|
| | | | | Year | Level | | | | | | |
| 21 | Stewardship and probity are compromised through insufficient audit resources | The authority needs sufficient audit capacity to continue to drive service standards and ensure quality of life outcomes for residents. As we move forwards and embrace new ways of working, it is essential to ensure all work is undertaken with due regard to relevant process and procedures in order to ensure value for money. | Medium | 2012/13 | Medium | Ensure continued effectiveness of the Audit Committee | Head of Internal Audit | People | Phil Murphy | Economy and Development | <p>The sickness issue has been addressed. Return to Work interviews and referrals to Occupational Health to support employees have impacted on reducing sickness levels in this area.</p> <p>A new structure for the Audit service is due to be presented to Cabinet in in 12/13 to ensure rigorous alignment with the audit plan.</p> <p>11 staff sessions have been conducted to comprehensively identify training needs and as a result, the relevant staff are now more appropriately qualified to undertake high quality audit reviews.</p> |
| | | | | 2013/14 | Low | Provide on the job training and engagement in systems thinking processes to maintain current, qualified workforce that is capable of adapting to new demands and priorities. | Head of Finance | | | | |
| | | | | 2014/15 | tbc | Provide specific professional audit training through external accredited providers | | | | | |
| | | | | | | Improve the management of staff absence | | | | | |

4.MAKING BEST USE OF RESOURCES: FINANCE & INNOVATION

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|---|--|--------------------|------------------------------|--------|---|----------------------|---------------------------|----------------|-------------------------|---|
| | | | | Year | Level | | | | | | |
| 22 | Drive for more regional and national forms of collaboration becomes an 'end' rather than a 'means' to an 'end'. | <p>Nationally there is a move to promote increasing forms of collaboration across geographical and administrative boundaries</p> <p>Concern is inevitably expressed in some areas re: adequacy of governance arrangements, the level of accountability taken and robust evaluation of the expected impact.(interpretation of the WAO Draft Improvement Assessment August 2011)</p> <p>We place reliance on the effectiveness of collaborative service in day to day running of the organisation e.g. SRS and the Educational Achievement Service.</p> <p>Further specific service models are being driven at national and regional levels around transport, City Region and Trading Standards.</p> | Medium | 2012/13 | Medium | <p>Operate the Programme Board structure under the three themes of People, Place and Future in order to track and report on progress and evaluate proposals on their merits in order to make further recommendation on to various decision making boards and bodies</p> <p>Ensure robust EqIAs are completed on collaborative arrangements through the Strategic Programme Board</p> <p>Ensure effective business cases are in place to support need and advantages of collaboration and engagement with all relevant stakeholders</p> <p>Ensure future collaborative vehicles are supported by effective governance / accountability arrangements that will respond well to robust challenge</p> <p>Develop the role of selects to become far more effective in scrutinising governance & delivery</p> | Chief Executive | People / Futures / Place | Peter Fox | Economy and Development | <p>Programme board structure is in place and working well providing high levels of co-ordination and capturing key information on relevant themes, policies and issues.</p> <p>MCC has a range of knowledgeable and experienced officers and members represented on and leading collaborative bodies such as SEWTA, SEWEF, SEWSPG and others</p> <p>Robust arrangements continue for overview and scrutiny of programmes such as Project Gwyrdd</p> <p>SRS and EAS feature on respective Select Committee work programmes</p> |

4.MAKING BEST USE OF RESOURCES: FINANCE & INNOVATION

| | Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 |
|----|---|---|--------------------|------------------------------|-------|---|------------------------|---------------------------|----------------|-------------------------|--|
| | | | | Year | Level | | | | | | |
| 23 | Income generation targets associated with new service models are not fully achieved | New strong reliance on income generation in order to sustain service provision in times of austerity. This represents a new direction for the organisation and therefore, a key risk. | High | 2012/13 | High | Implement YCYW to develop new ways of working, new skills and tools and a new mind-set | Senior Leadership Team | Place and Futures | Phil Murphy | Economy and Development | <p>£150k investment in 12/13 by NESTA/ LGA to support innovative approaches to income generation and service development</p> <p>Increasing numbers of officers acquiring skillsets required for delivery of efficient and effective 21st century public service</p> <p>Significant savings and surpluses generated in 2011/12 at year end (over and above projections)</p> <p>Over £1m efficiency saving in Waste in 11/12 as a result of new practices</p> <p>MonmouthpediA – world’s first Wikipedia town generated an estimated Advertising Value Equivalent of c £2.5m</p> <p>Systems reviews generating significant efficiencies in Planning service</p> <p>Refocus on applying innovation to budget process – sessions with all members to reinforce importance of creative approaches to future service delivery</p> |
| | | | | 2013/14 | High | We have established the CMC2 and a 3 year business plan delivery | | | | | |
| | | | | 2014/15 | High | Realise the potential for new charging regimes to raise income levels | | | | | |
| | | | | | | We have increased our focus on business development and understanding commercialisation opportunities | | | | | |
| | | | | | | Focus on service redesign and new ways of working | | | | | |
| | | | | | | Monitor the situation for any equalities impact | | | | | |

4.MAKING BEST USE OF RESOURCES: FINANCE & INNOVATION

| Risk | Reason why the risk has been identified (evidence) | Risk Level 2011/12 | Potential Risk Level 2012/15 | | Actions proposed to mitigate risk | Service & Risk Owner | Strategic Programme Board | Cabinet Member | Select Committee | Progress and impact made since 2011/12 | |
|------|---|--|------------------------------|--|-------------------------------------|--|---------------------------|----------------|---|--|---|
| | | | Year | Level | | | | | | | |
| 24 | <p>Restricted ability to deliver large-scale capital projects as a result of lower than projected asset sales</p> | <p>Anticipated receipts from land, building and asset sales jeopardised due to declining economic conditions and crowded marketplace with other public organisations competing to sell assets.</p> <p>LDP and other legal processes place limitations on timing of asset sales. This is kept entirely separate to asset disposal policy and process.</p> <p>19% reduction in capital budget allocation.</p> <p>Inability to match fund monies allocated to the 21st Century Schools project.</p> | High | <p>2012/13</p> <p>2013/14</p> <p>2014/15</p> | <p>High</p> <p>High</p> <p>High</p> | <p>Bring all assets forward in a coherent plan for timely release and sale</p> <p>Commission independent valuations and achieve realistic assessment of value</p> <p>Understand potential for asset disposal to add wider value to place development</p> <p>Target most opportune times of year to achieve optimum sales values</p> <p>Monitor the situation for any equalities impact</p> | Estates Manager | Place | <p>Bob Greenland</p> <p>Phil Murphy</p> | Economy and Development | <p>The market slump continues and it may not be possible to achieve all projected values set out in the capital programme. Work has been undertaken to plan timing and nature of asset disposal, considering optimal composition of sites to maximise value.</p> <p>Some sites e.g. Park tree school have been disposed of at less than best consideration, but only in accordance with a robust business case that demonstrates added value over and above what a capital receipt would yield.</p> <p>County Farms Strategy due for consideration by Economy and Development Select Committee in January 2013.</p> |

Appendix 4

The “Equality Challenge” (Screening document)

| | | | |
|---|---|--|---|
| Name of the Officer completing “the Equality challenge” Richard Jones | | Please give a brief description of the aims proposed policy or service reconfiguration The Whole Authority Strategic Risk Assessment 2013-16 outlines the High and Medium risks facing the Authority. It gives an assessment of current year 2013/14 and forecasted 2 years 2014/16 risk levels as a reflection of how the mitigating actions should affect these levels. Since the mitigating actions are key to managing the risks, it is these actions that potentially may lead to an equality impact in the future. | |
| Name of the Division or service area Chief Executive’s - Improvement | | Date “Challenge” form completed 11/12/2013 | |
| Protected characteristic affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| Age | | | |
| Disability | | | |
| Marriage + Civil Partnership | | | |
| Pregnancy and maternity | | | |
| Race | | | |
| Religion or Belief | | | |
| Sex (was Gender) | | | |
| Sexual Orientation | | | |

| | | | |
|----------------|--|--|--|
| Transgender | | | |
| Welsh Language | | | |

| What are the potential negative impacts. | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties). |
|--|--|
| <ul style="list-style-type: none"> Theoretically there is a potential that actions focused to address risks may lead to changes in service. These changes in themselves or unsuccessful delivery of them may influence an equalities impact. The protected characteristic group that could potentially be impacted on will depend on the specific risk. | <ul style="list-style-type: none"> Once approved, the new risk assessment will be subject to continuous review as part of the Improvement cycle and monitored by the Senior Leadership Team and the Cabinet at least once a year. In addition, it will be presented for scrutiny to the Select Committees. Responsibilities of officers and members are covered within the Risk Management policy and guidance. Where applicable in the risk assessment an action on the need to monitor the equalities impact of the risk has been identified. However, it is essential that any actions with the potential to impact on the protected characteristic groups will be subject to an Equality Impact Assessment prior to implementation – apart from where this has already been carried out. |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

- Once approved, the new risk assessment will be subject to continuous review as part of the Improvement cycle and monitored by the Senior Leadership Team and the Cabinet at least once a year. In addition, it will be presented for scrutiny to the Select Committees. Responsibilities of officers and members are covered within the Risk Management policy and guidance. Where applicable in the risk assessment an action on the need to monitor the equalities impact of the risk has been identified. Also there is a need to ensure where applicable that any new actions will be subject to an Equality Impact Assessment prior to implementation, as appropriate - apart from where this has already been carried out.

Signed R.Jones

Designation Improvement Support Officer Dated 11/12/2013



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

| | | |
|---|-------------------------|----------------------------|
| Name of policy or change to service (Proposal) | Directorate: | Department: |
| Whole Authority Strategic Risk Assessment 2013 - 16 | Improvement | Chief Executive's |
| Policy author / service lead | Name of assessor | Date of assessment: |
| Teresa Norris | Richard Jones | 11/12/2013 |

1. Have you completed the Equality Challenge form? **Yes.** If **No** please explain why

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

The Whole Authority Strategic Risk Assessment 2013/16 outlines the High and Medium risks facing the Authority. It gives an assessment of current year 2013/14 risk levels and the forecasted risk levels from 2014/16. It also gives expectation of how the mitigating actions should influence these risk levels. Since it is the mitigating actions that set out to manage the risks, it is these actions that could give rise to an equality impact in the future.

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

| | | | |
|-------------------------------|--|--------------------|--|
| Age | | Race | |
| Disability | | Religion or Belief | |
| Gender reassignment | | Sex | |
| Marriage or civil partnership | | Sexual Orientation | |
| Pregnancy and maternity | | Welsh Language | |

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

The preparation of the Risk Assessment has involved Select Committees, Senior Leadership Team, Department Management Teams and the Welsh Language & Equalities Officer.

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

Each risk in the risk assessment sets out the data and performance information used to evidence:

1. The rationale behind the risks and the risk levels
2. The progress and impact made so far in responding to the risk issues
3. The actions to turn the risks around in going forward

6. As a result did you take any actions to mitigate your proposal? Please give details below.

Where applicable in the risk assessment an action on the need to monitor the equalities impact of the risk has been identified.

7. Final stage – What was decided?

•No change made to proposal/s – please give details

The Whole Authority Strategic Risk Assessment 2013 -16 aims to ensure all strategic risks are identified and assessed robustly by the authority and that risk controls are put in place that are appropriate and proportionate and supported by effective operational activity to ensure risk reduction / risk management. This process will therefore help mitigate any potential impact on protected characteristic groups associated with the risks identified.

•Slight changes made to proposal/s – please give details

• Major changes made to the proposal/s to mitigate any significant negative impact – please give details

Signed...R. Jones **Designation**.....Improvement Support Officer.....**Dated**.....11/12/2013.....

Appendix A

The “Sustainability Challenge”

| | | | |
|---|---|--|---|
| Name of the Officer completing “the Sustainability challenge” Richard Jones | | Please give a brief description of the aims proposed policy or service reconfiguration The Whole Authority Strategic Risk Assessment 2013-16 outlines the High and Medium risks facing the Authority. It gives an assessment of current year 2013/14 and forecasted 2 years risk levels 2014/16 to reflect how the mitigating actions should affect these levels. Since the mitigating actions are key in managing the risks, it is these actions that could give rise to any sustainability implications in the future. | |
| Name of the Division or service area Improvement | | Date “Challenge” form completed 11/12/2013 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | | |
| Ensure that more people have access to healthy food | | | |
| Improve housing quality and provision | | | |
| Reduce ill health and improve healthcare provision | | | |
| Promote independence | | | |

| | | | |
|---|--|--|--|
| Encourage community participation/action and voluntary work | | | |
| Targets socially excluded | | | |
| Help reduce crime and fear of crime | | | |
| Improve access to education and training | | | |
| Have a positive impact on people and places in other countries | | | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | | |
| Reduce carbon dioxide emissions | | | |
| Prevent or reduce pollution of the air, land and water | | | |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | | |
| Protect or enhance visual appearance of environment | | | |
| PROFIT | | | |

| | | | |
|--|--|--|--|
| Protect local shops and services | | | |
| Link local production with local consumption | | | |
| Improve environmental awareness of local businesses | | | |
| Increase employment for local people | | | |
| Preserve and enhance local identity and culture | | | |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | | |
| Increase and improve access to leisure, recreation or cultural facilities | | | |

| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|--|--|
| <ul style="list-style-type: none"> Theoretically there is a potential that actions focused to address risks may lead to changes in service. These changes in themselves or unsuccessful delivery of them may influence an equalities impact. The protected characteristic group that could potentially be impacted on will depend on the specific risk. | <ul style="list-style-type: none"> Once approved, the new risk assessment will be subject to continuous review as part of the Improvement cycle and monitored by the Senior Leadership Team and the Cabinet at least once a year. In addition, it will be presented for scrutiny to the Select Committees. Responsibilities of officers and members are covered within the Risk Management policy and guidance. |

| | |
|--|---|
| | <ul style="list-style-type: none"> It is essential that any actions with the potential to impact on the protected characteristic groups are subject to an Equality Impact Assessment prior to implementation – in the event that this has not already been carried out. Also there is a need to ensure where applicable that any new actions are subject to a sustainability challenge prior to implementation as appropriate. |
| <ul style="list-style-type: none"> | <ul style="list-style-type: none"> |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

The Whole Authority Strategic Risk Assessment 2013 -16 aims to ensure all strategic risks are identified and assessed robustly by the authority and that risk controls are put in place that are appropriate and proportionate and supported by effective operational activity to ensure risk reduction / risk management. This in addition to robust monitoring as set out within the risk management policy and guidance should help mitigate any potential impact on aspects of sustainability.

Signed R. Jones

Dated 11/12/2013

SUBJECT: Model Pay Policy for Schools

MEETING: CABINET

DATE: 8th January 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

The purpose of this report is to introduce the revised Model Pay Policy for Schools.

This pay policy provides a framework for making decisions on teachers' pay. It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been consulted on with the recognised trade unions.

2. RECOMMENDATIONS:

That the revised Model Pay Policy for Schools be accepted and commended to governing bodies for adoption as soon as possible.

3. KEY ISSUES:

The School Teachers' Pay and Conditions Document requires schools to have a pay policy which sets out the basis on which they determine teachers' pay; the date by which they will determine the teachers' annual pay review ; and the procedures for determining appeals.

Schools must stay within the legal framework set out in the School Teachers' Pay and Conditions Document and in other relevant legislation that affects all employers (for example, legislation on equality, employment protection and data protection). All procedures for determining pay should be consistent with the principles of public life – objectivity, openness and accountability.

The School Teachers' Pay and Conditions Document 2013 makes a number of changes to how teachers' pay will be determined.

One of the main changes in the 2013 Document is that all pay progression from September 2014 should be linked to performance. Pay decisions for teachers effective from 1 September 2013 will be determined under the School Teachers' Pay and Conditions Document 2012. Pay decisions effective from 1 September 2014 will be clearly attributable to an individual teacher's performance and will be determined under the School Teachers' Pay and Conditions Document 2013.

4. REASONS:

The Model Pay Policy for schools has been developed on a collaborative basis, in consultation with four other local authorities in the SE Wales area, the Education Achievement Service, and all recognised Trade Union Regional Officers. The policy reflects and incorporates the significant changes to national legislative requirements.

The approval and adoption of this model policy seeks to assist the implementation of pay decisions for teachers for all schools in the SE Wales area, and seeks to ensure equity and fairness.

5. RESOURCE IMPLICATIONS:

There is a potential for disparity between funding and meeting the costs of pay decisions taken by schools.

There is a potential for budgetary forecasting implications.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The Equality Impact Assessment is attached.

7. CONSULTEES:

JAG

All recognised regional and local Trade Unions

Head teachers

Education Achievement Service (EAS)

8. BACKGROUND PAPERS:

None

9. AUTHOR: Sally Thomas

10. CONTACT DETAILS:

Tel: 07900651564

E-mail: sallythomas@monmouthshire.gov.uk

MODEL PAY POLICY FOR MAINTAINED SCHOOLS IN SOUTH EAST WALES

September 2013

INTRODUCTION

This pay policy provides a framework for making decisions on teachers' pay. It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been consulted on with the recognised trade unions.

STATEMENT OF INTENT

The prime statutory duty of governing bodies in Wales, as set out in paragraph 21(2) of the Education Act 2002 is to "...conduct the school with a view to promoting high standards of educational achievement at the school." The pay policy and related performance management policy is intended to support that statutory duty.

The governing body of _____ School will act with integrity, confidentiality, objectivity and honesty in the best interests of the school; will be open about decisions made and actions taken, and will be prepared to explain decisions and actions to interested persons. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability. The policy will support recruitment and retention and reward head teachers and teachers appropriately; and ensure accountability, transparency, objectivity and equality of opportunity

EQUALITIES LEGISLATION

The governing body will comply with relevant equalities legislation:

Employment Relations Act 1999

Equality Act 2010

Employment Rights Act 1996

The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000

The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002

The Agency Workers Regulations 2010

The governing body will promote equality in all aspects of school life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development.

EQUALITIES AND PERFORMANCE RELATED PAY

The governing body will ensure that its processes are open, transparent and fair. All decisions will be objectively justified. Adjustments will be made to take account of special circumstances, e.g. an absence on maternity or long-term sick leave. The exact adjustments will be made on a case-by-case basis, depending on the individual head teacher's or teacher's circumstances and the school's circumstances.

JOB DESCRIPTIONS

The Governing Body will ensure that each member of staff is provided with a job description in accordance with their agreed staffing structure. Job descriptions will identify key areas of responsibility. Other than through a staffing restructure, where a job description is reviewed it can only be changed by agreement.

ACCESS TO RECORDS

The head teacher will ensure access for individual members of staff to their own employment records.

APPRAISAL

The responsibility for the appraisal of teachers is devolved to the Welsh Government. The responsibility for teachers' pay is not devolved, and decisions concerning pay for teachers for both Wales and England remain the responsibility of the DfE. (The School Teachers' Pay and Conditions Document 2013 ("the Document") sets out the relevant provisions in relation to pay.)

The governing body will comply with School Teacher Appraisal (Wales) Regulations 2011 concerning the appraisal of head teachers and teachers through the application of the schools performance management policy.

DIFFERENTIALS

The Governing Body will keep under review the differential in the pay structure taking full account of the provisions of the School Teachers' Pay and Conditions Document and ensure that they are maintained between posts within the school, recognising accountability and job weight, and the governing body's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

DISCRETIONARY PAY AWARDS

Criteria for the use of pay discretions are set out in this policy and discretionary awards of additional pay will only be made in accordance with these criteria.

SAFEGUARDING

Where a pay determination leads or may lead to the start of a period of safeguarding, the governing body will comply with the relevant provisions of the Document and will give the required notification as soon as possible and no later than one month after the determination.

PROCEDURES

The governing body will determine the annual pay budget on the recommendation of the pay committee, taking into account paragraph 22.2(e) of the Document.

The governing body has delegated its pay powers to the pay committee. Any person who has a pecuniary interest in the pay review of an employee of the school must withdraw from a meeting at which the pay or appraisal of that employee is under consideration. The head-teacher must withdraw from that part of the meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about his/her ability to act impartially.

No member of the governing body who is employed to work in the school shall be eligible for membership of this committee.

The pay committee will be attended by the head-teacher in an advisory capacity. Where the pay committee has invited either a representative of the Local Authority to attend and offer advice on the determination of the head-teacher's pay, that person will withdraw when the committee starts to consider its decision. Any member of the committee required to withdraw will do so.

The terms of reference for the pay committee will be determined from time to time by the governing body. The current terms of reference are:

- to achieve the aims of the whole school pay policy in a fair and equal manner;
- to review the school's pay policy on an annual basis in consultation with the relevant trade unions, ensuring that appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that pay decisions can be objectively justified.

- to apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review;
- to observe all statutory and contractual obligations;
- to minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full governing body;
- to advise the governing body regarding the likely annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay progression;
- to keep abreast of relevant developments and to advise the governing body when the school's pay policy needs to be revised;
- to work with the head-teacher in ensuring that the governing body complies with the Appraisal Regulations 2011 (teachers);
- to monitor the outcomes of pay decisions ensuring the school's continued compliance with equalities legislation, and provide an annual report on the operation of the pay policy, recording pay decisions taken and the equality impact. This report will be made available to staff and their trade union representatives.

The report of the pay committee will be placed in the confidential section of the governing body's agenda and will either be received or referred back.

Annual determination of pay

All teaching staff salaries, including those of the head-teacher, deputy head-teacher(s) and assistant head-teacher(s) will be reviewed annually to take effect from 1 September. The governing body will complete teachers' annual pay reviews by 31 October and the head-teacher's annual pay review by 31 December. They will complete the process without undue delay, and all teachers, including the head-teacher, will be given a written statement setting out their salary and other financial benefits to which they are entitled.

Notification of pay determination

Decisions will be communicated to each member of staff by the Pay Committee in writing in accordance with paragraph 3.4 of the Document and will set out the reasons why decisions have been taken. An instruction to amend pay from the relevant date will be issued immediately after the time limit for the lodging of an appeal has passed, or immediately after an appeal has been concluded.

Appeals procedure

The governing body has an appeals procedure in relation to pay in accordance with the provisions of paragraph 2.1(b) of the STPCD. It is set out as an appendix to this pay policy.

LEADERSHIP PAY

Pay on appointment

The Governing Body has established the following pay ranges for the head-teacher, deputy head-teacher[s] and assistant head-teacher[s]:
Head-teacher pay range:

[Insert the school's 7 point range for head-teacher]

Deputy head-teacher pay range

[Insert the school's 5 point range for deputy head-teachers]

Assistant head-teacher pay range

[Insert the school's 5 point range for assistant head- teachers]

HEAD-TEACHERS PAY

For appointments on or after 1 September 2013, the governing body will determine the pay range to be advertised and agree pay on appointment, taking account of the full role of the head-teacher (Part 6 paragraphs 45.1 to 48.3) and in accordance with paragraphs 11 and 6.2(e) and paragraphs 11 to 26 of the section 3 guidance:

- the governing body may review the school's head-teacher group and the head-teacher's Individual School Range (ISR) in accordance with paragraphs 6,7, 8 and 10 (ordinary school), or paragraphs 6, 7, 9 and 10 (special school);
- if the head-teacher takes on permanent accountability for one or more additional schools, the governing body will take account of the provisions of paragraphs 11.5 and 6.2(e) in setting an ISR.
- the governing body may have regard to the provisions of paragraph 11.7 and will also take account of any other permanent payments, made to staff within the school to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability;
the governing body will normally appoint new head-teachers at the bottom point of the relevant pay range, but may consider exercising its discretion under paragraph 6.2 (e) and pay on any of the bottom four points on the ISR, in order to secure the appointment of its preferred candidate.
- the pay committee may consider exercising its discretion to award a discretionary payment under 12.3 (b) where the governing body consider the school would have difficulty recruiting to the vacant head-teacher post;
- the pay committee may consider the need to award any further discretionary payments to a head-teacher in line with paragraph 12.1 to 12.5;
- The pay committee may consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 12.2. However, before agreeing to do so, it will seek the agreement of the governing body which in turn will seek external independent advice before providing such agreement.

Serving head-teachers

The governing body will determine the salary of a serving head-teacher in accordance with paragraph 6 of the Document.

- the pay committee will review the head-teacher's pay in accordance with paragraph 6.2 of the Document i.e. head-teacher(s) to be awarded additional scale points must demonstrate, through their performance review in accordance with paragraph 6.2. (b)(ii) of the Document, sustained high quality of performance in respect of school leadership and management and pupil progress¹.
- in accordance with paragraph 6.2 (d) of the Document save to the extent that a movement up the pay spine is necessary to ensure that the salary of the head- teacher equals the minimum of the individual school range, the pay committee must not increase a head-teacher's salary by more than two points in the course of one school year.
- the Governing Body may determine the head-teacher's ISR, within the group range for the school, as at 1 September or at any time if they consider it is necessary (paragraph 11 of section 3 guidance);
- if the Governing Body makes a determination to change the ISR, it will determine the head-teacher's ISR within the group range for the school, in accordance with paragraph 11; and paragraphs 12 of the section 3 guidance;
- if the head-teacher takes on temporary accountability for one or more additional schools, the pay committee will consider awarding a discretionary payment under paragraph 12.
- the pay committee may consider the use of discretionary payments, as per the provisions of paragraph 12.
- The pay committee may consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 12.2. However, before agreeing to do so, it will seek the agreement of the governing body which in turn will seek external independent advice before providing such agreement.

DEPUTY/ASSISTANT HEAD-TEACHERS

¹ The Professional Standards that apply to headteachers comprise the Practising Teacher Standards and the Leadership Standards as listed in Welsh Government Circular No: 020/2011 Revised Professional Standards for education practitioners in Wales and must be viewed and applied in the context of Welsh Government Guidance Document no: 074/2012 Performance management for head teachers

The Governing Body will pay teachers as deputy or assistant head-teachers only where the Governing Body is satisfied that, in the context of the teacher's duties, the role includes a significant responsibility that is not required of all classroom teachers or TLR holders.

In the case of a deputy head-teacher post, the Governing Body must also be satisfied that this significant responsibility features a job weight which exceeds that expected of an assistant head-teacher employed in the same school, including responsibility for discharging in full the responsibilities of the head in the absence of the head-teacher.

Pay on appointment

The governing body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

- the pay committee will determine a pay range in accordance with paragraph 14 of the Document, taking account of the role of the deputy/assistant head-teacher set out at paragraph 49 of the Document;
- The pay committee will normally appoint new deputy and assistant head-teachers at the bottom point of the relevant pay range, but may consider exercising its discretion under paragraph 13.3 of the Document, and pay any of the bottom three points on deputy head-teacher pay range, in order to secure the appointment of its preferred candidate.
- the pay committee will record its reasons for the determination of the deputy/assistant head-teacher pay range, in accordance with paragraph 29 of the section 3 guidance;
- the pay committee may consider exercising its discretion under paragraph 41 of Document where there are recruitment issues.

Serving deputy/assistant head-teachers

- the pay committee will review the deputy head-teacher(s) and/or assistant head-teacher(s) pay in accordance with paragraph 13.2 of the Document i.e. deputy or assistant head-teacher(s) to be awarded additional scale points must demonstrate, through their performance

review in accordance with paragraph 13.1 of the Document, sustained high quality of performance in respect of school leadership and management and pupil progress².

- in accordance with paragraph 13.2 (d) of the Document save to the extent that a movement up the pay spine is necessary to ensure that the salary of the deputy or assistant head-teacher(s) equals the minimum of the relevant pay range, the pay committee must not increase a deputy or assistant head-teacher(s)'s salary by more than two points in the course of one school year.
- the pay committee should consider reviewing and, if necessary, re-determine the deputy/assistant head-teacher pay range where there has been a significant change in the responsibilities of the serving deputy/assistant head-teacher (paragraph 29 of section 3 guidance);
- the pay committee may determine the deputy head-teacher pay range at any time in accordance with paragraph 29 of the section 3 guidance pursuant with the discretionary provisions of that paragraph and to maintain differentials;

ACTING ALLOWANCES

Acting allowances are payable to teachers who are assigned and carry out the duties of head-teacher, deputy head-teacher or assistant head-teacher in accordance with paragraph 29 of the Document. The pay committee will, within a four week period of the commencement of acting duties, determine whether or not the acting postholder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

Any teacher, who carries out the duties of head-teacher, deputy head-teacher, or assistant head-teacher, for a period of four weeks or more, will be paid at an appropriate point of the head-teacher's ISR, deputy head-teacher range or assistant head-teacher range, as determined by the pay committee. Payment will be backdated to the commencement of the duties.

CLASSROOM TEACHERS

² The Professional Standards that apply to deputy or assistant head-teachers are the Practising Teacher Standards as listed in Welsh Government Circular No: 020/2011 Revised Professional Standards for education practitioners in Wales and must be viewed and applied in the context of Welsh Government Guidance Document no: 073/2012 Performance management for teachers

The pay scale for main pay range teachers in this school is:

| | |
|------------------|---------|
| Main pay point 1 | £21,804 |
| Main pay point 2 | £23,528 |
| Main pay point 3 | £25,420 |
| Main pay point 4 | £27,376 |
| Main pay point 5 | £29,533 |
| Main pay point 6 | £31,868 |

The pay scale for upper pay range teachers in this school is:

| | |
|-------------------|---------|
| Upper pay point 1 | £34,523 |
| Upper pay point 2 | £35,802 |
| Upper pay point 3 | £37,124 |

The Governing Body will take account and apply any change to this scale as a result of any pay award.

Pay on appointment

The governing body will not restrict the pay range advertised for, or starting salary and pay progression prospects available for classroom teacher posts, other than the minimum of the Main Pay Range and the maximum of the Upper Pay Range.

When determining the starting pay for a classroom teacher taking up their first appointment, as a qualified classroom teacher, the Governing Body will pay the teacher on the Main Pay Range, and will allocate pay scale points, as a minimum, on the following basis:

- one point for each one year of service as a qualified teacher in a maintained
- school, Academy, City Technology College or independent school;

- one point for each one year of service as a qualified teacher in higher education or further education including sixth form colleges, or in countries outside England and Wales in a school in the maintained sector of the country concerned;

The Governing Body will also consider allocating one point for each three years of non-teaching experience spent working in a relevant area, including industrial or commercial training, time spent working in an occupation relevant to the teacher's work at the school, and experience with children/young people;

The governing body will, if necessary, use its discretion to award a recruitment incentive benefit to secure the candidate of its choice.

The governing body is committed to the principle of pay portability and will apply this principle in practice when making all new appointments.

This means that when determining the starting pay for a classroom teacher who has previously worked in a Local Authority maintained school or academy in England and Wales, the Governing Body will pay the teacher on the Main Pay Range or Upper Pay Range at a scale point which at least maintains the teacher's previous pay entitlement plus any pay progression which they would have received had they remained in their previous post.

The Governing Body will also pay classroom teachers who are "post-threshold teachers" as defined by the 2012 STPCD on the Upper Pay Range.

Classroom teachers in their induction year will be awarded pay progression on the successful completion of induction.

Pay determinations based on performance for existing main-scale teachers,

September 2013

Pay progression for September 2013 will be in line with the provisions of the STCPD 2012.

September 2014

To be fair and transparent, assessments of performance will be properly rooted in evidence. Fairness will be assured by annual monitoring of the application of the pay policy and pay decisions.

The evidence used will be only that available through the performance management/appraisal process in accordance with the Appraisal Regulations 2011.³ Classroom teachers will be awarded pay progression on the main pay range following each successful performance management/appraisal review. Pay progression will occur unless significant concerns about the standards of performance have been raised in writing with the teacher during the annual performance management/appraisal cycle and have not been sufficiently addressed through support provided by the school by the conclusion of that process.

Where teachers have joined the school part way through a performance management/appraisal cycle, the Governing Body may ask teachers to provide evidence from the appraisal process in their previous school.

Teachers' performance management/appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Governing Body, having regard to the performance management/appraisal report and taking into account advice from the senior leadership team.

The governing body will award a point on the mainscale pay range (paragraph 16.2), unless the teacher has been notified that their service has been unsatisfactory for the previous academic year. The pay committee will normally exercise this discretion only in the context of the capability procedure. Where requested, the pay committee will give consideration to restoring the withheld point at the conclusion of the capability procedure. However, pay progression will not be applied retrospectively.

Where the teacher is subject to the Appraisal Regulations 2011, the pay committee will award one additional point provided the teacher's performance in the previous school year was successful, having regard to the results of the most recent appraisal (paragraph 22.2 (a))

³ The Professional Standards that apply to teachers are the Practising Teacher Standards as prescribed in Welsh Government Circular No: 020/2011 Revised Professional Standards for education practitioners in Wales and must be viewed and applied in the context of Welsh Government Guidance Document no: 073/2012 Performance management for teachers

Where the teacher is not subject to the Appraisal Regulations 2011, the pay committee will award one additional point where the teacher's performance in the previous 12 months was successful having regard to all aspects of his/her professional duties and the Practising Teacher Standards, but in particular classroom teaching, in accordance with paragraph 22.2 (c)

UPPER PAY RANGE

APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

Applications for September 2013

For teachers applying to progress to the upper pay range from 1st September 2013, the process is as set out in STPCD 2012, and the post-threshold standards applicable at the time.

Applications from September 2013

From 1 September 2013, the School Teachers Terms and Conditions Document allows for any main scale teacher to apply for UPS progression, however it is expected that the teachers at the upper end of the main scale will be those with sufficient evidence to support an application.

If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the UPR in that school(s). This school will not be bound by any pay decision made by another school.

All applications should include the results of the two most recent appraisals, under the Appraisal Regulations 2011. Where such information is not applicable or available, e.g. those returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

In order for the assessment to be robust and transparent, it will be an evidence-based process only. Those teachers who are not subject to the Appraisal Regulations 2011, or who have been absent, through sickness, disability or maternity, may cite written evidence from a 3 year period before the date of application in support of their application.

Process

One application may be submitted annually. The closing date for applications is normally 31st August each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- Complete the school's application form, see appendix 3
- Submit the application form to the head-teacher by the cut-off date of 31st August
- The head-teacher will assess all applications to ensure consistency
- The head-teacher will make a recommendation to the pay committee
- The pay committee will make the final decision, advised by the head-teacher;
- Teachers will receive written notification of the outcome of their application by 31st October
- Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below) and the right to make representations and appeal the decision.
- If requested, oral feedback which will be provided by the head-teacher. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- Successful applicants will move to the minimum of the UPR on 1 September in the academic year following application, backdated as necessary
- Unsuccessful applicants can appeal the decision. The appeals process is set out at the back of this pay policy.

Assessment:

For teachers applying to progress to the upper pay range from 1st September onwards one application can be submitted per year (by 31st August). An application will be successful where the Governing Body is satisfied, through the appraisal statement and pay recommendation, that:

(a) the teacher is highly competent in all elements of the relevant standards⁴; and

(b) the teacher's achievements and contribution to an educational setting or settings are substantial and sustained⁵.

The Governing body will be satisfied that the teacher has met these expectations for progression to the upper pay range where the criteria set out at Appendix 2 have been satisfied as evidence by two consecutive performance management reviews. Pay progression will occur unless significant concerns about the standards of performance have been raised in writing with the teacher during the annual performance management/appraisal cycle and have not been sufficiently addressed through support provided by the school by the conclusion of that process.

Pay determinations based on performance for Upper Pay Range teachers

Progression on the Upper Pay Range for September 2013.

The pay committee will determine movement on the Upper Pay Range in accordance with the provisions of the Document **2012**

Pay determinations based on performance for Upper Pay Range teachers from September 2014

The pay committee will determine whether there should be any movement on the Upper Pay Range. In making such a determination, it will only take into account the evidence available through the performance management/appraisal process.

The evidence based on the performance management/appraisal process, should show that the teacher has had a successful appraisal and has made good progress towards objectives.

⁴ The Professional Standards that apply to teachers are the Practising Teacher Standards as prescribed in Welsh Government Circular No: 020/2011 Revised Professional Standards for education practitioners in Wales and must be viewed and applied in the context of Welsh Government Guidance Document no: 073/2012 Performance management for teachers

⁵ This criteria is defined in Appendix 2

The pay committee will determine whether the evidence shows that the teacher has maintained the criteria set out Appendix 2, namely that the teacher is highly competent in the relevant standards; and that the teacher's achievements and contribution to the school are substantial and sustained.

Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. The pay committee will be able to objectively justify its decisions.

Further information, including sources of evidence is contained within the school's performance management policy.

The pay committee will be advised by the head-teacher in making all such decisions.

UNQUALIFIED TEACHERS

The Governing Body has established the following pay scale for unqualified teachers employed in classroom teacher posts:

| | |
|------------------|---------|
| Main pay point 1 | £15,976 |
| Main pay point 2 | £17,834 |
| Main pay point 3 | £19,692 |
| Main pay point 4 | £21,550 |
| Main pay point 5 | £23,409 |
| Main pay point 6 | £25,267 |

Pay on appointment

The pay committee will pay any unqualified teacher in accordance with paragraph 20 of the Document. The pay committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value. The pay committee will consider whether it wishes to pay an additional allowance, in accordance with paragraph 27.

Pay determinations based on performance

The governing body will follow the provisions of the STPCD and award a point on the unqualified teacher scale (paragraph 22), unless the teacher has been notified that their service has been unsatisfactory for the previous academic year. The pay committee will normally exercise this discretion only in the context of a formal capability procedure. Where requested, the pay committee will give consideration to restoring the withheld point at the conclusion of the capability procedure. However, pay progression will not be applied retrospectively.

The assessment will follow the same process and the same standards as set out above for Qualified Teachers.

LEADING PRACTITIONER POSTS

Such posts may be established for teachers whose primary purpose is the modelling and leading improvement of teaching skills, where those duties fall outside the criteria for the TLR payment structure. Any additional posts that are created will be subject to consultation with the school staff and trade union representatives.

When determining the pay scales for such posts, the Governing Body will do this by reference to the weight of the responsibilities of the post and will bear in mind the need to ensure pay equality where posts are equally onerous and will ensure fair pay relativities between posts of differing levels of responsibility.

(The policy of the Governing Body would be to appoint any new Leading Practitioner teacher at the bottom point of the pay range.)

(or) :-

(The Governing Body has decided not to appoint Teachers to leading practitioner posts. The Governing Body will review this position on an annual basis.)

TEACHING AND LEARNING RESPONSIBILITY PAYMENTS

TLR1 and 2

The pay committee may award a TLR to a classroom teacher in accordance with paragraph 24 of the Document and paragraphs 35 to 41 of the section 3 guidance. TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the schools staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibilities for which a TLR is awarded,

In the school the following levels and values will apply:

TLR 1:

[Insert the school's pay range and pay points for any TLR1 posts]

TLR 2:

[Insert the school's pay range and pay points for any TLR2 posts]

The criteria for the award of TLR 1 and 2 payments are as follows:

Before awarding any TLR 1 or TLR 2 payment, the Governing Body must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that:

- a) is focused on teaching and learning;
- b) requires the exercise of a teacher's professional skills and judgement;
- c) requires the teacher to lead, manage and develop a subject or curriculum area;
or to lead and manage pupil development across the curriculum;
- d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils; and
- e) involves leading, developing and enhancing the teaching practice of other staff.

In addition, before awarding a TLR1 payment, the Governing Body must be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.

Teachers will not be required to undertake permanent additional responsibilities that meet the above criteria without payment of an appropriate permanent TLR1 or TLR2 payment

TLR 3

The pay committee may award a TLR3 of between the value of £505 and £2525 in accordance with paragraph 24.3 of the Document.

Before making any TLR3 payment, the Governing Body must be satisfied that the responsibilities meet a, b and d of the above criteria; that they are being awarded for clearly time limited school improvement projects or externally driven responsibilities; and that the responsibilities are not a permanent or structural requirement which should instead be rewarded by means of a permanent TLR payment

Where the Governing Body wishes to make TLR3 payments, the proposed responsibilities, level of payment and the duration of payment will be set out clearly and subject to consultation with staff and trade unions.

The governing body will advertise the position internally setting out in writing the duration of the fixed term, and the amount of the award will be paid in monthly instalments.

Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or TLR2 may also hold a concurrent TLR3.

No safeguarding will apply in relation to an award of a TLR3

The pro rata pay principle does not apply to part-time teachers in receipt of TLR3 payments.

SPECIAL NEEDS ALLOWANCE

The pay committee will award an SEN spot value allowance on a range of between £2022 and £3994 to any classroom teacher who meets the criteria as set out in paragraph 26 of the Document.

When deciding on the amount of the allowance to be paid, the governing body will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post (paragraph 26.3 of the Document). The governing body will also establish differential values in relation

to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The governing body will take account of paragraphs 42 to 47 of the section 3 guidance.

SUPPORT STAFF

The pay committee notes its powers to determine the pay of support staff in accordance with paragraph 15 [or 27] of the Staffing of Maintained Schools (Wales) Regulations 2006. The pay committee will determine the pay grade of support staff on appointment in accordance with the scale of grades, currently applicable in relation to employment with the Local Authority, which the pay committee consider appropriate for the post. In reaching its determination, the pay committee will consider the advice of the Local Authority, but will not consider itself bound by that advice.

PART-TIME EMPLOYEES

Teachers: The governing body will apply the provisions of the Document in relation to part-time teachers' pay and working time, in accordance with paragraph 36 and 37, and paragraphs 61-67 and 86-93 of the section 3 Guidance.

All staff: The governing body will ensure that all part-time employees are treated no less favourably than a full-time comparator in accordance with their legal obligations.

TEACHERS EMPLOYED ON A SHORT NOTICE BASIS

Such teachers will be paid in accordance with paragraph 38 of the Document.

RESIDENTIAL DUTIES (remove if not applicable)

The pay committee will take account of agreements reached in the National Joint Council for Teachers in Residential Establishments in determining payments for residential duties.

ADDITIONAL PAYMENTS

In accordance with paragraph 40 of the Document and paragraphs 70-80 of the section 3 Guidance, the relevant body may make payments in accordance with the criteria set out in the policy to a teacher, including a head-teacher in respect of:

- continuing professional development undertaken outside the school day;
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- participation in out-of-school hours learning activity agreed between the teacher and the head-teacher or, in the case of the head-teacher, between the head-teacher and the relevant body;
- additional responsibilities and activities due to, or in respect of, the provisions of services by the head-teacher relating to the raising of educational standards to one or more additional schools.

The Governing Body recognises that such activities are entirely voluntary and that some teachers commitments will make it difficult for them to undertake such activities. Where teachers cannot attend CPD organised outside the school day, the school will endeavour to offer suitable alternative training arrangements within directed time in line with its commitment to equal opportunities.

The pay committee will make additional payments to teachers in accordance with the provisions of paragraph 40 of the Document where advised by the head-teacher.

Payment will be calculated at a daily or hourly rate with reference to each teacher's actual pay spine position or, where appropriate and following consideration by the Pay Committee, at a higher level reflecting the responsibility and size of commitment.

The Governing Body will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher, recognising that there is no provision within the 2013 STPCD for the payment of bonuses or honoraria in any circumstances.

RECRUITMENT AND RETENTION INCENTIVE BENEFITS

The governing body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive (paragraph 41 of the Document and paragraphs 81 -84 of the section 3 Guidance).

The pay committee will consider exercising its powers under paragraph 41 of the Document where they consider it is appropriate to do so in order to recruit or retain relevant staff. It will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn.

The governing body will, nevertheless, conduct an annual formal review of all such awards.

In relation to a head-teacher, any 'additional payments' under this section will form part of the 25% limit on the use of all discretions, unless the governing body choose to use the 'wholly exceptional circumstances' discretion. The governing body will not award a recruitment or retention payment under paragraph 41 if they have already made an award under paragraph 12 or have taken such reason (recruitment or retention) into account when determining the ISR under an earlier Document (paragraph 12.1 of the Document).

SALARY SACRIFICE ARRANGEMENTS

Where the employer operates a salary sacrifice arrangement, a teacher may participate in any arrangement and his gross salary shall be reduced accordingly, in accordance with the provisions of paragraph 43 of the Document.

Appendix 1

Pay Hearings and Appeal Procedure

Stage One – the Pay Hearing

As part of the pay determination process, the appraiser will make a recommendation to the head-teacher as required by the Performance Management process. The head-teacher will then make a recommendation to the Pay Review Committee.

On determining a teacher's pay, the Pay Review Committee will write to the teacher advising them of the pay decision, the reasons for it and will, at the same time, confirm their right to make representations to the pay review committee regarding the decision and their right to be represented by a trade union representative or a work colleague.

If the teacher wishes to make representations regarding the decision, they must do so in writing to the pay review committee, within 10 school working days. The letter must include a statement, in sufficient detail, of the grounds of their representations. In the event that a teacher confirms that they wish to make representations the pay review committee must then arrange to meet the teacher to hear the representations within 20 school working days⁶. The head-teacher and the appraiser (if different from the head-teacher) should also be invited to the meeting, as witnesses, to clarify the basis for the original recommendation.

All parties will have the opportunity to ask questions following the presentations/representations.

The Pay Review Committee will reconsider the decision in private and write to the teacher to notify them of the outcome of the review and of the teacher's right of appeal to the Governing Body's Pay Review Appeals Committee and their right to be represented by a trade union representative or a work colleague.

⁶ A mutually convenient time and date for the meeting will be agreed with the appraisee and/or his/her representative,

If the teacher wishes to exercise their right of appeal, they must write to the Clerk of the Governing Body at the earliest opportunity and normally within 10 school working days, including a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

This will invoke the Second Stage of the Pay Hearings and Appeal Process

Stage Two – the Appeal

On receipt of the written appeal, the Clerk to the Governing Body will convene a meeting of the Pay Review Appeals Committee within 20 school days of the date on which the appeal was received⁷. The Pay Review Appeal Committee should consist of three governors, none of whom are employees in the school or have been previously involved in the relevant pay determination process. Both the head-teacher and the appraiser may be required to attend the meeting as witnesses.

The Chair of the Pay Review Committee will be invited to take the Pay Review Appeal committee through the procedures that were observed in arriving at their decision. Both the head-teacher and the appraiser may be required to attend the meeting as witnesses. The Chair of the Pay Review Appeal Committee will invite the employee and/or their representative to set out their case.

All parties will have the opportunity to ask questions following the presentations/representations.

Following the conclusion of presentations by all relevant parties, the Appeal Committee will then consider all the evidence in private and reach a decision. The Appeal Committee will write to the teacher notifying them of their decision and the reasons for it. Other attendees at the meeting will also be notified of the decision. The decision of the Appeal Committee is final.

Format for Stage 1 and 2 Pay Review Hearings and Appeal Meetings

Stage 1 – Pay Review Committee Representations meetings

⁷ A mutually convenient time and date for the meeting will be agreed with the appellant and/or his/her representative.

- (i) Chair of the Pay Review Committee will outline the process followed by the Committee in making their decision, and provide the reasons for refusal of pay progression.
- (ii) Employee (or their representative) will have the opportunity to question the Chair of the Pay Review Committee.
- (iii) Employee (or their representative) will make their representations.
- (iv) The Pay Review Committee will have the opportunity to question the employee.
- (v) Head-teacher/Appraiser may be called upon to clarify the basis for the original recommendation.
- (vi) Head-teacher/Appraiser may be asked questions by either the employee (or their representative) or the Pay Review Committee.
- (vii) Employee (or their representative) will have the opportunity to sum up their case if they so wish.
- (viii) Employee, their representative and the Head-teacher/Appraiser will withdraw while Pay Review Committee considers the representations made by the employee and reaches a decision.
- (ix) Employee, their representative and the Head-teacher will be recalled to be given the Committee's decision. The Committee will either accept the representations made or confirm the original decision. If the Committee determines to confirm the original decision, the employee will be advised of their right of appeal.
- (x) The decision will be confirmed in writing to the employee, advising of their right of appeal where applicable.

Stage 2 – Pay Review Appeals Committee Meeting

- (i) Chair of the Pay Review Committee will outline the process followed in making their decision and provide reasons for refusal of pay progression
- (ii) Appeal Committee and employee (or their representative) will have the opportunity to question the Chair of the Pay Review Committee.
- (iii) Employee (or their representative) will present information regarding their appeal.
- (iv) Appeal Committee and the Chair of the Pay Review Committee will have the opportunity to question the employee.
- (v) Head-teacher/Appraiser may be called upon to clarify the basis for their original recommendation.
- (vi) Head-teacher/Appraiser may be asked questions by either the employee (or their representative) or the Appeals Committee.
- (vii) The head-teacher/appraiser will withdraw after presenting their evidence and answering any questions.
- (viii) Chair of the Pay Review Committee and the employee (or their representative) will have the opportunity to sum up their case if they so wish.
- (ix) Employee and their representative and the Chair of the Pay Review Committee will withdraw while Appeal Committee considers the information and reaches a decision.
- (x) Employee and their representative, the head-teacher and the Chair of the Pay Review Committee will be recalled to be given the Appeal

Committee's decision. If the Appeal Committee determines to confirm the original decision the employee will be advised that they have no further right of appeal.

- (xi) The decision will be confirmed in writing to the employee.

UPPER PAY RANGE PROGRESSION CRITERIA

Professional attributes

Contribute significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.

Professional knowledge and understanding

Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.

Have an extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.

Have up-to-date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.

Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.

Have sufficient depth of knowledge and experience to be able to give advice on the development and wellbeing of children and young people.

Professional skills

Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.

Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.

Promote collaboration and work effectively as a team member.

Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback.

UPPER PAY RANGE APPLICATION FORM

Teacher's Details:

Name _____

Post _____

PM/Appraisal Details:

Years covered by planning/review statements Schools covered by planning/review statements

Declaration:

I confirm that at the date of this request for assessment to cross the threshold I meet the eligibility criteria and I submit performance management/appraisal planning and review statements covering the relevant period.⁸

Applicant's signature _____ **Date** _____

⁸ Providing any further supporting information in addition to your appraisal statements is optional

Appendix B

The “Equality Challenge” (Screening document)

| | | | |
|---|---|--|---|
| Name of the Officer completing “the Equality challenge” Sally Thomas HR | | Please give a brief description of the aims proposed policy or service reconfiguration To ensure that Governing Bodies adhere to statutory guidance as set out by the Welsh Government. To develop a consistent approach with regard to the management of discipline matters by Governing Bodies across Wales To provide a fair, transparent and robust policy framework for dealing with discipline and dismissal matters in schools | |
| Name of the Division or service area SCHOOLS | | Date “Challenge” form completed 8 December 2013 | |
| 0Protected characteristic affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| Age | | The policy will apply to all employees in the same way, | |
| Disability | | | |
| Marriage + Civil Partnership | | | |
| Pregnancy and maternity | | | |
| Race | | | |
| Religion or Belief | | | |

| | | | |
|--------------------|--|--|--|
| Sex (was Gender) | | | |
| Sexual Orientation | | | |
| Transgender | | | |
| Welsh Language | | | |

| What are the potential negative Impacts. | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties). |
|--|--|
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed: Sally Thomas, People Management Lead - Education Date: 8 November 2013



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

| | | |
|---|-------------------------|----------------------------|
| Name of policy or change to service (Proposal) | Directorate: | Department: |
| Model Pay Policy for SCHOOLS | SCHOOLS | |
| Policy author / service lead | Name of assessor | Date of assessment: |
| Sally Thomas | Sally Thomas | 8 December 2013 |

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To ensure that Governing Bodies adhere to current legislation as set out by the Department for Education in the School Teachers Pay and Conditions Document 2013.

To ensure that the Model Pay Policy provides a framework for making decisions upon teachers' pay.

To ensure that schools have a pay policy which sets out the basis on which they determine teachers' pay; the date by which they will determine the teachers' annual pay review ; and the procedures for determining appeals.

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

| | | | |
|-------------------------------|--|--------------------|--|
| Age | | Race | |
| Disability | | Religion or Belief | |
| Gender reassignment | | Sex | |
| Marriage or civil partnership | | Sexual Orientation | |
| Pregnancy and maternity | | Welsh Language | |

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

Consultation carried out with all recognized Trade Unions, MCC Head teachers, the Education Achievement Service and the JAG of MCC

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

N/A

6. As a result did you take any actions to mitigate your proposal? Please give details below.

N/A

7. Final stage – What was decided?

• **No change made to proposal/s – please give details**

• **Slight changes made to proposal/s – please give details**

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

Signed: Sally Thomas

Designation: People Management Lead – Education

Dated: 8 December 2013

Appendix A

The “Sustainability Challenge”

| | | | |
|---|--|---|--|
| Name of the Officer completing “the Sustainability challenge” Sally Thomas | | Please give a brief description of the aims proposed policy or service reconfiguration To comply with Welsh Government statutory guidance on discipline. | |
| Name of the Division or service area SCHOOLS | | Date “Challenge” form completed 8 November 2013 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | Neutral impact. Will apply to all school based employees equally. | |
| Ensure that more people have access to healthy food | | | |
| Improve housing quality and provision | | | |
| Reduce ill health and improve healthcare provision | | | |
| Promote independence | | | |
| Encourage community participation/action and voluntary work | | | |

| | | | |
|---|--|--|--|
| Targets socially excluded | | | |
| Help reduce crime and fear of crime | | | |
| Improve access to education and training | | | |
| Have a positive impact on people and places in other countries | | | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | | |
| Reduce carbon dioxide emissions | | | |
| Prevent or reduce pollution of the air, land and water | | | |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | | |
| Protect or enhance visual appearance of environment | | | |
| PROFIT | | | |
| Protect local shops and services | | | |
| Link local production with | | | |

| | | | |
|--|--|--|--|
| local consumption | | | |
| Improve environmental awareness of local businesses | | | |
| Increase employment for local people | | | |
| Preserve and enhance local identity and culture | | | |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | | |
| Increase and improve access to leisure, recreation or cultural facilities | | | |

| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|---|---|
| ➤ <i>NONE</i> | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed: Sally Thomas

Dated: 8 November 2013



REPORT

Agenda Item 4(vii)

SUBJECT: Update on Whole Place work in Bryn y Cwm

MEETING: Cabinet

DATE: 8th January 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To endorse the Whole Place Plan for Bryn y Cwm and the establishment of the necessary arrangements that will enable its implementation.

2. RECOMMENDATIONS:

- 2.1 To approve the 'Better Bryn y Cwm' Plan and agree the establishment of a Partnership Programme Board to oversee the delivery of the programme of works.

3. KEY ISSUES:

- 3.1 In 2012, the Council worked with the community of Severnside to undertake the development of an area integrated approach to regeneration in Severnside. Seven for Severnside is a comprehensive plan highlighting the a set of thematic priorities to guide future strategic development and local service delivery. Given the success of the work to date in engaging a wide range of residents, businesses, third sector organizations and community groups; a process commenced in 2013, to replicate the approach in Bryn-y-Cwm.

3.2 The planning process for Bryn-y-cwm has reflected the local distinctiveness of Abergavenny and its environs and has been supported by a high quantity and quality of community involvement and engagement. The following vision has been devised and supported and forms the center-pin of the plan:

A vibrant market town with a superb environment that looks after everyone offers quality of life experiences to all and welcomes visitors with open arms.

It aims to provide a route map of projects that together, could make a significant contribution to the lives of those people that live, work or visit Bryn y Cwm.

3.3 The Better Bryn y Cwm plan has four key themes:

- Abergavenny Town Centre and the wider business environment
- Making sure no gets left behind
- Strengthening education and business links
- Creating a sustainable settlement

3.4 The Plan provides a significant opportunity to address a whole spectrum of issues surrounding the vitality of the town centre; narrow the gap between the haves and the have nots; promote lifelong learning and skills development; and, enable communities to invest in building their own future resilience. There is a strong belief that with the focus building around Abergavenny with it being the host town of the National Road Race Championships in 2014 and location for the new national Velo Park at Gilwern, this is a critical time for town and its hinterland. In addition, the Plan also aligns strategically with the Social Care-led Community Co-ordination pilot project currently being undertaken in the Bryn-y-cwm area.

4. REASONS:

4.1 The Whole Place approach is built upon the “Total Place” concept which seeks to position the community and its needs within the heart of all decision making. The concept is designed to capture public value and its contributors in a central place. Public value is defined as the value to the citizen being generated from every public service pound being spent.

- 4.2 The Bryn y Cwm plan is built on a series of consultations and its development has been overseen by Abergavenny Regeneration Task and Finish group set up as a sub-group of the Area Committee.
- 4.3 A Town Team is in the process of being established by members of Abergavenny Town Council, the Civic Society and the Business Club. A constitution is being established with support from Monmouthshire County Council.
- 4.4 As a result of the Bryn y Cwm work, an application has been made to Welsh Government for grant funding to assist in the development of a potential Business Improvement District within Abergavenny town centre. The application is a partnership between this Council and the Business Club. If the application is successful it will attract up to £20,000 of WAG funding with match funding of £5,000 being made by the Council and a further £5,000 from other partners.
- 4.5 The Regeneration Task and Finish group is currently working on terms of reference for the Programme Board. The current version is attached in Appendix 1, albeit that it should be noted that this will be subject to further change before being agreed.
- 4.6 It is intended that the Programme Board will be made up of representatives from the County, Town and Community Councils, Local groups e.g. the Civic Society, Business Club, CAIR and other public sector bodies that deliver services within the area.
- 4.7 The Programme Board will be responsible for monitoring the projects, their outputs and performance as contained within the Plan, identifying new areas of work as the Plan and the work evolves and for developing and maintaining communications with the Bryn y Cwm communities.
- 4.8 From the recent round of community engagement events and work ongoing in Social Care and Health to mobilise 'Local Area Co-ordination', there is a clear need and opportunity to facilitate higher levels of community-led delivery. Positioning local area delivery much more prominently in our arrangements for enabling service provision has to be a priority and with structural changes set to take place in the New Year, there is an opportunity to afford greater emphasis to whole place and further embed it as a way of working. Aligned to this, plans will be progressed in Lower Wye and Monmouth.

5. RESOURCE IMPLICATIONS:

- 5.1 There are no resource implications directly associated with this report. Intrinsic in the development of the Councils whole place approach is the need to capture the finances being spent in the scope of the programme area and ensuring that it is leveraging

additional funding to be being used in a way that most benefits and sustains local communities. Whilst the whole place process is not designed as a way of cutting services or budgets, it will enable us to evaluate the value of the current services to citizens and develop a model of local delivery based upon evidenced need. This provides a sound basis upon which to work with communities to make decisions about the future of their place.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

The strategy will not have a negative impact on any of the protected groups and should result in a positive impact on the sustainability agenda.

7. CONSULTEES:

All Cabinet Members
Leadership Team
Head of Finance
Head of Innovation
Head of Legal Services
Monitoring Officer
Bryn y Cwm Local Members
Head of Economy & Enterprise

8. BACKGROUND PAPERS:

None

9. AUTHOR:

Kellie Beirne Chief Officer Regeneration & Culture

Debra Hill-Howells Estates & Sustainability Manager

10. CONTACT DETAILS:

Tel: 01633 644041

Email: kelliebeirne@monmouthshire.gov.uk

Tel: 01633 644281 or 07775851405

email: debrahill-howells@monmouthshire.gov.uk

Appendix B

The “Equality Challenge” (Screening document)

| | | | |
|--|---|---|--|
| Name of the Officer completing “the Equality challenge” Debra Hill-Howells | | Please give a brief description of the aims proposed policy or service reconfiguration The report seeks consent to provide funding for required health & safety works at the former Park Street Infant school to enable the lease of the building to Abergavenny Community Trust | |
| Name of the Division or service area Estates & Sustainability, RCT | | Date “Challenge” form completed 17.12.13 | |
| 0Protected characteristic affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| Age | | | Several of the proposed themes and interventions seek to develop stronger relationships between generations. |
| Disability | | Neutral | |
| Marriage + Civil Partnership | | Neutral | |
| Pregnancy and maternity | | Neutral | |
| Race | | Neutral | |
| Religion or Belief | | Neutral | |
| Sex (was Gender) | | Neutral | |
| Sexual Orientation | | Neutral | |

| | | | |
|----------------|--|---------|--|
| Transgender | | Neutral | |
| Welsh Language | | Neutral | |

| What are the potential negative Impacts. | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties). |
|--|--|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

The plan identifies 4 key themes designed to build local economic resilience, sustainability through transport and tackling fuel poverty initiatives, developing better relationships between the schools and local businesses and developing a programme that looks at tackling localized issues around vulnerable community members.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed

Designation

Dated



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

| | | |
|--|-------------------------|----------------------------|
| Name of policy or change to service (Proposal) | Directorate: | Department: |
| Proposed funding of health and safety works at the former Park Streets Infant School | R&C | Estates & Sustainability |
| Policy author / service lead | Name of assessor | Date of assessment: |
| Kellie Beirne | Debra Hill-Howells | 17.12.13 |

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To inform members of the Better Bryn y Cwm plan which is the result of partnership working between the public sector partners and the local communities. The Plan has identified the key priorities and proposed interventions intended to drive change at a local level and enable the development of an informed, networked and engaged community. The next steps involve the creation of a framework of support built around the Plan to drive and monitor the projects and their impact on the communities.

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

| | | | |
|-------------------------------|--|--------------------|--|
| Age | | Race | |
| Disability | | Religion or Belief | |
| Gender reassignment | | Sex | |
| Marriage or civil partnership | | Sexual Orientation | |
| Pregnancy and maternity | | Welsh Language | |

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

None

Substantial engagement has been undertaken with the community and its stakeholders in the formulation of the Better Bryn y Cwm plan.

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

Data obtained through the community engagement events, LSOB data, Wales Index of Multiple Deprivation, Community Audit and Prospectus of North Abergavenny (Miller Research 2009/10).

6. As a result did you take any actions to mitigate your proposal? Please give details below.

7. Final stage – What was decided?

• **No change made to proposal/s – please give details**

• **Slight changes made to proposal/s – please give details**

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

Signed.....Designation.....Dated.....

Appendix A

The “Sustainability Challenge”

| | | | |
|--|--|---|--|
| Name of the Officer completing “the Sustainability challenge” Debra Hill-Howells | | Please give a brief description of the aims proposed policy or service reconfiguration To agree to the funding of health and safety works to enable the building to be leased to Abergavenny Community Trust | |
| Name of the Division or service area Estates & Sustainability | | Date “Challenge” form completed 17.12.13 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | | |
| Ensure that more people have access to healthy food | | | Strand of work proposed around mapping supply chain of local food producers and suppliers and local growing. |
| Improve housing quality and provision | | | Strand proposed around the development and refurbishment of properties to provide affordable housing. |
| Reduce ill health and improve healthcare provision | | | Development of projects around the themes of no one gets left behind and Sustainable settlement |
| Promote independence | | | Development of projects around no one gets left behind. |

| | | | |
|---|--|----------------------|--|
| Encourage community participation/action and voluntary work | | | Community already involved through co-production of the plan and will continue to be involved through the delivery of projects |
| Targets socially excluded | | | No one gets left behind theme and proposed projects |
| Help reduce crime and fear of crime | | | Proposed piloting of a town warden to deal with crime. |
| Improve access to education and training | | | Proposal to develop close relationships with the school and local businesses to provide skills development |
| Have a positive impact on people and places in other countries | | Neutral | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | | Proposed project on increasing recycling within Bryn y Cwm |
| Reduce carbon dioxide emissions | | | Proposed project on sustainable transport |
| Prevent or reduce pollution of the air, land and water | | No impact either way | |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | No impact either way | |
| Protect or enhance visual | | | Proposed environmental |

| | | | |
|--|--|----------------------|---|
| appearance of environment | | | improvements to the town centre |
| PROFIT | | | |
| Protect local shops and services | | | Supporting the existing town centre and developing skills of local businesses key theme |
| Link local production with local consumption | | | Food mapping exercise |
| Improve environmental awareness of local businesses | | No impact either way | |
| Increase employment for local people | | | Development of closer relationship between businesses and school. |
| Preserve and enhance local identity and culture | | | Underpins the whole plan |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | No impact either way | |
| Increase and improve access to leisure, recreation or cultural facilities | | | Underpins the plan |

| | |
|---|---|
| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|---|---|

| | |
|---|---|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

The plan is built upon the need to preserve and enhance the local environment and local communities. Sustainability, education, developing the local businesses and supply chains all feature prominently. The plan will be driven by the local communities and will be evolved to reflect changing local priorities.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed

Dated

Better Bryn-y-Cwm

The Whole Place Plan for
Abergavenny and District



Consultation Draft – May 2013

Sustainable Regeneration Solutions

Introduction

Monmouthshire County Council is changing. Under the banner 'Your County, Your Way' the Council has embarked on a journey of cultural and organisational change to enable it to respond creatively to the needs and aspirations of the communities of Monmouthshire.

As part of this process, the Council aims to create opportunities that empower local communities to shape and enhance their future prospects, supported by the council but with residents, community organisations and the business community taking the opportunity and responsibility to themselves in order to realise shared aspirations and ambitions for their area.

To support this, the Council commissioned Sustainable Regeneration Solutions to undertake the development of a 'Whole Place Plan for Bryn Y Cwm' – the area of North Monmouthshire centred on the town of Abergavenny and its neighbouring villages. At the heart of this approach is a recognition that plans, projects and programmes are too often dealt with in isolation. Instead, an integrated approach is needed which draws on the evidenced priorities and concerns of the local community and brings together a range of initiatives to address these.

The aim of the 'Plan' is to provide a route map of clear projects and interventions that, together, can make a significant contribution to making Bryn y Cwm a better place for those who live, work and come to the area. The 'Plan' is not a statement of lofty ambitions but is focussed on getting things done with the community and its representatives, and is about the partnerships and practical steps needed.

This document, then, sets out the proposed priority interventions for Bryn y Cwm. Together this programme of interventions will make a significant, measurable contribution to the economic, social and environmental performance and progress of Bryn Y Cwm and the quality of life of its communities.

More than a document, the Whole Place approach is designed to create the space for a new collaborative relationship between the local community, local businesses, voluntary groups and public services, which continues to adapt and evolve to address local challenges and opportunities.

The intention of the Plan is not to seek to capture all the different initiatives that can and will play a part in the area's progress over coming years but instead to deliberately focus on those areas and on the initiatives that have the greatest potential to bring about positive change and to act as a catalyst for greater benefits in the future.

Development of the plan follows extensive and continuing consultation with community groups, residents, town and community councils, and local businesses. Your views and comments at this stage will help finalise proposals before they are considered by the County Council and partners in the Local Service Board.

Executive Summary

As its title implies “Whole Place” is about looking at all the needs, issues and challenges facing a community and pooling all available resources to address these. This is done in a more co-ordinated and integrated way, that involves everyone that has an interest and a role to play in making things better. As such the approach is as much about People as Place. It is a process as much as a plan - a consistent way of working not a single event.

The most significant intervention by Whole Place in the Abergavenny and district area will be the establishment of a way of communicating better where from now on mutual interests and priorities can be discussed, agreed and actioned, with everyone supporting delivery by those best placed to make change happen.

A suggested vision of a 21st century market town has arisen from discussions held thus far to formulate the plan:

Abergavenny and District – An area with a vibrant market town and superb local environment that looks after everyone, offers quality life experiences to all its residents and welcomes visitors with open arms

A detailed analysis of the area from available data and initial community consultations identify four key areas for action that will help all stakeholders work together to achieve this vision:

- Abergavenny Town centre and the wider business environment
- Making sure no-one gets left further behind
- Strengthening Education and business links
- Creating a Sustainable settlement

A series of proposed interventions linked to these themes are set out in the plan each with a short (within 12 months) , medium (within 2 years) or long term (3 years plus) timeframe. The interventions range from increasing the opportunity for joint working to make the best use of resources in the town centre, improving transport and tackling deprivation to developing new learning and leisure facilities for widest community use. Central to all the proposed actions is the principle of developing an increased sense of “one community” working together with public services to deliver prosperity and a better quality of life for everyone. Each action has/will develop specific targets and measurable outcomes to ensure the resources dedicated to it deliver progress towards the vision.

Bringing the wide range of interest groups together, to combine expertise and co-ordinate effort, lies behind a proposed delivery structure for Whole Place outlined in the plan, with the council playing an active but not leading role. The draft plan now needs to be discussed by the widest possible cross section of the business and residential community to seek views on its content, flag any issues that may have been missed in discussions to date and most importantly to mobilise support and active involvement in the delivery of the initial interventions.

Contents

1. What is Whole Place?
2. Bryn y Cwm – A profile of challenges and opportunities
3. A vision for the area and themes for action

- Abergavenny Town centre and the wider business environment
- Making sure no-one gets left further behind
- Strengthening Education and business links
- Creating a Sustainable settlement

4. Delivery arrangements

Appendix 1 – Baseline information
Appendix 2 – Headline Action plan

1. What is Whole Place?

As its title implies “Whole Place” is about looking at all the needs, issues and challenges facing a community and pooling all available resources to address these in a more co-ordinated and integrated way that involves everyone that has an interest and a role to play in making things better. As such the approach is as much about People as Place.

Local public services can often be inflexible and fragmented; focused around the needs of organisations rather than communities and individuals; and they sometimes fail to deliver the outcomes communities need and expect. Services tend to be too reactive and address today’s problems with too little emphasis on preventing those of tomorrow: early intervention is important in reducing pressure on the public purse.

At a time of ongoing budgetary constraint, there has never been a greater need for local public services to work together to deliver better outcomes for lower cost. Monmouthshire County Council is evolving and re-shaping its service provision to deliver improved and more cost effective provision of a range of services.

The improved delivery of services to the residents in Monmouthshire, whilst encouraging and fostering growth in the county, from indigenous business and those looking to invest, is recognised as key to ensuring a successful, prosperous and economically sound region.

Partners supporting an emerging Single Integrated Plan for Monmouthshire realise that in the current climate and with an eye on future service provision, that there are key challenges that cannot be tackled without a more coordinated approach to service delivery in the county, requiring a way of shaping what they do in order to reflect this.

Public services are operating in an environment of significant instability and transition. The only certainty for Monmouthshire in uncertain times is resourcefulness. MCC is clear about the challenge to deliver “more for less”; develop more collaborative approaches and to explore opportunities for co-creation, community empowerment and ownership. The Council have chosen to adopt an “ambition and enterprise “stance. This approach is not only about having a plan, strategy or even a “way forward” – it is about strategic value creation and developing a mind-set for the future

MCC receives the lowest financial settlement from Government per head of population in Wales. Monmouthshire furthermore is not eligible for the vast majority of public funding streams and cannot access the EU structural funds that neighbouring local authorities can. However, public funding is just one source of investment and there is a bigger prize that involves commercial finance, inward investment sustainable wealth creation, and the capital that resides within the business and residential communities of the county. There is an understanding of the type and scale of interaction required between public, private and community

sectors and the continuing development of a culture of “social entrepreneurship” in redesigning services that are fit for purpose, delivered in the most sustainable , cost effective way and are able to be fleet of foot in planning for and responding to future change.

Policy context

In order to appreciate the significance of developing a “Whole Place” approach in Monmouthshire it is useful to understand its wider context in terms of UK and Welsh Government policy.

The UK coalition government is piloting an approach to devolving decision making and spending from Whitehall to local government around some issues via a concept termed “Community budgeting”. This currently takes the form of two sets of pilot programmes –“Whole Place” and “Neighbourhood” community budgets.

“Whole Place” community budgets are being progressed through four pilot areas in England addressing a range of priority issues such as worklessness, troubled families etc on a county wide, or in one case a Tri-county, basis. The main principles are around evidencing medium to longer term potential for savings to the public purse(health, welfare spend etc) by permitting development and funding of innovative, collaborative local solutions to identified problems.

<http://communitybudgets.org.uk/>

“Neighbourhood” community budgets are being progressed by ten pilot areas and are being developed at a town or community council level centred on the principle of devolving budgets to tackle specific issues from a county or district to the “neighbourhood” level. Locally evidenced priorities are again central to the approach along with collaboration with communities in delivery. A new learning network is being established to promote the adoption of Community budgeting across England based on the experience of the pilots.

In Wales the challenge of securing better integration and co-ordination in service design and delivery is being addressed by greater collaboration between councils on a regional level and the requirement by Welsh Government of Single Integrated Plan (SIP) for each of the twenty two unitary authority areas, developed in partnership by Local Service Boards. Monmouthshire’s approach has been to develop a “Whole Place” approach at an Area level to complement the county wide SIP. The county has a diverse range of issues and needs depending on differing economic and social factors and there is a need for any service redesign at a county level to reflect these local circumstances. Equally evidence of local needs and community consultations regarding local priorities require a mechanism that can deliver greater local flexibility within a county wide framework for change.”Whole Place” seeks to provide this.

In March 2013 the Welsh Government produced a new framework for “Regeneration” in Wales –Vibrant and Viable Places in which it stated an intention to support communities across Wales in the future (2014-15) that provide compelling

and comprehensive cases for integrated people and place based programmes for regeneration, which mobilise “mainstream” resources around, evidence based priorities. Three key outcomes will inform investment decisions – Prosperous Communities, Learning Communities and Healthy communities.

The Welsh Government will also shortly be publishing a Planning white paper which will review the levels at which key planning decisions are made. Monmouthshire is the only local authority in Wales piloting an approach to “Whole Place” in Wales. Operating at population levels of approximately 20-25,000 people the four main “administrative” areas provide a useful footprint around which to develop “Whole Place” in Monmouthshire. Severnside has been the first area to develop the approach publishing a set of key interventions intended to respond to local needs and opportunities.

This plan focuses on “Bryn y cwm” an area of North Monmouthshire centred on the town of Abergavenny.

Making a difference

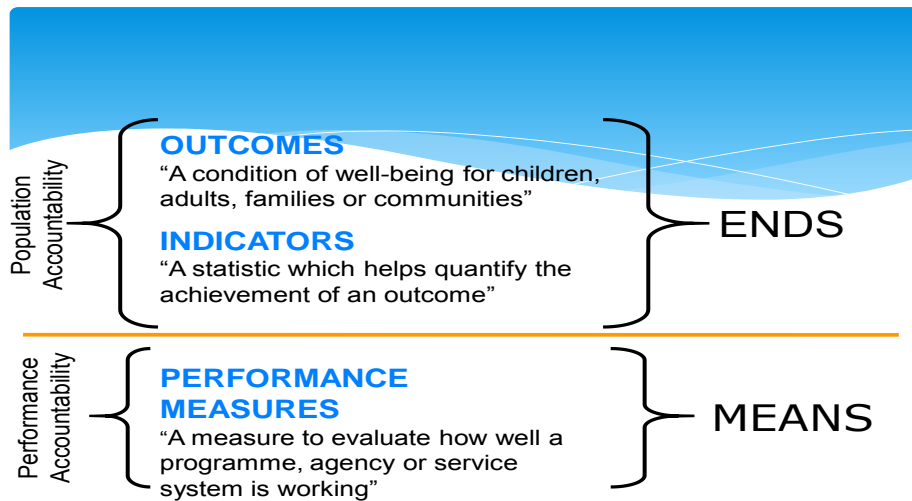
Any plan which seeks to tackle a range of issues, involving lots of stakeholders risks losing focus and misses achieving difficult but important objectives. Monitoring the overall progress of the plan and the individual interventions in terms of setting ambitious but realistic targets and measuring progress in terms of individual milestones will be absolutely vital if collective effort is to be sustained and courses changed where things are clearly not working. Everyone’s resources, time as much as money, are too valuable and scarce to be chasing lost causes not making a measurable difference.

Whole Place will therefore have two types of measures - Programme population measures and Project delivery measures.

Programme population measures set out the key outcomes and indicators at an area or target population level that need to be tracked in terms of progress against a baseline. If a measure, such as numbers of people with no qualifications, indicates a specific deficit in the whole of Bryn y Cwm or in hotspots in the area then this requires regular monitoring to help inform any need for continuing action by whole place i.e. if individual projects/partner efforts are not proving sufficient to address the deficit. The Whole Place outcome in this case would be to promote a Learning Community with the “numbers of people with no qualifications” being a key indicator.

Project delivery measures are centred around assessing whether a specific project makes a measurable contribution to addressing a programme population measure. Continuing the “ people with no qualifications” example, an intervention proposed that would seek to impact on this measure is the Abergavenny Life station. The project actions and objectives would obviously include the inclusive design process to meet needs of users and the construction process to time and budget but would also include targets for increasing library usage and qualifications achieved at Life station courses, on line and on site. Whether someone decides to or is able to get a

better job, feels happier and more confident is more difficult to directly attribute to the project and is influenced by other factors such as personal/family circumstances, whether there are any jobs are available.



This approach to Results based accountability is becoming increasingly prevalent in the public and third sector in an atmosphere of funding austerity – whole place brings the debate out from individual agency, department or officer monitoring and review of progress into a forum for community discussion where collective expertise and effort can contribute and be held to account for any measured contribution. For example volunteer learning mentors may support Life station participants during their learning and feedback from learners in the community would judge their contribution in motivating the learner to stick at the course.

Each intervention included in this plan , now and in the future, will need to identify a related population measure which justifies its inclusion and project delivery measures and targets to help assess its progress. The Whole place programme delivery arrangements (section 5) will be the main reporting space for interventions, in addition to any individual organisations ways of measuring progress.

| | QUANTITY | QUALITY |
|--------|--|---|
| EFFORT | How much service did we deliver? | How well did we deliver it? |
| EFFECT | How much change/effect did we produce? | What quality of change/effect did we produce? |

2. Bryn y Cwm – A profile of challenges and opportunities

In order to determine the priorities for intervention for “Whole Place” in Bryn y Cwm a combination of area specific data and community consultations have highlighted some key issues and challenge that any proposed intervention should seek to address. These are set out below:

Overview

Bryn y Cwm is the name given to an administrative area of the County covering the northwest corner. Loosely translated from Welsh it means ‘hills and valleys’, a term that perfectly describes a substantial part of the area, but not all. Such is the diversity of Bryn y Cwm.

The area is steeped in history and natural beauty, its border position having given it a strategic advantage historically, both in a military sense and in terms of trade.

At its centre is Abergavenny, a bustling market town of regional significance, which boasts a wealth of fairs and festivals. However the whole Bryn y Cwm area, which extends from Goytre in the south, to Llanthony in the north, whilst having developed its industry and agriculture alongside one another, has now embraced the needs of tourists, which are increasing in numbers every year.

In general terms, data suggests Bryn y cwm performs above the all Wales average, but below the Monmouthshire average across a range of measures. However, there is substantial variation within the Bryn y cwm area as a result of relative affluence/poverty and urban/rural differences.

Bryn y Cwm represents around one third of Monmouthshire. Overall, data shows that generally, Monmouthshire performs better than Wales, although the term ‘perform’ should be used loosely. On the whole, the Bryn y cwm area performs in the gap between the Monmouthshire and Wales averages. So conditions could be described as a little better than the all Wales average, but not quite as favourable as Monmouthshire as a whole. However, within Bryn y cwm there are some better performing areas and some worse performing areas.



The worse performing areas are generally the same throughout the analysis of Lower Super Output Area (LSOA) data – lower than ward level (approximately 1500 people). Some very poor performing areas are immediately adjacent to some very strongly performing areas. As a result, on the few indicators where ward data has been used (which often then group these neighbouring areas) this pattern is not always evident. An example is the ward of Llanelly Hill – where LSOA Llanelly Hill 2 performs poorly on almost every indicator, but Llanelly Hill 1 has the hallmarks of an area closer to the county average. This is also the case in Cantref 1 and 2, Mardy 1 and 2, and to a lesser extent Priory 1 and 2.

The major exception to the general summary conclusions above relates to the ‘access to services’ domain in the Wales Index of Multiple Deprivation. As is often the case with deeply rural areas, the domain suggests high levels of deprivation in terms of access to services as a result of the larger distances and nature of public transport infrastructure in many rural areas.

Population

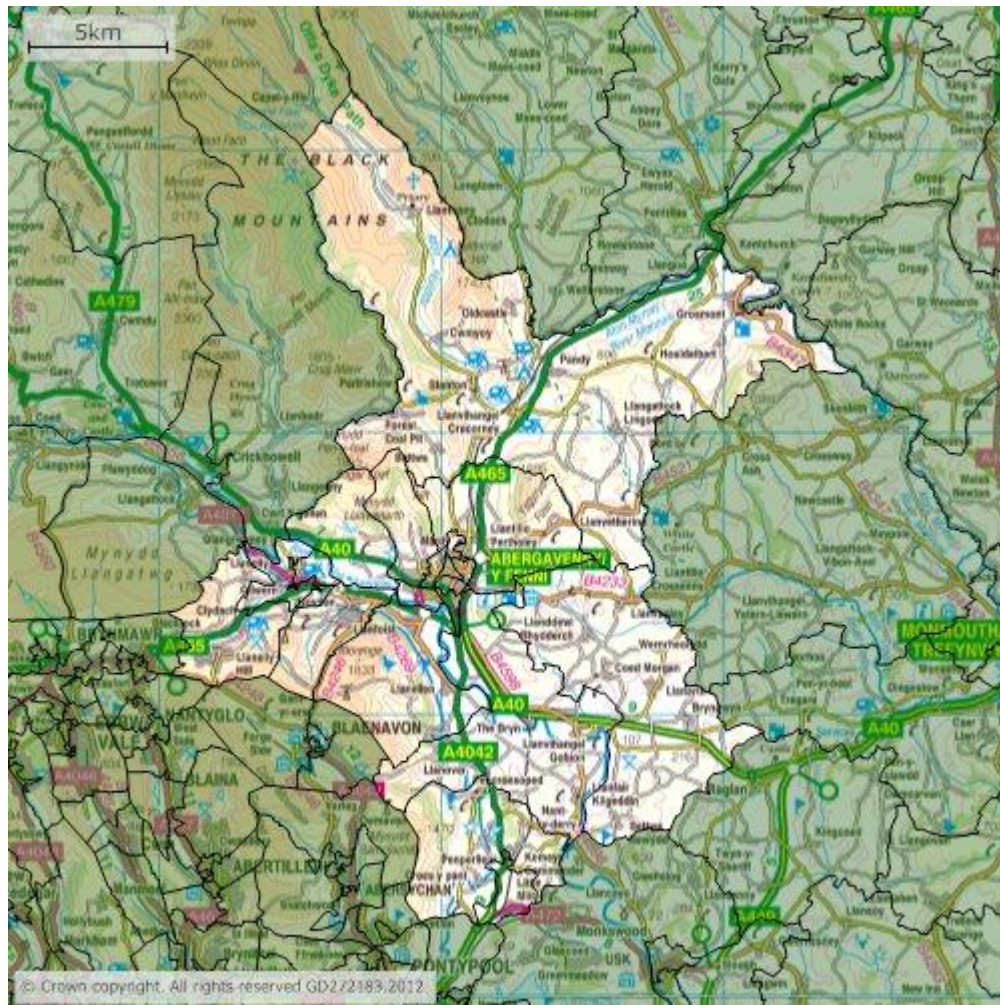
In relative terms, the Bryn Y Cwm population exhibits an older age structure and is growing more slowly than Monmouthshire and Wales averages.

The population of Bryn Y Cwm was estimated at 27,200 in mid-2010 (ONS), 31% of the Monmouthshire total. This was an increase of around 250 persons, or less than 1% from 2001. This compares with an increase of 3.7% in Monmouthshire and 3.3% across Wales as a whole.

The age structure of the population shows a greater proportion within the 65 years and older age category (23%) than both the Monmouthshire (21%) and Wales averages (19%). However, there has been a slight drop in the proportion of over 65s from 24% in 2001.

Looking to the future, 31% of the 2010 population were aged 45-64, a substantial increase from 25% in 2001 and higher than both Monmouthshire (30%) and Wales (27%).

Within Bryn y Cwm there are quite different age structures, with notably higher proportions of 65+ within the LSOAs of Cantref 1, Priory 1, Llanelly Hill 1 and Llanwenarth Ultra and much lower proportions in Cantref 2, Mardy 1 and Llanelly Hill 2. In the case of Cantref 2, the high proportion of residents aged 0-15 (27%) is also notable relative to the study area as a whole.



Abergavenny as the main settlement in Bryn y Cwm acts as a retail, health, education and cultural centre for an extensive rural area, including the eastern part of the Brecon Beacons National Park and the north-western part of Monmouthshire, and is identified in the Wales Spatial Plan as one of fourteen ‘key settlements’, which are defined as settlements that ‘must be successful in their own right and, where appropriate, function as service and employment hubs for surrounding settlements’.

The town has good public transport links by rail to Newport, Cardiff, and the Midlands of England, and good road links to Cwmbran, Newport, Monmouth and the motorway system. It has a particularly important strategic role on the Heads of the Valleys road and through its links to Brecon and Mid Wales.

Abergavenny is attractive to tourists, particularly with the growth of its annual food festival. Regeneration of the centre is taking place, with the proposed redevelopment at the cattle market, which is being relocated. The Brewery Yard, to the rear of the Town Hall and Indoor Market has been recently redeveloped. The town centre itself is a Conservation Area. The A465 separates the town from Llanfoist to the south, and partly defines the town edge to the east. The built-up area to the north and west extends close to the National Park boundary, and Llanfoist adjoins the Blaenavon World Heritage Site. The floodplain of the River Usk provides

risks and opportunities for sustainable development to the south of the town and at Llanfoist.

While the main areas of population are focused around settlements in and around Abergavenny, the area is characterised by its range of small villages and settlements. These places provide the opportunity for country based living sought after by urban dwellers, play host the significant farming community of North Monmouthshire and present significant challenges to service providers seeking to combat rural isolation.

Penpergwm, Llanvetherline, Llangattock, Great Oak, Wern Gifford/Pandy, Bryngwenin, Bettws Newydd, The Bryn, Llanvaplay, Llanvair. Llanover, Llanerelli, Llandewi -Rhydderch, Grosmont and Goetre.

The specific issues and needs of these distinct communities highlighted in data need to be reflected through more localised consultation and analysis as part of the consultations on this plan.

Key points from baseline data

Crime

North Abergavenny and Llanelly hill exhibit issues connected with above Bryn Y Cwm average levels of violent crime and anti –social behaviour. Recent statistics published in connection with reports of Domestic Violence indicated one third of all the reports of domestic violence across Monmouthshire occurred in Abergavenny

Health

- Data for 2011 indicates that Cantref 2, Croesonen, Lansdown, Mardy 1 and Llanelly Hill 2 all exhibit rates of long term limiting illness above the Wales average.
- Data on the rate of cancer incidence within the population indicates a spread around the Monmouthshire and Wales averages which are relatively close to one another. Five of the LSOAs exhibit rates more than 10% above the Wales average: Grofield, Lansdown, Mardy 1, Priory 2 and Goetre Fawr 2.
- Only four of the 19 LSOAs have rates of all cause death above the Wales average. However, 14 of 19 have rates above the Monmouthshire average.

To illustrate the variability of these indicators across local areas, Llanelly Hill 2, whilst exhibiting one of the higher rates of long term limiting illness in the study area, records the lowest rate of cancer incidence.

Access to services

- Mean bus and walking journey time to:
 - NHS dentist
 - Food shop

- GP
- Leisure centre
- Library
- Post Office
- Primary school
- Secondary school
- Transport node

This highlights the substantial journey times in Llanover 1 and 2 and Crucorney, well over an hour for many of the key services assessed.

Employment and Income

Unemployment rates in Bryn y Cwm compare favourably with Monmouthshire and Wales averages although youth unemployment is a matter of concern.

There are five LSOAs in the 50% most deprived in Wales in terms of household income are: Cantref 2, Mardy 1, Lansdown, Croesonen and Grofield

More recent income data that allows very local level analysis again shows a spread of data around both the Monmouthshire and Wales averages. The LSOAs of Grofield, Cantref 2, Croesonen, Lansdown and Mardy 1 all have median and mean annual income levels below the Wales average. Whereas Crucorney, Llanelly Hill 1, Llanover 1 and Goetre Fawr 1 and 2 have income levels above the Monmouthshire average.

Education

This is broadly an index based on all the indicators considered individually above. This highlights that the areas of Mardy 1 and Cantref 2 fall within the 25% most deprived LSOAs in Wales. Lansdown, Croesonen, Llanelly Hill 2, Llanover 1 and Grofield are also within the 50% most deprived LSOAs in Wales within this domain.

Welsh Government school banding data recently classified King Henry V111 secondary school as a level 5 (lowest performing category) and Estyn's report on Monmouthshire's education services highlighted significant issues to be addressed in terms of education for those with special needs.

Housing

- % of population in households with no central heating
- % of population living in overcrowded households

Four LSOAs in Bryn y Cwm fall within the 50% most deprived in Wales. Grofield and Mardy 1 fall within the 25% most deprived, with Cantref 2 and Llanelly Hill 2 also in the 50% most deprived.

Summary of data and consultation messages to date

Data and community consultations confirm that Bryn Y Cwm exhibits a classic divide between “Affluence” and “Deprivation” in terms of people’s life experiences. This is exaggerated by the proximity of some of Monmouthshire’s most affluent and most deprived communities.

The knock on effect on people’s perceptions of each other’s areas and communities, future aspirations and sense of community cohesion spirit cannot be understated. Whilst Bryn y Cwm benefits from a diverse range of community organisations with good rates of volunteering the communities that demonstrate greatest need for support from this social capital do not appear to feature amongst the priorities for some of these groups.

A Community Audit and Community Prospectus of North Abergavenny (Miller Research 2009,2010) highlighted the relative deprivation experienced by areas of North Abergavenny and issue based community responses that might be progressed. The end, in March 2013, of the Welsh Government Communities First programme which provided the primary focus for taking action in relation to these issues presents significant challenges for “Whole Place” in formulating a response to continuing need.

A Cardiff University led, ESRC funded project in Abergavenny exploring issues of community perceptions, voice and empowerment is also identifying issues connected with trust and confidence within the community and in the ability of key service providers to respond to local needs.

Throughout consultations undertaken to develop the Whole place Plan significant historic issues of trust in relationships between community organisations, local and cabinet elected members and council officers have been expressed requiring new and enhanced forms of communication, engagement and collaborative working in order to deliver agreed change.

There appears to have been a disconnect between community interests on a range of issues and a perceived dispassionate corporate interest by the County council in maximising revenue driven by public sector funding reductions and a need to maintain key services.

This is inconsistent with an evolving management culture which promotes better responsiveness to community needs through investment in the innovatory capacity of key staff. The introduction of delivery arrangements for Whole Place interventions will be challenged to rebuild trust and enable a dialogue which can help inform the difficult decisions and challenges that still lie ahead.

Non data related issues

Some key issues have been highlighted during plan development that impact on the potential relevance of proposed interventions in terms of their contribution to delivering a successful, sustainable community. Further baseline research and a resulting requirement for plan monitoring and evaluation arrangements to focus on assessing the ongoing impact of these issues have been highlighted.

Balance of development and facilities –The overall mix of housing and employment development in Bryn y Cwm providing sufficient local employment to achieve a better balance between a community that commutes and a community that retains good cohesion and prospects for young people. The range of community facilities compares favourably with other areas in terms of health and social care, education and leisure

Supermarket development – The arrival of a new supermarket in the town centre bringing new employment and retaining local spend also brings the risk of spending displacement away from smaller town centre traders. Abergavenny has withstood the impact of on-line and out of town retailing better than most similar centres so far. Integrating the new supermarket into the town to maximise its positive impact and mitigate any risks associated is a key challenge.

Loss of Communities First programme – Operating in North Abergavenny for five years the Welsh Government’s flagship anti-poverty programme had begun to address generational deficits in life chances and capacity of community groups to instigate local action in conjunction with key service partners. Innovative programmes, such as the PEEP project which helped school pupils at risk of underachievement, no longer qualify for Communities First support as relative deprivation, compared to other parts of Wales, has meant withdrawal of the area from the programme. Deprivation across a range of measures still exists and Whole Place will be challenged to respond to continuing need.

Welfare reform – Significant changes to housing and personal benefits will have a direct effect on the personal finances of some of the most vulnerable groups living in Bryn y Cwm, How the community responds will challenge the ethos of whole place.

Financial austerity- Continuing pressure on public service budgets will mean difficult choices in maintaining or developing a range of non-statutory services. Increasingly core service budgets will come under greater scrutiny and pressure. Involving local communities in making difficult choices and developing alternative models for securing finance and delivering services will be a key component of Whole Place.

Themes for action

A community launch and Whole Place scoping workshop held at the end of 2012 informed by an initial baseline report identified a range of issues any “whole place” programme change programme should address.

These were organised into four themes for action which following consideration and development by officer and community workstreams, over a three month period, contain a range of proposed interventions addressing:

- Abergavenny Town centre and the wider business environment

- Making sure no-one gets left further behind

- Strengthening Education and business links

- Creating a Sustainable settlement

Interventions are set out below under each theme as **short term (12 months)**, **medium term (2 years)** and **longer term (3 years plus)** actions.

3. Vision and themes for action

As work on whole place in the area has developed a consistent set of hopes, aspirations and concerns have emerged that help formulate a suggest vision for the area. Vision is important as it acts as a reference point for key actions and investment decision made within the area and by those outside it.

Vision

Abergavenny and District – An area with a vibrant market town and superb local environment that looks after everyone, offers quality life experiences to all its residents and welcomes visitors with open arms

Some key principles are proposed in order to inform any future decisions and priority interventions in connection with the area:

- Continues to maintain the size of Abergavenny and its human-level scale of development;
- urban areas to continue to have a close relationship with the open countryside around them
- continues to strive for equal opportunity and social inclusion
- Retain and grow its retail markets, in particular through emphasis on locally owned businesses;
- Becomes more attractive to businesses, residents and visitors and becomes resilient to long-term change.



THEMES FOR ACTION

1. Town centre and the wider business environment

This part of the plan considers the role of the town centre and existing and future business sites and premises as key elements in sustaining current and future employment for local communities. The evidence base, which needs further development, highlights the significant proportion of the population that travel outside the area for work but also the significant proportion workforce that rely on local sources of employment. There is an apparent need to better balance housing and jobs provision in the area and to support the growth and sustainability of local employment in all sectors of the local economy. Consideration must be given to which sectors require specific attention for promoting future, local sustainable employment opportunities, offering prospects for those who stay in the area to look for work and encourage those who leave to return.

A significant amount of work has been done in the last 3 to 5 years looking at the town centre (Abergavenny Regeneration Plan 2008, Abergavenny Regeneration Aspirations 2012) and some progress has been made delivering key projects identified as offering significant contributions to improving the physical assets of the town centre and thereby creating a better business environment. The draft Local Development Plan also identifies opportunities for future employment growth on sites in the wider Bryn Y Cwm area and the County Council's Big Deal Ambition countywide statement for economic development prioritises existing sectors such as food, tourism and agriculture for support for growth and proposes building on this with targeted action in the "green" and "digital" sectors. Local refinement of needs and priorities is not well developed.

While the role of the town centre as a service and facilities hub and as an identifiable name providing profile outside the area for Bryn Y Cwm is addressed in other elements of the plan, community consultations have focused on the town centre's economic development contribution as part of the whole place assessment of the area's economic future.



1.1 Town centre

The town centre of Abergavenny is in the midst of a major change that has been the subject of local controversy resulting in subsequent delay. Long standing proposals to relocate the traditional cattle and livestock market to a new purpose built facility outside the town and develop the site as a supermarket and library are about to become a reality. The recent, current and medium term prospects for business in the town mirror the challenges being faced by similar market towns across the UK – reductions in consumer spending, impact of on-line shopping, rental levels, vacancies, and a changing mix of the high street offer. The addition of a new supermarket will present the centre with both an additional challenge and an opportunity to benefit.

The combination of these factors requires a considered, progressive and collaborative response to town centre development to be expressed through the Whole Place plan.

Interventions connected with the town centre proposed by the plan cover two main issues Improving the Town offer and Physical improvements

Improving the town offer

Town centres are under great pressure given the wider economic climate, the increase in on line retailing and peoples ever increasing expectations of “convenience shopping”. The planned arrival of a new supermarket within the town in 2014 presents significant challenges and opportunities for the wider town centre. The plan is proposing the following series of interventions to help mitigate key risks and capitalise on the increased footfall into the centre afforded by the development.

Mapping the current offer – Understanding the current composition of the whole town centre offer, main ownerships, mix of uses and retail offering is required in order to establish a baseline and to consider relative strengths, weaknesses, patterns and gaps. Baseline information from current town centre users would also help intelligence and help inform future priorities. **Short term**

Town centre partnership – Bringing together the various interests around a shared forum for promoting collective and individual action on town centre issues. This “Town Team” should consist of representatives of;

- MCC – Whole place economic lead (see delivery arrangements)
- Abergavenny Town Council
- Abergavenny Business Club
- Market Traders
- The Rotary Club
- Independent businesses
- King Henry 8th School SMT
- Interested community groups e.g. Abergavenny Civic Society

The Town Team would need to appoint a salaried Team leader to coordinate the delivery of the whole place plan interventions. Funding for this might be available from Welsh Government as outlined in their strategy “Vibrant and Viable places” or from other sources. Another possibility is to incorporate this role into the responsibilities of the Bryn y Cwm delivery team portfolio. -**Short term**

Business Improvement District – Utilise available Welsh Government funding to investigate the relevance /feasibility of the Business Improvement District concept to Abergavenny – **Short term investigation towards a longer term implementation**

Events programme/co-ordination – A range of well established, popular events take place in and around the town, at the same time Brewery yard leading through to Bailey Park is underutilised for potential events. This intervention proposes the formulation of an events calendar to help improve co-ordination of and resulting overall impact of events. The potential demand for Brewery Yard themed evening markets to complement or add to the events calendar will also be investigated.-**Short term**

Utilising Public Assets – The One Stop Shop and other service centres should continue to be a visible presence on the High Street. The current location of the Tourist Information Centre situated at the Bus Station with its associated car park is in close proximity to the Castle and the Abergavenny Museum, an overlooked resource as part of the town offer, linked to this is the historic Tithe barn and two theatres combining to provide a strong cultural offer- **Short to medium term**

Targeted support to vulnerable traders – As an outcome from the mapping work a programme of targeted business support to help traders at potential risk to improve or diversify offer, develop on line business. Addressing the parking issue, as part of the county wide review of car parking implementation of a “free after 3” approach should be adopted which would be of benefit to all traders – **Short term/Medium term**

Virtual Department store – Learn from other centres experience of developing an integrated High Street on line presence - **Medium term**

Branding/Identity – Consider the range of positive attractors Bryn y Cwm offers and develop shared brand / visitor and community proposition taking account of Abergavenny towns existing profile and the review/development of the town centre offer. **Medium term**

Physical Improvements

A range of physical improvements to buildings, streetscene and green and open spaces in the town.

Lion Street and Market St enhancements – The impending arrival of the new supermarket will significantly impact pedestrian and vehicular traffic using the town centre.

A Section 106 agreement to secure ring fenced finance from the supermarket developers, towards improved access enhancements via Lion St and Brewery Yard has been negotiated and agreed. This should result in improved arrangements to coincide with the opening of the supermarket in autumn 2014. However, the need to enhance the link between the supermarket and eastern entry to Brewery Yard by extending the shared surface along Lion Street has not yet been provided for; the encouragement of pedestrian movement between the supermarket/library and Frogmore Street also needs further consideration. Proposals

include pedestrian crossings within the site, raised traffic control/shared surface areas in Lion St and public art feature at the site entrance. The supermarket design, parking, access entrance and frontage arrangements create prospects for a new circular pedestrian route in that part of the centre with improved access to High St from Park Road and Bailey Park into the town centre. **Short to medium term**

Circulation /Signage

The development of the site needs to trigger a review of circulatory routes and accompanying signage across the town centre. Directional signage from Fairfield car park and the existing bus station are two examples requiring early intervention given the new user flows to be generated by the Livestock market site redevelopment. A targeted programme of pavement and highway improvements linked to a newly defined circulatory route will also be required. Circulation and the town offer would also be strengthened by a visitor trail linking the shopping area with heritage attractions and open spaces. **Short to medium term**

Frontage improvements

Linked to “Improving the town offer” a programme of Property Improvements centred on key frontage locations is required to avoid any negative impact created by unoccupied or unsightly properties. Linked to this a Civic Society pilot project to demonstrate the potential impact of a “town palette” may generate support for adoption of the approach amongst owners/tenants in targeted streets. Urgent attention is also required to Pedestrian Street surfacing as part of a programme of renewal. – **Short to medium term**

Site review to initiate progressive development

While the demand for land use change may not be imminent, the authority would be well advised to initiate forward planning for at least the St John’s Square/Castle Street area in the short term. Innovative use of public buildings such as the existing Carnegie Library need careful consideration to meet future community needs. Another potential change area for consideration is the bus station/car park area plus other land at the Monmouth Road entry to the town– **Medium term to longer term development**

1.2 Wider business environment

Beyond the town itself the prospects for providing sustainable business growth and resulting employment across the wider area requires action with the framework of the plan.

Tourism – Reviewing the Monmouthshire Tourism marketing and Destination development plans to develop/define a Bryn y Cwm whole place tourism action plan to define the specific actions around development of this sector utilising RDP project funding. The whole cultural offer of the town would require greater definition and inclusion in any branding development.

Heritage – A partnership project that integrates and presents the heritage features of the town and the area as a whole, coordinated by Abergavenny Museum and other groups to effectively market the diverse historical assets of the area from Pre –history to the present day.

Food - There needs to be particular emphasis here on developing the local food economy. Food is an important issue because:

- Food production and distribution is employment intensive
- Food production and distribution is suited to the local skills base
- There is an opportunity to build on Monmouth's reputation to food quality (reflecting the need for a quality retail offer noted above)
- There are many quick wins to be gained through better connecting local supply to local purchasers
- Local supplies will reduce overall transport demand and CO₂ emissions
- All of the above will contribute to the long term economic, social and environmental *resilience* of Abergavenny.

Initial actions to generate quick wins would include:

- **Local food mapping:** generating an interactive map detailing local food suppliers (primary produce and local food manufacturers) and key private and public sector organisations that are significant purchasers of food – Neville Hall Hospital; King Henry V11 school; primary schools; local hotels and restaurants.
- **Active local management of food supply networks** – influencing public sector food purchasing contracts (e.g. from Neville Hall), actively working to introduce suppliers to purchasers.

Broadband

Understanding any issues connected with wi-fi and broadband access, take up and application by businesses and the wider community in order to assess need for infrastructure enhancements linked investments in new community facilities eg Life Station/Library.

Research - Develop an area economic development strategy and action plan based on a whole area review of existing sites and premises and analysis of users/ demand/ business migration reflecting in due course local actions around Monmouthshire's Big Idea framework

Town centre and wider business environment

A series of research actions to continue to inform future direction and priority outcomes for Whole Place

| | |
|----------------|--|
| Purpose | To improve the indicative baseline for “Whole Place” with a series of specific research actions to improve intelligence in informing future direction and target economic outcomes |
|----------------|--|

| | |
|-----------------|--|
| Elements | <p>TC 1 Mapping the current town centre offer – short term</p> <p>TC 2 Potential for “Business Improvement District” – BID short term</p> <p>TC 3 A town and area site development review – medium term</p> <p>TC 4 An area economic development action plan – medium term</p> |
|-----------------|--|

| | |
|------------------------------|--|
| Linkages and outcomes | <p>Mapping the current offer – Understanding the current composition of the whole town centre offer, main ownerships, mix of uses and retail offering is required in order to establish a baseline and to consider relative strengths, weaknesses, patterns and gaps. Baseline information from current town centre users would also help intelligence and help inform future priorities.</p> <ul style="list-style-type: none"> • TC1 -Mapping- This work will inform the strengths and weaknesses of the current town offer including the attitudes and aspirations of property owners, current traders and the mix of uses in the centre. The output will help inform the brand positioning work in terms of uses to be attracted to the centre and inform scope for strengthening collaboration between traders. • Outcomes – dependent on results, possibly three new/ enhanced uses and two new trader collaborations within a year of work completed resulting in increased footfall and business turnover. <p>TC2 - Potential for “Business Improvement District” – BID</p> <p>A BID is a partnership arrangement through which local authorities and the local business community can take forward schemes, which will benefit the local business community, with the agreement of business ratepayers. Ratepayers will agree to pay an additional levy on their rate bill to finance a BID. The ratepayers themselves will be able to decide in advance on the way in which their money is spent and how much they are prepared to pay in addition to their rates bill. Each ratepayer who will be asked to contribute to the BID will be able to vote on whether or not that BID goes ahead. Up to £25,000 revenue development funding and a development toolkit will be available from Welsh Government</p> |
|------------------------------|--|

| | |
|-------------------------------------|--|
| | <p>during 2013 – short term</p> <p>Outcomes – If a BID is established the resulting agreed improvements will evidence an increase in footfall, business sustainability and trader confidence.</p> <p>TC 3 - A town and area site development review – medium term TC 4 - An area economic development action plan –medium term</p> <p>Learning from the Powys Local Growth Zone approach and to support its extension to North Monmouthshire a detailed assessment of the economic position and prospects of the Abergavenny and district area focusing on current and potential employment sites, their performance, market suitability and potential future development towards improving the overall mix and availability of local employment opportunities.</p> <p>Outcomes - Increased levels of local job creation informed by the average firm size of target growth sectors.</p> |
| <p>Delivery and funding sources</p> | <ul style="list-style-type: none"> • To be led by the Whole place team economy/town centre officer with the Mapping exercise delivered in conjunction with the Abergavenny Business club and Civic society. • BID development funding. • Town and area site review and resulting area economic development strategy to be commissioned in conjunction with Monmouthshire Enterprise and Adventa. |

Town centre and wider business environment

Town centre partnership taking forward co-ordinated actions to improve the overall town “offer”

| | |
|----------------|---|
| Purpose | To bring together all the organisations and interest groups with a commitment to supporting the vibrancy and vitality of Abergavenny town centre to take forward a series of key actions to improve the town “offer” and physical environment |
|----------------|---|

| | |
|-----------------|--|
| Elements | <p>TC 5 - Town centre partnership/ town team – short term</p> <p>TC 6 - Events – development and co-ordination – short –medium term</p> <p>TC 7 - Better Utilise Public assets – short – medium term</p> <p>TC 8 - Targeted support for vulnerable traders – short - medium term</p> <p>TC 9 - Virtual department store – medium term</p> <p>TC 10 – Branding/Identity – medium term</p> <p>TC 11 - Area Tourism sector development – short –medium term</p> |
|-----------------|--|

| | |
|------------------------------|--|
| Linkages and outcomes | <ul style="list-style-type: none"> • TC 5 Town team - A range of organisations and groups currently discuss and attempt to take actions to improve the physical character and economic success of Abergavenny town centre. The Town team approach seeks to bring together all of these interests and skills to better achieve overall progress against the set of agreed actions proposed by “Whole Place”. A specialist town centre champion with the skills and experience to develop and enact a progressive programme will be at the centre of bringing to life the shared ideas/aspirations of the team –short term – first partnership meeting June 2013. • Outcomes – Increasing the number of overnight visits; Increasing the number of return visits. <p>TC 6 – Events development and co-ordination</p> <p>The Abergavenny Food Festival and the Cycling festival are two excellent examples of the profile and economic impact well organised and well supported events can have on town centre viability. In addition to promoting the town’s distinctiveness and attracting new visitors extending the content and frequency of town “events” is a key action to support local spending and promote greater community cohesion. Use of the Brewery yard and Castle grounds for themed and evening markets is an early priority, complementing the core offer of the indoor market. A calendar of town and community events will be the main output of the action with organisers supported in delivering successful events by the Whole place team sharing collective expertise and bringing in specialist help where needed.</p> |
|------------------------------|--|

Outcomes – An event for every month of the year by the end of 2014

TC 7 - Better Utilise Public assets – In addition to maintaining a commitment to the Tourist Information Centre and One Stop Shop in their current locations the heritage visitor and community cohesion potential of the Castle and Museum in Abergavenny needs investigation and development. Already attracting almost 30,000 visitors per year the Castle and Museum’s central position acts as a potential hub for promoting a wider town offer as a potential focus for a different kind of contemporary museum experience where all communities work together to develop an understanding of a shared past, present and future. The Castle grounds also provide an attractive and flexible space to town and community events. In addition to its inclusion in the town and area sites review some specialist feasibility/scoping options work for the Castle and Museum opportunity will be required. Consider broadband infrastructure improvements lined to public facilities to enable improved community access.**short -medium term**

Outcome – Increased visitor satisfaction/ Increased repeat visits/attracting hard to reach audiences– increased spend per head per visit.

TC 8 - Targeted support for vulnerable traders –

Business support - Following the town centre mapping work a bespoke package of business support will be developed and targeted at those existing local traders who may be affected by the arrival of the new supermarket in 2014. Advice will focus on diversifying offer, improving on line presence or highlighting product quality - **medium term**

Parking – A “free after 3” pilot for Abergavenny car parks is proposed for 12 months as part of the Monmouthshire car parking review to assess any impact on increasing footfall during quieter trading periods and to inform future considerations to complement the no charge car parking to be provided at the supermarket site. – **short term**

Outcome – Businesses targeted for support -80% trading after 12 months of supermarket opening.

Retailers report overall increase of 20% trading at 6 months and 12 months of pilot.

TC 9 - Virtual department store – The range and quality of business within the town centre lends itself to the development of an enhanced on-line presence for the town. Increasing the numbers of Businesses

being able to trade on line and create a high quality virtual experience of shopping in Abergavenny to rival the “real” experience are the objectives of this intervention. An existing independent website “Love Abergavenny” may provide the basis for this intervention. Other examples include GO2 Bargoed (link below)

<http://www.visitaberystwyth.com>

<http://www.go2bargoed.co.uk/index.php?com=more> – **medium term**

Outcome

80% on line presence by businesses in the town by 2015

20% increase in on line turnover by those already online by 2015

TC 10 – Branding/Identity –

Sustainable town centres need strong town centre brands to engage effectively with community and deliver good reasons to draw people back in. Consumers are time poor, have established shopping patterns, clear brand allegiances and easy access to vast choice and convenience. Town centres have to learn new ways to capture their community’s attention and hold onto it.

Successful brands easily identify what they offer and town centres now need to do the same. In the midst of huge competition, one clear, careful representation of a town centre, which properly engages with the community on and off line, is critical for sustainable regeneration.

Town centres can gain economic leverage through careful branding

A town centre brand can act as an umbrella brand for all local businesses and resources, providing economic leverage in generating awareness and creating profile.

As an extension of people’s homes, town centres have a naturally placed connection with their community and customers; they just need to provide a good reason to bring customers back.

A strong, engaged brand adds value to the town centre. It provides a practical one stop access point, a platform to communicate more effectively and introduce new initiatives. In terms of Abergavenny and district the wider physical environment as well as a distinctive centre provide inherent strengths for the development of any brand. Understanding the gaps in the offer, as a result of the mapping project TC1 will assist in focusing a branding campaign in building on strengths and mitigating/addressing gaps eg. In the non –retail, cultural and town centre living aspects-**medium term**

Example - <http://www.visitaberystwyth.com>

Outcome - Increased recognition of Abergavenny brand over a 2 year

| | |
|-------------------------------------|---|
| | <p>period from a measured baseline prior to brand launch</p> <p>TC 11 – An area tourism development plan drawn from the Monmouthshire destination development plan focusing on the quality food, walking and environment product – short term</p> <p>Outcome - Increased local stays and visits as identified from County figures targeting increased 10% increased Abergavenny share over 2 year period starting January 2015</p> |
| <p>Delivery and funding sources</p> | <p>TC 5 - Town centre partnership/ town team – short term</p> <p>Lead - Whole place town centre/economy officer</p> <p>TC 6 - Events – development and co-ordination – short –medium term</p> <p>Lead – Whole place officer in conjunction with business club and event partners</p> <p>TC 7 - Better Utilise Public assets – short – medium term</p> <p>Lead – Abergavenny museum curator with support from Business club</p> <p>TC 8 - Targeted support for vulnerable traders – short - medium term</p> <p>Lead - MCC economic development team</p> <p>TC 9 - Virtual department store – medium term</p> <p>Lead – CMC2 digital development officer</p> <p>TC 10 – Branding/Identity – medium term</p> <p>Lead – Town team with support of Whole Place officer</p> <p>TC 11 – Area tourism plan</p> <p>Lead – Whole Place town centre/economy with support from MCC tourism team in liaison with Tourism providers</p> |
| | |

Town centre and wider business environment

Town centre partnership taking forward co-ordinated actions to improve the physical environment of the town

| | |
|----------------|---|
| Purpose | To improve the physical appearance and layout of the town at key points of access within the town and establish good access and pedestrian flows throughout the centre. |
|----------------|---|

| | |
|-----------------|---|
| Elements | <p style="text-align: center;">TC 12 - Lion St and Market St enhancements – short/med term TC 13 – Circulation and Signage - short/medium term TC 14 - Frontage and street scene – short to medium term</p> |
|-----------------|---|

| | |
|------------------------------|---|
| Linkages and outcomes | <p>TC 12 - Lion St and Market St enhancements – Build on and improve proposals linked to the supermarket development to enhance the link between the supermarket and eastern entry to Brewery Yard by extending the shared surface along Lion Street; and encouraging pedestrian movement between the supermarket/library development and Frogmore Street. Existing proposals include pedestrian crossings within the supermarket site, raised traffic control/shared surface areas at limited points in Lion St and a public art feature at the site entrance - short/med term</p> <p>Outcome – Increased visits between supermarket and town centre from baseline established in 2015.</p> <p>TC 13 – Circulation and Signage - A review of circulatory routes and accompanying signage across the town centre. Directional signage from Fairfield car park and the existing bus station are two examples requiring early intervention given the new user flows to be generated by the Livestock market site redevelopment. A targeted programme of pavement and highway improvements linked to a newly defined circulatory route will also be required. Circulation and the town offer would also be strengthened by a visitor trail linking the shopping area with heritage attractions and open spaces - short/medium term</p> <p>Outcome – Footfall around defined circulatory routes increased by 20% over a 12 month period from baseline taken in 2015</p> <p>TC 14 - Frontage and street scene – a programme of Property Improvements centred on key frontage locations to avoid any negative impact created by unoccupied or unsightly properties. A Civic Society pilot project to demonstrate the potential impact of a “town palette” may generate support for adoption of the approach amongst owners/tenants in targeted streets. Urgent attention is also required to</p> |
|------------------------------|---|

| | |
|------------------------------|--|
| | pedestrian street surfacing as part of a phased programme of consistent renewal. short to medium term |
| Delivery and funding sources | <p>To be led by the Whole place team economy/town centre officer in conjunction with Town team partners</p> <p>These proposals to form core component on bid for Welsh Government –Vibrant and Viable places regeneration framework funding available for spend from April 2014.</p> <p>Section 106 and Section 278 funding in period up to Autumn 2014.</p> |

2. MAKING SURE NO- ONE IS LEFT FURTHER BEHIND

This part of the plan focuses on community concerns regarding the difference in living standards, restricted lifestyle choices and key health and education measures experienced by specific communities across Bryn y Cwm. The baseline analysis for the whole place identifies significant variations in deprivation statistics across the area in a range of measures. Whilst concentrated in some areas of North Abergavenny, which is about to lose its Communities First status, the information identifies other significant “hotspots” across Bryn Y Cwm around issues such as circulatory disease and access to services.

An atmosphere of austerity in terms of public service investment, the general economic climate and the impending effects of a range of welfare reform measures are aligning to apply a triple whammy to the most vulnerable and disadvantaged in Bryn y Cwm.

The draft Single Integrated Plan for Monmouthshire rightly identifies “No-one is left behind” as key theme for delivering co-ordinated action to address inequalities in terms of service outcomes. In Bryn y Cwm the concern centres around the fact that evidence clearly shows some have already been left behind and without a targeted, co-ordinated response, at the area level, the risk is this gap will grow even wider putting community cohesion at serious risk.

Whole Place is about **people** even more than place and it is encouraging that consultations to date have identified a collective will to respond to the challenge by sustaining and developing a pro-active, inclusive, targeted approach to addressing evidenced relative deprivation.

Interventions –

Joining it all up - The ending of the Communities First programme in N.Abergavenny has brought into sharp focus the need for some form of continued effort to co-ordinate the provision of services targeted at the most vulnerable and disadvantaged communities. All are agreed that the dedicated capacity provided by the Welsh Government funded programme which focused on growing the capacity of the community to take positive actions itself to improve life chances, providing information in a local setting and delivering specific initiatives such as the PEEP education project needs to be maintained in some form.

Any alternative would still need to focus on capacity building and co-ordinating collective, partnership, mainstream multi-agency service responses to tackling evidence based needs across Bryn y Cwm. Communities in N.Abergavenny would still, by necessity, remain a focus for this effort but the function would not be restricted to this area alone working with other communities (spatial or thematic) where evidence indicates need for a revised approach. Any proposed activity would need to evidence its proposed and eventual impact on the issue in question and work as a key principle to establishing sustainable, community owned responses to key issues.

Options for establishing this capacity include –

- A social co-ordination role as part of the Bryn Y Cwm whole place delivery arrangements.
- An extension of the Local Area Co-ordination approach, currently being piloted by MCC social services. beyond focusing on developing community responses to social

care needs at an area level to supporting provision of better information , co-ordination of community volunteering effort in enabling bespoke life development action plans for anyone living in an area or living with an issue of evidenced need.

- An intraprennuer project
- A combination of the above
- Financing this resource to be explored with “Social Return “investment funders.
- Support for the development of Abergavenny Community Enterprise (ACE) centred on commitment for 12 months funding by LSB partners of a Community Resource centre in North Abergavenny.

Short to medium term

Abergavenny Life station/Life skills curriculum/Disability support –

Personal development via lifelong learning, as a means to improving soft skills and broadening life choices is evidenced as having a significant effect on people’s ability to cope and secure better prospects. The workstream in developing this aspect of the plan reflected on the reduction of practical opportunities to learn a new skill locally and the baseline information reflecting the level of adults without qualifications in some areas.

The need for a local facility in a central location where learning could take place was proposed and both here and via a range of provision across the area, a Life Skills style curriculum might be developed. The working group reviewing the composition of the offer in the proposed new Library would be the focus for this discussion. Proposals to provide space to relocate other services such as One stop shop and the Tourist Information centre into the same building might be better focused on enabling a broader learning offer more akin to the principles of a Library style facility – A “Life station” concept would provide bespoke space for vocational and personal development provision financed by those who could afford subsidising provision for those who might struggle to invest in learning.

As a new building offering fully DDA compliant access the opportunity for the Life Station to provide a focus for support services to those with disabilities offering bespoke space for service providers and support groups to design and deliver customised responses to individual needs for assisting community integration.

The Park St school redevelopment proposal also provides an alternative/additional location for development of the broader learning resource concept. **Medium term**

We Care – The potential impact of Welfare reform and the trends towards more in-depth advice and support on a range of issues has flagged the need for the provision of enhanced counselling facilities at the One stop shop in Abergavenny and outreach surgeries in the resource centre in N.Abergavenny . The Citizens Advice Bureau/Credit Union statistics for Abergavenny indicate demand for advice outstripping supply and while debt and benefit counselling require specialist training and appropriate interview facilities, enhanced signposting and use of on line advice tools could be supported by volunteers. More private interview facilities are required in the One stop shop itself– **short term**

Prosperity through Education and Engagement Programme - PEEP is a school and community based attainment and engagement project, aimed at young people aged 10 – 18, and their families in North Abergavenny. The project aims to help young people develop to their full potential in education, by tackling the attainment gap between young people from

disadvantaged communities and the rest of the school population, and work with them and their families to create a positive learning culture that can be passed on to siblings, parents and friends. King Henry V111 school offer the targeted support within school to any young person exhibiting a need. Funding of community based staff has been dependent on the Communities First programme and is now seeking alternative funding.

Energy Saving community –The impact rising fuel prices have on people with low incomes is being addressed locally by success achieved by local housing organisations in accessing funding from energy companies to introduce energy efficiency measures in their tenants properties addressing fuel poverty issues. Whole Place intervention in this area will seek to utilise this expertise for the benefit of those in need in the private, rented and owner /occupied sector . Objective would be to scope a large scale scheme with eligibility criteria to attract energy company funding linking with experience of apprenticeship opportunities with relevant suppliers/installers – **short – medium term**

Respect in Bryn – y –Cwm - One of the areas greatest strengths is the range of community and special interest groups. From cycling and walking to local heritage and craft skills the number of volunteer hours contributed in Bryn y Cwm outstrips other parts of Monmouthshire. The participation by those over 50 is significant resource and several good examples of cross generation projects operate in the community. The proposed intervention is for Cross generation mentoring programme – which will describing and promoting what’s already happening – **short term** towards matching individuals and supporting /monitoring their continued contact focusing on growth areas for social enterprise – **medium term**

Park St – multi use community resource

In collaboration with community stakeholders and business partners from across the sectors, Abergavenny Community Trust (ACT) is seeking to create a self-sustaining, *multi-use* community resource.

Activities & facilities: In addition to being a community partner for service delivery the ACT will facilitate among other things a community café with internet and space for home-workers; music and cultural exchange; community dining; luncheon clubs; training and hospitalities; languages and other tuition; community arts facility; mutual support & self-help groups; training and volunteer schemes; healthy living and wellbeing projects; children’s day and wrap-around care; home work and holiday clubs; land-based and environmental projects; volunteering; employment; micro enterprises development; skills for life; global citizenship.

This is a community project under one roof, which brings together and encourages the innate talents and gifts within all children, young people and adults – and, reinvests the ‘outputs’ in the wider interest of the community, the environment and wider society.

The Project has been modeled at the grassroots by local people with a long record of community engagement and participation locally. The plan is built around the stories and experience of local people and groups, over decades. The facility is based in the former Park Street Infants School, Abergavenny [Old School, NP7 5YB] but shares a collaborative approach to delivery which encourages stronger partnerships and relationships with [for example] community members / faith groups / new &

emerging social enterprise partners / agencies / health / education / police / private & public sector concerns – **Short to medium term**

| No-one is left further behind | |
|---|--|
| Joining it all up – Organising service responses to target need | |
| Purpose | To provide a Whole Place service co-ordination function that identifies evidenced need and brokers an enhanced response by public and third sector services to address that need |
| Elements | <ul style="list-style-type: none"> • Observatory style capacity to marshal and analyse data regarding health, education and learning, employment, housing and transport needs of distinct communities • An area service network to reflect on key trends and opportunities for greater co-ordination and joint working in responding to evidenced needs • Community networks of service recipients to provide ongoing local feedback on service user needs and co-design/co-production opportunities. • Development of bespoke project responses adapting or enhancing mainstream services towards delivery of specified additional, targeted outcomes |
| Linkages and outcomes | <p>Works closely with Abergavenny Community Enterprise and Abergavenny Community Trust to establish a co-ordinated capacity to work across Bryn y Cwm in conjunction with key service providers in the public and third sectors.</p> <p>Outcomes – Measurable impact on deficits experienced in target areas and issues</p> |
| Delivery and funding sources | <ul style="list-style-type: none"> • Social issues co-ordination role as part of Whole Place delivery arrangements (possibly an Intrapeneur project in the short term)_ • An extension of the Local Area Co-ordination approach, currently being piloted by MCC social services. beyond focusing on developing community responses to social care needs at an area level to supporting provision of better information , co-ordination of community volunteering effort in enabling bespoke life development action plans for anyone living in an area or living with an issue of evidenced need. • Financing this resource to be explored with “Social Return “ investment |

| | |
|--|--|
| | <p>funders or Wales BIG lottery Innovation programme–May 2013 http://www.biglotteryfund.org.uk/globalcontent/programmes/wales/big-innovation</p> |
|--|--|

| No-one is left further behind | |
|--|--|
| Abergavenny Life Station and Learning for Life community | |
| Purpose | <p>To enhance the purpose and function of a new proposed Library facility for Abergavenny to offer a place for enabling personal fulfilment for the widest cross section of the population, acting as a hub for a Life Skills curriculum delivered via a network of community facilities.</p> |
| Elements | <p>Life Station</p> <ul style="list-style-type: none"> • Community wellbeing/ Community hubs. 21 st century libraries are at the centre of local communities providing a meeting place for local groups, provision of community information and a wide range of activities for all ages. • Skills and economic regeneration – help to stimulate the local economy by providing a presence in local communities bringing people in and channelling residents to make use of local shops and businesses, providing opportunities for skills and workforce development, providing business information and advice. • Digital inclusion and participation – Libraries support residents to get online through access to free broadband enabled Internet access in their buildings, ICT training sessions and campaigns (such as BBC First Click) • Facilitating, signposting and advising in relation to learning, reading, literacy and information. • Promoting cultural identity including reflecting the local and national heritage, place and language • Providing knowledge and understanding to those who maybe disadvantaged due to economic situation or social background, even more vital in difficult economic times. • A gateway to health and social care services ,specifically providing specialist help and advice to those in the wider community with physical and mental disabilities <p>Life Skills curriculum</p> <ul style="list-style-type: none"> • Co-ordination, development and promotion of life skills style training courses held at community locations across the area – healthy cooking, financial literacy, personal |

| | |
|------------------------------|--|
| | <p>presentation/interview skills</p> <ul style="list-style-type: none"> • Promoting case studies of life changing impacts of new skills development at all ages |
| Linkages and outcomes | <p>Links to town centre and wider business environment in providing higher profile community resource in the town centre</p> <p>Community development – organising community development capacity/expertise around a new model of service delivery centred on continuously evolving to meet community needs.</p> <p>Outcomes – Increased learning participation rates and learning achievements</p> |
| Delivery and funding sources | <ul style="list-style-type: none"> • Library working group (officer and community representation)- design stage • Life Station Development Trust – Shared purpose asset backed community development vehicle possibly acting in a community ownership/shared management governance model, enabling access to development funding and support for running costs and curriculum delivery across the area. • Social issues co-ordination role (Whole Place delivery) • Lottery, MCC, Welsh Government |

| No-one is left further behind | |
|--------------------------------------|--|
| We care – enhanced advice services | |
| Purpose | Co-ordination and development of the range of local area face to face advice and counselling services linked to a projected increase in demand arising from welfare reforms |
| Elements | <ul style="list-style-type: none"> • Mapping range, frequency and demand patterns of advice services –OSS, CAB, Housing organisations • Identify methods and locations for providing enhanced services – interview facilities, community locations • Volunteer recruitment drive to provide sign posting/on line application training |
| Linkages and outcomes | <p>Link to Life Station – medium term</p> <p>Outcomes - Facilities/advisors available to meet projected demand</p> |
| Delivery and | Social issues co-ordination role accessing Welsh Government funding for |

| | |
|-----------------|--|
| funding sources | enhanced services in conjunction with partners |
|-----------------|--|

| No-one is left further behind | |
|---|---|
| Prosperity through Education and Engagement Programme -PEEP | |
| Purpose | To increase the academic attainment and therefore prospects of young people in disadvantaged areas of North Monmouthshire. To ensure that young people from these communities receive additional support in order to get the best out of the education system and to grow into the young adults that they have the opportunity to be. To ensure that a positive culture of learning is created in Abergavenny and district in order to break the cycle of deprivation that exists in some areas, and encourage families to increase skills through a process of positive engagement and reinforcement. |
| Elements | <ul style="list-style-type: none"> • Engagement and Behavioural Change • Mentoring Young People in their community • Diversionary and Preventative activities • Provision of Confidential Support, face to face and or by telephone. • Provision of coordinated support in the community • Transition work, taking place within primary school. • Mentoring pupils in appointments within KHS • Supporting Families in appointments at both KHS and within the home. • Provision of Confidential Support, face to face or on the telephone. • Tracking Progress through Attainment and engagement within school. • Provision of Extra Curricular and Out of Hours Activities using the KHS facilities as a community resource. |
| Linkages and outcomes | <p>Education and Business Links, Town centre and wider business environment</p> <p>Outcomes -</p> <ul style="list-style-type: none"> • Increase in the number of FSM pupils achieving Core Subject Indicator scores at KS3 and 4 • Increase in the overall grades of FSM pupils in GSCE • Increase numeracy and literacy skills of YP in receipt of FSM |
| Delivery and funding sources | Social issues co-ordination role (Whole Place) in conjunction with ACE, KH8 and MCC education— short term |

| No-one is left further behind | |
|-------------------------------|---|
| Energy Saving Community | |
| Purpose | Concerted effort to address fuel poverty utilising expertise built up by local housing organisations |
| Elements | <ul style="list-style-type: none"> • Scope support available for installing energy efficiency measures – Green deal, Community energy grants • Identify pilot properties/residents in areas of greatest need • Construct local programme using in kind time from housing organisations and their apprentices |
| Linkages and outcomes | <p>Sustainable settlement</p> <p>Outcomes - Lower carbon emissions, measurable savings on energy costs</p> |
| Delivery and funding sources | Social issues co-ordination role accessing UK Govt/Energy Utilities funding for in conjunction with partners –medium term |

| No-one is left further behind | |
|-------------------------------|---|
| Respect in Bryn y Cwm | |
| Purpose | A programme of inter-generational activities leading to a structured befriending/community mentoring scheme and social enterprise |
| Elements | <ul style="list-style-type: none"> • Documenting and promotion of area intergenerational activities • Liaison between youth services and Age based charities regarding potential target beneficiaries of befriending/mentoring programme • Recruitment of volunteers • Matching/brokerage service • Equipment/materials bank to assist community tasks |
| Linkages | Link to Life Station – medium term; |

| | |
|------------------------------|---|
| and outcomes | Education and Business links Outcomes - Less young people Not in Education, Employment, Training –More people able to remain in own home |
| Delivery and funding sources | Social issues co-ordination role (Whole Place delivery)in conjunction with Youth service and partners |

| No-one is left further behind | |
|---|--|
| Park St - Multi use community resource centre | |
| Purpose | In collaboration with community stakeholders and business partners from across the sectors, Abergavenny Community Trust are seeking to create a self-sustaining, <i>multi-use</i> community resource in refurbished local primary school |
| Elements | There is a focus on prevention and early intervention through : <ul style="list-style-type: none"> • Youth development & enterprise • Family and early childhood support • Limiting the effects and the reach of poverty among children & families • Healthy older age and sharing lives with sharp focus on caring • Co-production of services with social, public & local business enterprises • Community contribution through volunteering and mutual support schemes • The living, creative and visual arts • Community assisted agriculture / community scale food production • Intervention support for vulnerable people – engagement and outreach to the hidden at risk. • Capturing knowledge and passing on skills • Increasing self-reliance and inter-dependence |
| Linkages and outcomes | Links all key themes of Whole Place: <ul style="list-style-type: none"> • No-one left further behind – Learning, intergenerational • Education/business links – out of school youth activities • Town centre and wider business environment - creative business incubation • Sustainable settlement –community cohesion, co-production/delivery capacity, community growing space • Museum projects focusing tackling child poverty |

| | |
|-------------------------------------|---|
| | <p>Outcomes - a community café with internet and space for home-workers; music and cultural exchange; community dining; luncheon clubs; training and hospitalities; languages and other tuition; community arts facility; mutual support & self-help groups; training and volunteer schemes; healthy living and wellbeing projects; children’s day and wrap-around care; home work and holiday clubs; land-based and environmental projects; volunteering; employment; micro enterprises development; skills for life; global citizenship.</p> |
| <p>Delivery and funding sources</p> | <p>Abergavenny Community Trust with support from MCC (building lease) and BIG Lottery funding. Contracts for service delivery from public sector partners and rental from building users –medium term</p> |

3. EDUCATION AND BUSINESS LINKS

This part of the plan seeks to build on the work undertaken by King Henry V111 secondary school to develop a relationship with local businesses in supporting young people to achieve in school and preparing pupils for going out into the world of work. The issue was highlighted at the community scoping workshop launching whole place in November 2012.

Linked to the wider issues of a balanced local economy which offers prospects for young people leaving school or increasingly graduating and needing to return home and work locally the need for local intelligence on employers needs and some form of interface has been the focus for discussions. The workstream was briefed on the range of activities the school undertakes to help achieve this objective – work experience, mentoring etc and also discussed the reduction in funding for Careers Wales to provide careers advice to the school.

During discussions it became clear that the primary target group for any additional “whole place” sponsored intervention were those who plan to leave full time education at 16 and seek employment and/or training in the local and regional labour market. This represents a group of between 40-50 young people each year with the majority of pupils continuing into year 12 and 13(sixth form), attending other local colleges and moving onto Higher education. Within this group a number of students taking vocational courses in year 12/13 may need to develop a relationship with local employers. Having reviewed existing activity the workstream considers the following interventions relevant to be included in the Whole Place plan for Bryn y Cwm.

Interventions

Research – There is a need to establish an evidence base to understand the current employment situation across all sectors. This is required before any future prospects for local employment opportunities can be explored. It is essential to identify the skill sets that will be relevant to students making the transition from school into work and in turn more closely meet the needs of local employers.- **Short term**

Interview preparation programme – Helping young people better understand and develop their skills in terms of the process of looking for work, making applications and being interviewed needs enhancement. A lack of time in the curriculum and the reductions in Careers Wales funded time meant a local response needed to be developed if the young people’s prospects , in a difficult labour market, were to be improved. It was hoped that local businesses would also recognise the business benefits of participating in a locally focused approach.

Year 10 (14/15 year old) would be the target group for a three stage process –

- real job descriptions provided by six different employers covering different sectors some available in the area, some regionally – autumn term

- Students prepare application/ letters and a personal statement connected with these “vacancies” and practice job search techniques – autumn term
- Role playing in preparation for “interview” – pupils practice interview techniques and employers then attend one morning and interview a sample of “applications” providing feedback on applications and interviews

Group felt some intervention in Year 11 was still needed – around describing what the local labour market looks like, employer expectations , how to research choices –**Short term**

Broadening horizons presentation series – Bryn y cwm benefits from being home to wide diverse range of businesses some of which have a high profile in their relevant sector and are highly successful at what they do. This intervention will seek to develop a series of presentations throughout the school year by local entrepreneurs which will seek to inspire pupils in achieving their goals by describing the stories behind their success and relating their progress to their own education experiences.-**Short term**

Business/ young people brokerage – Encouraging local employers to participate in funded support programmes available on a national level and tracking the progress and destinations of local education leavers requires focused capacity beyond the part time effort the school is able to provide –**Medium term**

Sponsorship -To add to Rotary debating and Food Festival cooking awards a “vocational student of the year” award funded and judged by local business people is proposed –**Medium term**

KH8 vocational block /21st century schools programme – Evidence suggests that King Henry be given priority for significant investment in its school buildings as part of MCC’s 21st century schools programme. The programme is constructed around a phased approach to allow for availability of match funding and a pipeline of Welsh Government support. MCC are preparing a business case for Welsh Government connected to an indicative allocation for investment in all the county’s secondary schools from 2014-2019. The shape and character of improvements will be centred around helping improve learning outcomes and making school buildings /sites into places fit for 21 st century learning at the same time providing facilities for the broader community. Consultations with the school and the wider community will help shape the scope and scale of local need and opportunity. It is estimated that any large scale improvements for KHS are programmed for 2018.

As part of Whole Place the workstream explored the potential for a phased approach to investment in KH8 focusing on initially improving facilities for vocational learning both by pupils and people from the wider community. Given the scale of the overall programme and the current timetable for sequential investment in Caldicot, Monmouth and then Abergavenny, the workstream considered some early investment of this type could help address current performance challenges and perception issues the school might face in the local community and could potentially complement the Life Station proposal linked to the library development.

–**Medium to Long term.**

| Education and Business Links | |
|---------------------------------|--|
| Interview Preparation programme | |
| Purpose | To provide experience of the job application and recruitment process for young people in King Henry V111 secondary school |
| Elements | <ul style="list-style-type: none"> • Six local employers from a range of sectors that use job descriptions and person specifications to aid recruitment identify “practice” vacancies • Practice application letters • Interview rehearsal using practice job adverts observed by year groups • Feedback sessions with all pupils <p>Job search advice/support for Year 11 group</p> |
| Linkages and outcomes | <p>Town centre and wider business environment Business/Young People brokerage</p> <p>Outcomes - Increased confidence/ capability by pupils in job application process</p> |
| Delivery and funding sources | Social issues co-ordination role (Whole Place) supporting school staff – short term –autumn term 2013 – Year 10 |

| Education and business links | |
|-----------------------------------|---|
| Broadening Horizons presentations | |
| Purpose | A series of signature presentations at the secondary school by successful local business people |
| Elements | <ul style="list-style-type: none"> • Range of entrepreneurs from retail, manufacturing, farming etc • 8 presentations monthly at school assemblies throughout the school year |

| | |
|------------------------------|---|
| Linkages and outcomes | No-one is left further behind Outcomes - Increased awareness of local labour market and value of entrepreneurship |
| Delivery and funding sources | Social issues co-ordination role (Whole Place) supporting school staff – short term –autumn term 2013 |

| Education and Business Links | |
|-------------------------------------|--|
| Business/Young People brokerage | |
| Purpose | Linking young people seeking to enter the labour market for the first time with local employers willing to employ and train local youngsters |
| Elements | <ul style="list-style-type: none"> • On line register with CVs/profiles for school leavers • Local vacancy posting on same site • Promotion of Jobs growth Wales programme locally • Promotion of local apprenticeships/training/work experience eg Abergavenny Food festival training/placements, Y Prentis construction apprenticeship programme • Expanded work experience programme • Work with Morrison’s to develop local recruitment and training package |
| Linkages and outcomes | Town centre and wider business environment Outcomes - Employer/pupil work experience satisfaction rates increase Number of local apprenticeships increase |
| Delivery and funding sources | King Henry V111 with support from Abergavenny Business Club, Youth service/CMC2 digital development – medium term |

| Education and Business Links | |
|------------------------------|---|
| Sponsorship | |
| Purpose | To establish direct links between local and regional businesses and student achievement through bursaries or achievement prize fund |
| Elements | <ul style="list-style-type: none"> • Vocational student of the year • FE funding bursaries (equipment, clothing etc) |
| Linkages and outcomes | Town centre and wider business environment Outcomes - Increased FE participation by Year 11 leavers |
| Delivery and funding sources | Economy/town centre role (Whole Place) leads in conjunction with Business Club and school staff – medium term |

| Education and Business Links | |
|---|--|
| King Henry - 21 st century schools - vocational block | |
| Purpose | Development of a vocational learning block as an early component of 21 st century schools investment at King Henry V111 secondary school |
| Elements | <ul style="list-style-type: none"> • New build or refurbishment of existing building – 200m2 • Construction, green economy and catering/customer service focus |
| Linkages and outcomes | No-one left further behind, Town centre and wider business environment Outcomes - Increased achievement of vocational qualifications by students and wider community |

| | |
|---------------------------------|--|
| Delivery /funding sources | 21 st century schools – medium term |
|---------------------------------|--|

4. Sustainable settlement

A Sustainable settlement (or area) is one that is as self-sufficient as possible – grows much of its own food, employs much of its resident population, relies little on commuting, retains a high proportion of local expenditure, is energy-efficient and generates its own needs in a renewable way.

This part of the plan seeks to focus on taking practical actions to address local factors impacting on climate change and people's quality of life. Issues identified from consultations and considered within the workstream so far include promoting greater use sustainable forms of energy and energy efficiency, local food growth, recycling, and can summed by a need to better influence community behaviours around working and living sustainably. A specific strand of work has also focused on building on the strength of the town centre's position as transport hub by addressing linkages with surrounding villages, cycling and walking, rail park and ride and traffic/parking management in the centre – again influencing behaviours , particularly around reducing short car journeys.

Interventions

An area Transport strategy with priority actions – Given the key role effective transport plays in supporting a range of policy areas, job creation and sustainability, health and well being , and environmental protection, the workstream reflected on the suitability of current transport policy and planning arrangements, which operate increasingly regionally, and concluded that the range of needs and opportunities connected to transport related issues in Bryn Y cwm requires development of an area approach.

More sustainable and better integrated travel, healthier cycling and walking for short journeys, while maintaining the accessibility of services particularly from the rural fringes of the area and Abergavenny's role as a trunk road and rail service hub requires a more focused area transport response in terms of supporting the Whole Place approach.

Resource decisions made on a regional level regarding local road and rail improvements, facilities for cycling and walking would be reinforced by a strong local evidence base focused on delivering some agreed key priorities which support a wider agenda. Improvements to the local evidence base, opportunities connected to wider town regeneration, specific issues raised in community consultations will all contribute to addressing a measurable series of transport related interventions

Walking and cycling

Provision of a *quality "into town" walking experience* and a *quality "into town" cycling experience*. The critical characteristics of both are:

Changing perceptions of safety – linked to (i) distance between the cyclist/walker and the moving vehicle and (ii) speed of the moving vehicle.

The first issue can be addressed through the construction/upgrade to existing clearly waymarked walking and cycling routes into and around Abergavenny, including the provision of marked cycle lanes on the roads that lead into and out of Abergavenny.

The routes should be mapped and made available, possibly through the Love Abergavenny website.

Given the resource provided by the Usk floodplain, there is scope to develop a walking and cycling path along the banks of Usk between Abergavenny and Crickhowell. This would provide hugely popular for local residents and visitors, and could be marketed as a *Green Route*.

The second issue (speed of the moving vehicle) can be addressed through the use of a 20 mph zone along the main thoroughfares that exist within the boundaries of the town centre.

Quality walking and cycling infrastructure – flat, well constructed and enamelled walking and cycling surfaces, wide enough for walker and cyclist, and included within the patrol of the proposed Town Warden for litter picking. Again these could be branded as *Abergavenny Green Routes*. – **short - medium term** (*it should be possible to make an early start on the planning process, which need not be too complex, while recognising that funding for some actions may not be available for ten years or more*)

Town warden – Environmental quality is a key factor in influencing local perceptions of quality of life. Illegal parking, uncontrolled littering and fly tipping and dog fouling are issues identified from consultations that require attention in Bryn y Cwm. The introduction of a pilot “town warden” function is intended to have a direct effect on these issues. The approach in Abergavenny will seek to work with local groups to identify priorities for enforcement and develop community campaigns to prevent patterns of infringements – **short term**

Transition town –The development of a transition town approach in Abergavenny complements the range of existing and developing initiatives related to reducing dependency on fossil fuels, promoting local sourcing, recycling and community environmental action. A local network is in the process of developing a vision for the town around these issues and identifying priorities for further action. In providing a national support framework and network for local volunteers a local focus for further potential actions around community growing, environmental education(One Planet centre - Llanfoist) can result – **short – medium term**

Waste management - Impending changes to the methods of household waste collection across MCC and a need to encourage less waste and higher levels of recycling, particularly of food waste, in some areas of Bryn y Cwm require increased community involvement to helping achieve waste minimisation targets. Whole place will seek to set out adoption of best practice in securing this – **short term**.

Green and Open spaces – Review position of actions set out in connection with Bailey Park in the Abergavenny Regeneration Plan (2008) and update and develop project plan taking account of any updated needs/proposed improvements and potential funding. Consider options for other public open space developments such as Castle Meadows and the Gavenny river corridor - **Medium term**

Affordable housing – Further work to define an area approach to provision of affordable housing given possible contention around schemes and the scope/aspiration for increasing availability of rented residential accommodation in the town centre – **medium term**

Sustainable Settlement

Area transport strategy

| | |
|-------------------------------------|---|
| Purpose | Development of an area approach to transport planning to better address local needs and support opportunities for funding in a regional context |
| Elements | <p>A review of existing policies and priorities based on data evidence and public engagement, likely to focus on deciding actions that:</p> <ul style="list-style-type: none"> - Encourage more use of sustainable alternatives to the car – walking, cycling and public transport - Ease problems of through traffic - Deal with road safety and traffic management issues - Improve rural accessibility - Assist the less able - Enhance the quality of the environment – e.g. town centre - Are realistically deliverable |
| Linkages and outcomes | <p>Town centre and wider business environment, No-one is left further behind</p> <p>Outcomes - Lower carbon emissions, less congestion, active travel, effective integration and applying regional priorities locally</p> |
| Delivery and funding sources | <p>Economy /Town centre (whole place) in conjunction with Area transport and highways sub committee, BYC forum and civic society –</p> <p>short to medium term</p> |

Sustainable Settlement

Town warden

| | |
|-----------------|---|
| Purpose | <p>A pilot town warden role designed to provide a significant contribution to making Abergavenny and District a safer and cleaner community to live in, by addressing anti-social behaviour and environmental crime.</p> |
| Elements | <ul style="list-style-type: none"> • Undertake routine daily high visibility foot/cycle patrols of a designated area, working alone on a regular basis with 80% of working time is spent on patrol and solving local problems. • Issue fixed penalty notices and prepare cases for prosecution under the CNEA or similar legislation (in accordance with Council policy). • Ensure that the designated area is kept clean and well maintained by reporting environmental issues (including those passed on by residents) including graffiti, litter, dog fouling, faulty street lights, abandoned vehicles, untaxed vehicles, discarded drug paraphernalia, fly tipping and fly posting. • Monitor progress to ensure clean-up and removal is undertaken at the earliest opportunity • Monitor empty and vulnerable properties and facilities within the designated area, reporting issues to relevant owners with a view to ensuring such properties and facilities are kept safe, secure and free of graffiti. • Report graffiti and litter on private property and work with owners to ensure it is removed or cleaned. • Record and report incidents of crime, anti-social behaviour and acts of criminal damage • Foster good and effective relations with local residents, local resident groups, schools, businesses, elected members, council officers, partners and other statutory and voluntary organisations. • Inform and regularly engage and consult with the community, produce and deliver warden reports at local community meetings and carry out beat surgeries, providing advice and information to local residents and businesses on crime prevention. • To develop and implement community activities to build community cohesion including organising/leading local environmental campaigns (including enforcement action, community clean ups, days of action and publicity campaigns) and organising/ undertaking diversionary activities aimed at young people identified as at risk of engaging in ASB and/or |

| | |
|------------------------------|--|
| | crime |
| Linkages and outcomes | Town centre and wider business environment; Education and business links Outcomes - Reduced reports of anti-social behaviour, fly-tipping and other environmental crime. |
| Delivery and funding sources | MCC Environmental services , part of Whole place delivery team reporting to Town centre partnership – short term |

| Sustainable Settlement | |
|-------------------------------|--|
| Transition town | |
| Purpose | A group of 25 Abergavenny citizens has been exploring the idea of registering as a Transition Town collective. The aim is to explore different ways of organizing the local economy, food production and use of energy resources. Transition is seen as a way of coordinating all those groups, with an interest in these issues identifying areas for future action and as a way of drawing on the experience and resources from more established transition towns. |
| Elements | Vision and areas of action under development Food, Energy, transport, Social networks, Information and Town regeneration Priorities discussed by the group include: <ul style="list-style-type: none"> 1) Mapping the activities and skills for sustainability that are already present in Abergavenny and presenting in a useable form. 2) Get on with food growing and community food sourcing. 3) Investigate a cooperative to supply renewable energy to the town. 4) Start to raise awareness of the above and green issues generally in the community and to involve more people in the discussions and activities around these issues |
| Linkages and outcomes | Town centre and wider business environment, Education and business links Outcomes - Lower carbon emissions, measurable savings on energy costs, m2 land used for community growing |
| Delivery and funding sources | Transition town group with support from Whole Place delivery team – short – medium term |

| Sustainable Settlement | |
|------------------------------|---|
| Waste minimisation | |
| Purpose | To increase recycling rates across the community |
| Elements | <ul style="list-style-type: none"> • Research best practice in promoting greater recycling of food and residual waste • Targeted campaigns/incentives • Generate highest quality recycle to act as an economic resource and incentivise business recycling |
| Linkages and outcomes | <p>No-one left further behind</p> <p>Outcomes - Increased food waste recycling</p> |
| Delivery and funding sources | Social issues co-ordination role in conjunction with MCC Environmental services team – short - medium term |

| Sustainable Settlement | |
|------------------------|---|
| Green and Open spaces | |
| Purpose | Develop options for greater use of green and community leisure spaces towards applying for Heritage Lottery funding |
| Elements | <ul style="list-style-type: none"> • Review existing proposals(Bailey Park, Castle Meadows, River corridor, Castle grounds, Linda Vista) • Update consultations with user groups and wider community • Prepare outline applications for consideration by Whole Place programme board • Submit stage 1 application to Heritage Lottery and other funding sources |
| Linkages and outcomes | <p>Town centre and wider business environment; No-one is left further behind</p> <p>Outcomes - Increased visits by local residents and visitors to the town</p> |
| Delivery | |

| | |
|---------------------|---|
| and funding sources | Economy/town centre whole place role accessing Heritage Lottery funding and utilising match funding from access improvements – medium term |
|---------------------|---|

| Sustainable Settlement | |
|-------------------------------|---|
| Affordable housing | |
| Purpose | To develop and maintain a schedule of potential new build and refurbishment affordable housing schemes to meet local demand |
| Elements | <ul style="list-style-type: none"> • Review/lessons learnt from previous scheme implementation • Review of existing proposals suitability vis a vis exhibited demand • Trawl of potential sites and refurbishment opportunities in conjunction with RSLs and MCC Planning and housing policy • Joint funding strategy |
| Linkages and outcomes | <p>Town centre and wider business environment; No-one is left further behind</p> <p>Outcomes - Proportionate contribution to LDP affordable housing targets</p> |
| Delivery and funding sources | Social issues co-ordination role(Whole Place) MCC housing policy, RSLs – medium term |

4. Delivery arrangements

Whole place is not about just producing a plan; the point of taking an all embracing local approach is melding a range of people into a decision making and delivery unit. It's about residents and businesses working together to make a better 'place' for the many, and all the hard choices that entails. It is not simply a question of someone from the Council 'popping up' and saying 'would you like this', yes or no, then going away again; that is consultation. Eighty per cent of new products fail, because they are based on consultation, rather than needs based market research. We don't have the figures for the failure rate of local plans to satisfy 'residents and businesses', but ...well best to leave that to you to make up your own minds.

Whole Place, is about 'the community' gathering the evidence for what it needs, generating the ideas and putting it together in a plan. There are many good reasons for being cynical about such a process, but that doesn't mean it is impossible, or should not be explored as an opportunity.

Understanding what has and hasn't worked in the past and what is and isn't working in terms of delivery in the present is key to establishing a model for the immediate future which retains the confidence of all stakeholders, by making progress through open, inclusive and rationalised decision making.

Change requires vision, leadership, the effective deployment of resources (both human and financial) and a platform where progress can be encouraged, monitored and adjusted to suit evolving circumstances. The complexity of successfully managing the interdependent aspects of economic, social and environmental change has so far escaped the ability of government silo-oriented structures and single issue interested communities. This results in an inability to divert and channel resources to effectively tackle deficits in a timely manner resulting in increased polarity in the service and life experience of different communities.

If the principles and interventions developed through this plan are to be more than words on a page or recommendations in another report then the development of a coherent entity that owns the plan and leads its further development and implementation is a necessity.

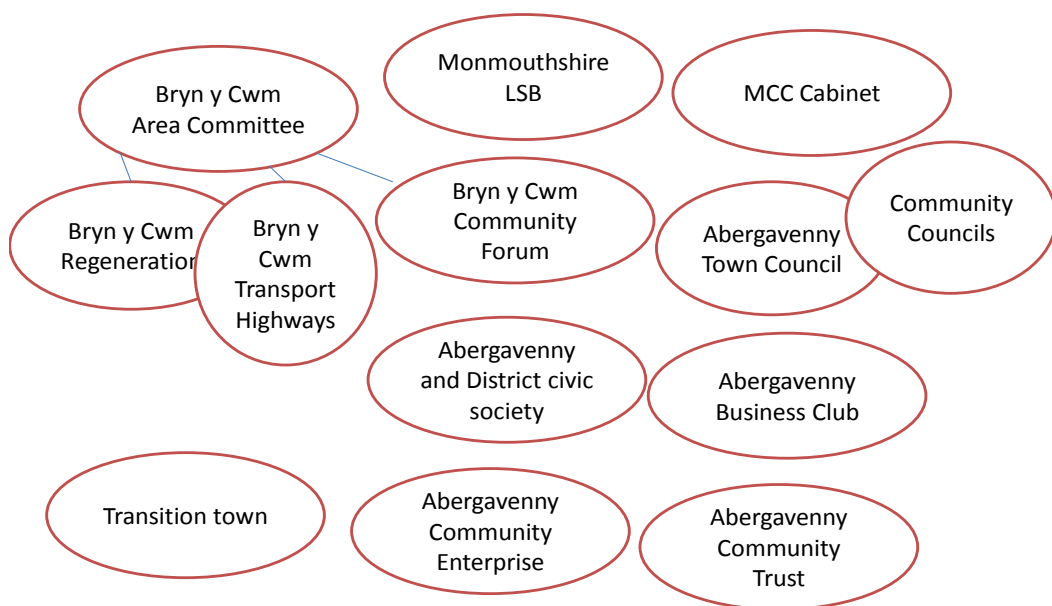


The Current Landscape

One of the strengths of the Bryn y Cwm area is the level of community engagement that takes place. Community life is strengthened thanks to a wide range of people with a shared commitment to making life better in North Monmouthshire. They give up their time and share their skills and enthusiasm to pursue progress across a range of issues and specific interests.

The risks associated with this level of engagement relate to the challenge to be confronted in securing a single voice and a co-ordinated method of organising precious time and ever more pressured resources to get things done.

The diagram below indicates the range of democratic, community and business representative groups that have similar but yet distinct roles and objectives in connection the Whole Place “space”.



As Whole Place seeks to address economic, social and environmental issues, council and non council service efficiency and effectiveness, community cohesion and self confidence, physical and social regeneration - all of the above groups have an interest in contributing to the increased co-ordination, minimising duplication and commitment to measurable impact the Whole Place approach can provide. Each can and should play its part in helping to attract or redirect funds, organise community or business action and design and deliver localised responses to local need. Each however is rightly limited by its own governance, terms of reference and interests of its members reducing individual ability to lead on the implementation of the whole place approach.

There is also a credibility, trust and communications deficit in the area and between these various groups and the public sector gained from a series of real or perceived unilateral decisions, historic positions, organisational culture and personality clashes. A sense of being unfairly treated, not uncommon in a large local authority area, in the past, current and potentially future distribution of resources sometimes gets in the way of a commitment to working in partnership and fostering an atmosphere of collaborative working.

The most significant intervention by Whole Place in Bryn y Cwm therefore must be the establishment of shared space where mutual interests can be discussed, agreed and furthered, supporting delivery by those best placed to make change happen.

Key principles and values such as democratic accountability, respect for other people and their views, honesty in decision making and shared responsibility for making difficult decisions will need to be the features of the future “Whole Place” landscape.

Being focused about delivery of the current plan whilst being sensitive to the need to keep everything under review, being flexible and fleet of foot in responding to crises and opportunities challenge any future collaborative model

Whole Place delivery arrangements will work with public sector partners, council departments, ward members (through the Town Council and Area committee), businesses, town and community councils and community organisations to establish a collaborative area governance, planning and community involvement structure supported by a dedicated area delivery and development entity. The arrangements will draw on and develop community capacity, enable co-design and co-production of services and improve local co-ordination of services.

This model will challenge the traditional approach to solving urban and rural development problems, which focuses service providers and funding agencies on the needs and deficiencies of neighbourhoods, towns and villages. Instead this approach will capitalise on community assets as key building blocks in sustainable urban and rural community revitalisation efforts. These community assets include the skills of local residents, the power of local associations, the resources of public, private and non-profit institutions as well as the physical and economic resources of the area.

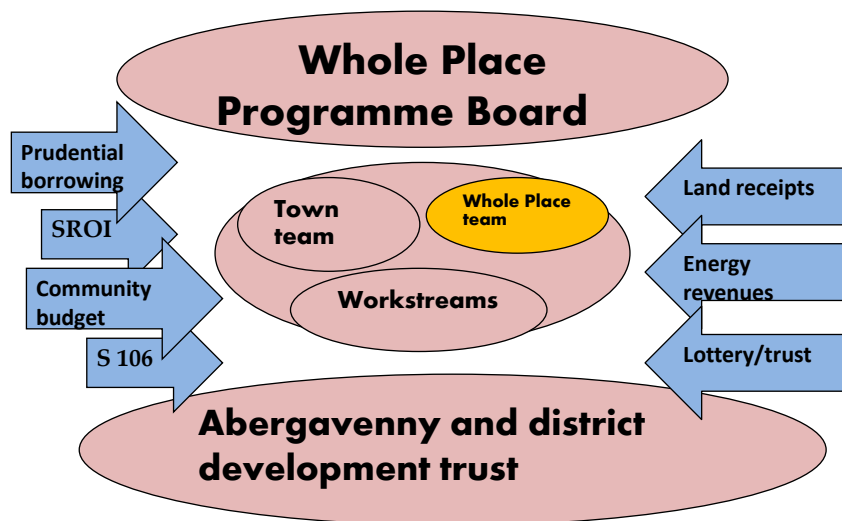
It is proposed the Whole Place delivery structure will work on five levels:

Whole Place Programme Board: To provide overall governance and ownership of the Whole Place Plan and other initiatives and interventions it develops over time. The board would be a successor body to the existing Bryn y Cwm Regeneration Group, with a membership of around ten acting as a core executive drawn from key groups, meeting monthly, with a wider forum meeting twice a year encompassing the full range of service and community interests.

Project leads/sponsors would seek the support of the Whole Place Programme board in helping to secure any local match funding for their project ideas and if local funding is not needed gain a supportive commentary on the proposals fit with

“Whole place”to assist in gaining funding from other sources. This would also ensure the avoidance of unnecessary duplication and improve co-ordination and joint working between local organisations and projects.

The board would also relate to any countywide projects and programmes charged with tackling issues across Monmouthshire advocating Bryn Y Cwm issues connected to the topic and responding to requests for information on how to secure local delivery and proportionate outcomes.



Page 20

Whole Place Team: Mobilising MCC departments around Bryn y Cwm Whole place delivery – using Your County, your way and intrapreneurs to respond to local need and opportunity on a cross-departmental basis. Lead officers for Economy/Town centre issues and Social co-ordination will form a joint project team under the leadership of a member of MCC’s Corporate Management team. Key characteristics for this Integrated Service and Project Delivery Team are to ensure swift, responsive, flexible and outcome-focussed delivery.

Abergavenny and District Development Trust Ltd: Establishing a new collaborative fund raising and project delivery entity that supports local groups in targeting need and bringing their ideas to life, but also takes an area wide approach where required, needs to be a preferred option. This will seek to harness the skills and abilities of the broadest cross section of the community for widest possible benefit.

The biggest challenge facing Bryn Y Cwm is overcoming the reality of separate communities, living separate lives, pursuing different interests and keeping to themselves to themselves. All stakeholders recognise that targeting effort and resources on areas experiencing relative deprivation is a key objective for Whole Place, for these efforts to be successful and sustainable they need to be developed and delivered with the support and involvement of the wider community .The current trajectory of developing separate organisations focusing on specific areas or groups ,to a degree, in isolation, from other groupings will not deliver the changes in

living experiences hoped for and sense of being part of one community advocated by Whole Place. Prosperity lies in jobs created in the wider area, access to a broader range of personal development and life long learning opportunities exists in the wider area, health improvement facilities while needing to be targeted at specific groups gain momentum through widest possible networks.

Targeting will not be abandoned by adopting this approach, it will be strengthened by mobilising everyone around supporting targeted change. The Trustees would need to be representative of all the socio-economic groups in the local population and be chaired by a high profile resident with the ability to command the respect of all interests and outside parties.

Bryn y Cwm/Abergavenny is not large enough to afford the luxury individual groupings with similar objectives retaining a narrow interest around a particular area or group possibly competing, in ignorance, for the same pots of funding. We must recognise that bringing interests together can be difficult, taking time to achieve, if at all, and the best that can be achieved in the short term may well be better communication and co-ordination between groupings through the Whole Place structure.

A Community Interest Company, CMC2 operates across the whole of Monmouthshire to develop, self-financing responses to economic and social need and opportunity. This company could potentially act as a key agent for the areas future development within the context of this plan – supporting local groups in achieving their objectives and co-ordinating their efforts in conjunction with the Programme Board and delivery team.

Town centre partnership /Town team

Given the focus in the plan on the role of the town centre and the series of proposed interventions linked to the town a specific town centre partnership or town team is proposed. Building on the discussions developed in the Whole Place workstream and bringing together members of the Business Club, Civic society and Transition town group the team would be responsible for taking forward the town centre aspects of the plan supported by the Whole place economy/town centre officer and town warden, utilising the fund raising and delivery support of existing organisations or the new trust. Reporting progress on this aspect of the plan to the Whole Place partnership board the necessary specialist skills, continuous engagement and monitoring of progress requires this focused approach. An effective partnership between the public, private and voluntary sectors, working together to achieve a safe and vibrant place in which to work, live and visit. The team will market, promote and actively be involved in enhancing the activities and amenities within the town of Abergavenny. It will lead the development and enhancements of the town's environment and heritage. This will benefit the townspeople, the business community and its visitors.

Volunteering

The area benefits from a wide range of community and volunteer groups. Co-ordination and development of this effort will be crucial to the success of Whole Place in broadening the volunteer base and harnessing effort around identified priorities. Support for the development of the local volunteer bureau from the Whole Place team will be important.

Workstreams

The need to sustain the widest possible continuing engagement with the Whole Place process offering space for new ideas and judging progress and impact of interventions may be best obtained through sustaining the other theme workstreams that have been established to help develop the plan. Meeting quarterly but maintaining contact and broadening involvement through on-line forums.

Review of delivery arrangements

Given the importance of effective delivery arrangements to the success of Whole Place, interim reviews based on the views of participants should be conducted every 12 months with substantive review after the first three years taking stock of progress and setting priorities for the next three years.

Funding

The challenge of reduced public sector funding in the medium term will require innovation and creativity in accessing support from within and outside the community to deliver the interventions proposed in the plan. Each proposed intervention will develop its own funding strategy in order to access any additional resources or promote reprofiling or alternative ways to deploy “mainstream” funding. Sales receipts from council owned land (helping fund Library/Life station and 21ST century schools) and planning gain monies (highway access and environmental improvements) can also help with wider fundraising efforts. Referencing any proposals inclusion and contribution to a strategic whole place approach will improve prospects for success in accessing key competitive sources such as:

- **Welsh Government Regeneration Framework** and other departmental funding programmes - bids for 2014 – 2017 regeneration framework funding to be developed Spring /Summer 2013. Development funding to investigate the potential for a Business Improvement Districts available now.
- **Planning and Public services review** – The experience of development of Neighbourhood Planning and Whole Place Community and Neighbourhood budgets in England can help inform these two key policy developments in Wales. The key feature in both is at what level and in what configuration decisions about land use development and delivery of public services should be made. Effective investment in and operation of a Whole Place model should seek any pilot/development funding linked to these reviews.

- **Heritage Lottery Fund -**

HLF fund projects which focus on heritage. Heritage includes many different things from the past that people value and want to pass on to future generations, for example:

- People's memories and experiences (often recorded as 'oral history' or spoken history);
- Histories of people and communities (including people who have migrated to the UK);
- Languages and dialects;
- Cultural traditions such as stories, festivals, crafts, music, dance and costumes;
- Histories of places and events;
- Historic buildings and streets;
- Archaeological sites;
- Collections of objects, books or documents in museums, libraries or archives;
- Natural and designed landscapes and gardens;
- Wildlife, including special habitats and species; and
- Places and objects linked to our industrial, maritime and transport history.

- **Big Lottery** including the **Innovation** programme third round which will invest money into projects that seek to find new solutions to address emerging and existing social problems. This is committed to bringing about real improvements to communities most in need but recognise that existing ways of meeting need do not always work and that some needs are new with no ways of addressing them - **closing date 17/5/13**

- **Charitable trusts**

A range of Charitable trusts exist to support projects dealing with families and children, heritage and conservation and skills and training. The key factor will be having eligible local organisations with a track record of delivery and capacity to undertake the work

<http://www.acf.org.uk/links/?id=142>

- **Crowdfunding**

Crowd funding describes the collective effort of individuals who network and pool their money, usually via the internet to support efforts initiated by other people or organizations. Crowdfunding is used in support of a wide variety of activities, including support of artists by fans, political campaigns, start up company funding, community, development, inventions development, scientific research, and civic projects.

Space hive <http://spacehive.com/> is a very good example of this approach

- **Social return on investment funding**

Social investment is about investment made for a primarily social purpose, creating a combination of social and financial value. Any investor will be motivated to a greater or lesser extent by each of these factors and will therefore wish to pursue financial or social return and increasingly a combination – or blend – of both. Socially motivated investment may also generate financial returns and financially motivated investment may generate social returns. There is a growing appetite among investors to understand the broader social value that is being created through their investments

www.thesroinetwork.org.uk

The Whole Place team will also seek to utilise the knowledge and expertise of organisations like GAVO and WCVA in accessing funding sources for plan interventions.

APPENDIX 2 – WHOLE PLACE HEADLINE ACTION PLAN

| Theme | 2013 | 2014/1 st half | 2014 / 2 nd half | 2015/1 st | 2015/2 nd | 2016 |
|----------------------------|--|--|-----------------------------|---|----------------------|------|
| Town centre | Initiate Town Centre Partnership/Investigate BID | Support for vulnerable traders/frontage and streetscene/improvements | Lion St improvements | BID development(subject to suitability) | | |
| | Develop co-ordinated events calendar | Scope virtual department store project/Museum development study | Supermarket opens | | | |
| | Town mapping/circulation/signage definition | Brand/identity – markets definition | Campaign development | Campaign implementation | | |
| Wider business environment | Sites and sectors research brief | Research study undertaken | Site development briefs | Sector marketing | | |
| No-one left behind | Social co-ordination role and service network | Respect in Bryn y Cwm | Targeted service responses | | | |
| | Life station working group/We care | We care/ Final Life station spec/commission | | | | |
| | Scope “energy saving community” | Peep 2 /Park st improvements | Park st improvements | | | |
| Education /Business Links | Interview prep | Business/Young people brokerage | | | | |
| | Broadening horizons | Supermarket recruitment | | | | |
| | | 21 st century schools consultations | | Vocational block | | |
| Sustainable Settlement | Area transport strategy | Priority actions/funding | Implementation | | | |
| | Transition town registration | TT priorities /actions/Affordable housing review | TT Priorities/actions | | | |
| | Bailey Park revisit | HLF BID | | | | |

YOUR VIEWS /FEEDBACK ON THIS DRAFT PLAN

A number of consultation questions are set out below. If you would like to respond to some or all of these questions or if you would like to make any other comments on this draft Plan please complete the Consultation Form which you will find on the MCC strategic partnerships and engagement website.

Your views, comments and ideas are of great value and will be considered carefully in finalising the Plan for a Better Bryn y Cwm.

Q What are your views on the Priorities set out and the proposals for the Delivery of the Plan?

The Interventions

- What do you think of the action themes for the area?
- How do you think they will make a contribution to addressing the key issues for the area?
- Are there other priorities that need to be addressed?
- What do you think these are and why are they important?

Delivering the Plan

- What do you think the coordination of the overall plan and its delivery - eg. Partnership Board?
- Have you any comment on the proposed vision/key principles?
- Have you any suggestions that might help to ensure the plan is successfully delivered?

Q What are your views and comments on the specific Interventions?

A few specific questions are asked below but you are welcome to make any comment you wish – in particular how do you think the proposed interventions could be made most effective?

| | |
|-------------------------------|---|
| Town centre | <ul style="list-style-type: none">• What more could be done than is suggested to sustain a thriving town centre? What else is needed? |
| Wider business environment | <ul style="list-style-type: none">• What types of business would you wish to see setting up across the wider area? |
| No-one is left further behind | <ul style="list-style-type: none">• How can a sense of "one community" be fostered? |
| Education and business links | <ul style="list-style-type: none">• How can the school and local business help each other? |
| Sustainable settlement | <ul style="list-style-type: none">• Transport, housing and reducing waste - what are your views? |
| Delivery | <ul style="list-style-type: none">• What are your top three priority interventions? |

Q Have you any other comments or suggestions to improve the plan for a better Bryn y Cwm?

Please complete the response form online or download the form and send your comments to:

Better Bryn-y-Cwm

The Whole Place Plan for Abergavenny and District



The Way Ahead

Prepared by
CMC² - June 2013

1. Introduction

A 'Whole Place' community engagement/planning exercise took place in Bryn y Cwm in 2012/2013. This document sets out a summary of the results of the exercise and the resulting actions that the Bryn y Cwm community, local businesses, voluntary groups and public services will be taking to bring about positive change and greater benefits for the future.

1.1 Bryn y Cwm

Bryn y Cwm is the name given to an administrative area of the County covering the northwest corner of Monmouthshire, loosely translated from Welsh it means 'hills and valleys'. It's location on the edge of Brecon Beacons National Park gives it a strategic advantage historically both in a military and trade sense. The area extends from Goytre in the south to Llanthony in the north with Abergavenny at its centre, a bustling market town of regional significance, which boasts a wealth of fairs and festivals.

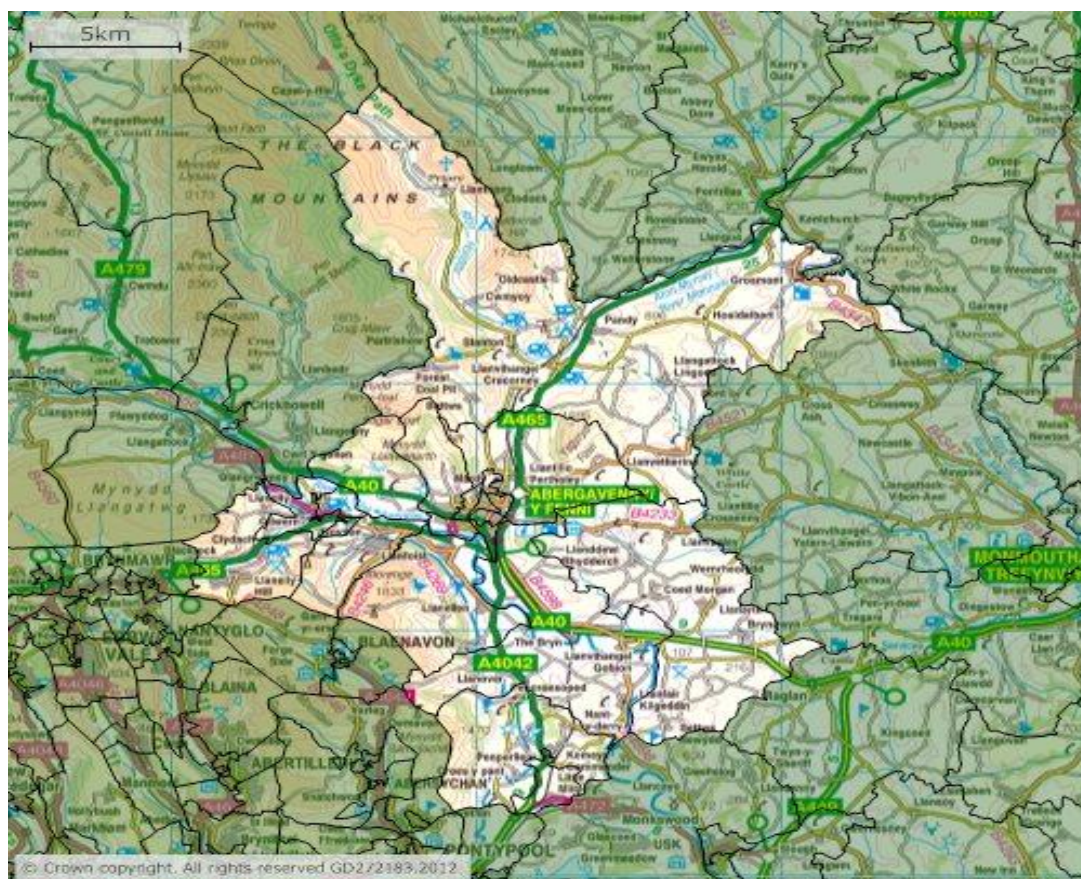


Figure One: Location map of Bryn y Cwm

1.2 Bryn Y Cwm: Opportunities and Challenges

Like any area in the UK, Bryn y Cwm is faced with opportunities and challenges as detailed in the table below. The 'Whole Place' community engagement/planning exercise is designed to enable the community to work together to take make the most of the opportunities and address the challenges for the benefit of its future generation:

| Opportunity | Challenge |
|---|--|
| <p>One of Wales' 14 Key Settlements*:</p> <ul style="list-style-type: none"> Service hub and employment hub for surrounding areas. <p>*Settlement – successful in their own right and, where appropriate, function as service and employment hubs for surrounding settlements</p> | <p>Cultural and economic divide:</p> <ul style="list-style-type: none"> Economically performs in the gap between the Monmouthshire and Wales averages i.e. better than the Wales average, not as favourable as Monmouthshire as a whole. Exhibits a classic 'Affluence/Deprivation' divide between communities. |
| <p>Excellent transport links:</p> <ul style="list-style-type: none"> Rail to Cardiff and Midlands. Excellent road links to Newport, Monmouth and motorway system. Located on A465 Heads of the Valleys Road. | <p>Ageing Population:</p> <ul style="list-style-type: none"> Population estimated at 27,200 in mid-2010 (ONS), 31% of the Monmouthshire total. Greater proportion within the 65 years and older age category (23%) than both the Monmouthshire (21%) and Wales averages (19%). |
| <p>Good balance between housing developments and facilities:</p> <ul style="list-style-type: none"> Housing and employment mix provides sufficient employment to retain good prospects for young people. | <p>Rural Isolation:</p> <ul style="list-style-type: none"> Lack of services in deep rural areas leads to rural dwellers using towns and their services to combat rural isolation. |
| <p>Planned Supermarket development:</p> <ul style="list-style-type: none"> Bringing new employment, integration into the town will maximise positive impact and mitigate loss to local traders. | <p>Loss of Communities First programme:</p> <ul style="list-style-type: none"> Operated in North Abergavenny for five years. No longer qualifies for support due to relative deprivation compared to other parts of Wales. Deprivation across a range of measures still exists. |

1.3 The Whole Place Plan Approach – addressing the opportunities and challenges of Bryn y Cwm

In September 2012 Monmouthshire County Council, as a recognised 'Creative Council' commissioned an integrated 'Whole Place Plan' community engagement/planning exercise in the Bryn Y Cwm area under the banner of 'Your County Your Way'.

A community launch and Whole Place scoping workshop was held at the end of 2012 so communities could identify a range of issues that the Plan could address. These were organised into four themes for action which contained a range of proposed projects.

The four Themes are detailed as follows:

- **Abergavenny Town Centre and the wider business environment**
- **Making sure no-one gets left further behind/Community Cohesion**
- **Strengthening education and business links**
- **Creating a sustainable settlement**

During the process, a Vision was also defined of Abergavenny as a 21st century market town;

‘Abergavenny and District – An area with a vibrant market town and superb local environment that looks after everyone, offers quality life experiences to all its residents and welcomes visitors with open arms’.

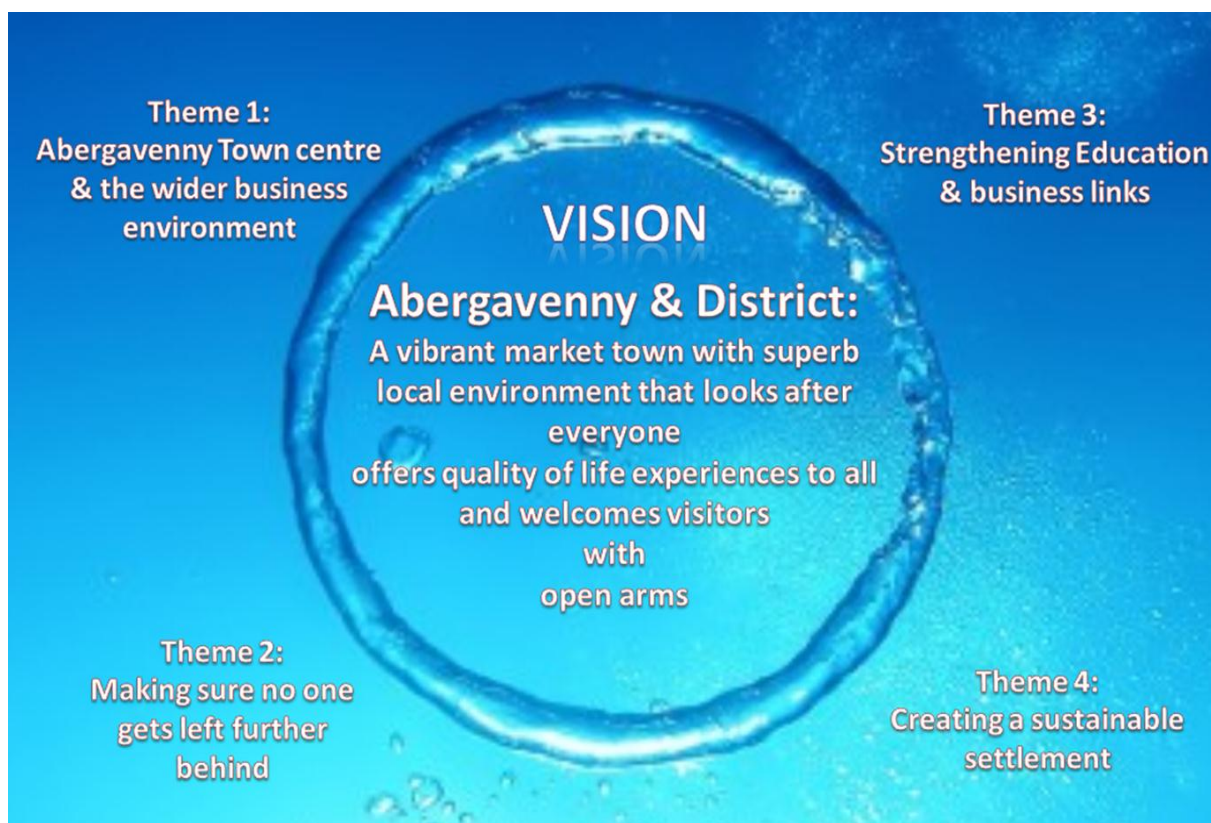


Figure Two: *The Vision*

1.4 Achieving the Vision

In May 2013 a Consultation Draft document or Plan was produced. This document drew together all the ideas that had been discussed during the consultation exercise in the form of a route map of projects that together, could make a significant contribution to making Bryn y Cwm a better place for those who live, work and come to the area. The document also demonstrates a new collaborative relationship between the local community, local businesses, voluntary groups and public services, which will continue to adapt and evolve to address local challenges and opportunities.

1.5 The 'Way Ahead' – Moving from the Whole Place Approach Plan to Action

Now there is a need to turn the vision into a reality. To take the plan of projects and turn them into activities that will address the four themes and ultimately help the Bryn y Cwm community achieve the vision and the 'Way Ahead'.

Within each of the four Themes a series of potential projects have been identified by the community. Each project has been designed to:

- increase the sense of 'one community' working together with public services to deliver prosperity and a better quality of life;
- result in specific outputs and measurable outcomes being achieved to ensure that the dedicated resources will deliver progress in achieving the vision; and
- be delivered within an allocated timeframe - 'short' (within 12 months); 'medium' (within two years) and 'long term' (within three years plus).

By working on these projects specific results will be achieved that will address the aims of the key Themes and lead to the achievement of the Vision as illustrated below:

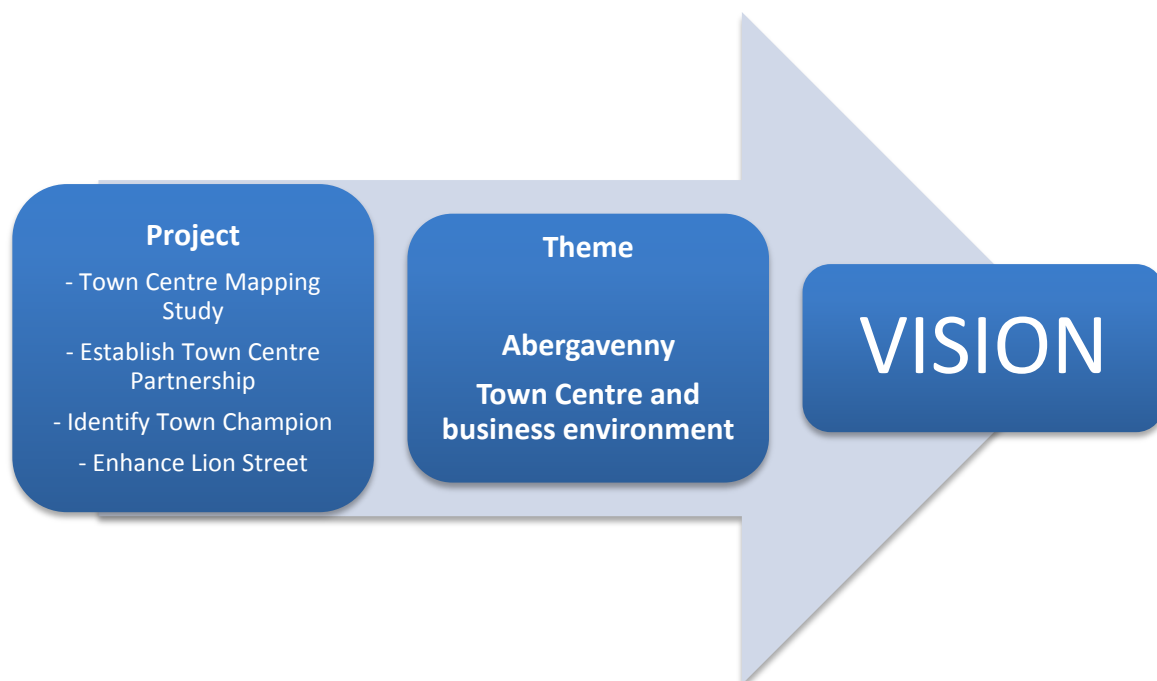
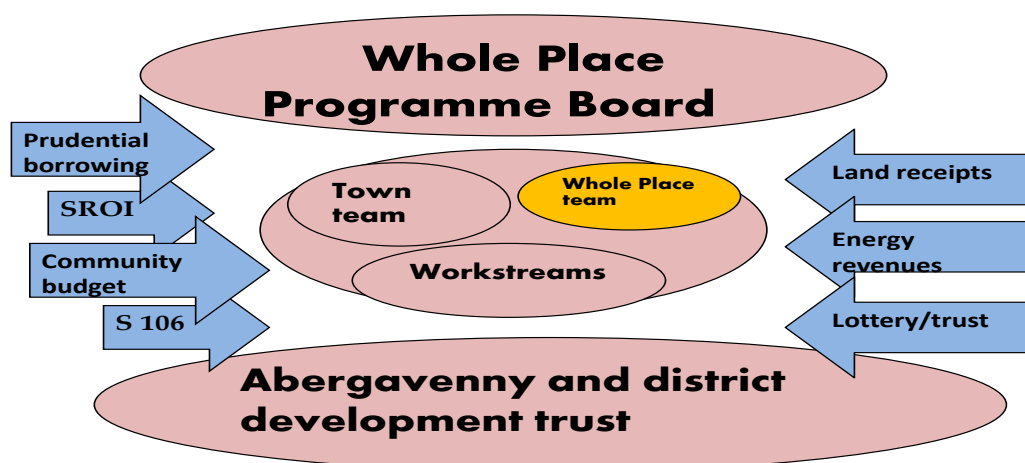


Figure Three: *Achieving the Vision*

2. Next Steps

2.1 Delivering the Vision

One of the key strengths of Bryn y Cwm is the level of community engagement taking place which has been clearly demonstrated during the delivery of the ‘Whole Place’ approach and the production of the plan. To provide overall governance and ownership of the ‘Whole Place’ approach the following delivery structure will be established:



Page 20

Figure Four: Delivery Mechanism

The blue arrows on Figure Four illustrate potential funding opportunities for the programme. The roles of the organisations/deliverers detailed in the table below, indicate who is responsible for delivering the different parts of the plan and ultimately deliver the Vision for Bryn y Cwm:

| Organisation | Role |
|---|---|
| Whole Place Programme Board | Provide overall governance and ownership of the Whole Place Plan. |
| Whole Place Team | Mobilise Monmouthshire County Council departments to respond to local need. |
| Abergavenny and District Development Trust | Coordinate collaborative fund raising and deliver projects to support local groups. |
| Town Team/Partnership | Take forward the town centre aspects of the plan. |
| Volunteers | Broaden volunteer base and harness effort to deliver priorities. |
| Workstreams | Manage progress with projects/interventions, encourage new ideas. |

2.2 Delivering the Themes

Now to the detail! Within the next pages of this report are detailed the specific projects/interventions that need to be undertaken to address the four Themes i.e.:

- **Abergavenny Town Centre and the wider business environment**
- **Making sure no-one gets left further behind/Community Cohesion**
- **Strengthening education and business links**
- **Creating a sustainable settlement**

Group One

The purpose of the tables contained in Group One (Tables One - Four) is to provide an overview of the individual projects/interventions within each of the Themes. For ease of understanding, the projects/interventions have been sorted into three types of activities namely:

- Research Activities – to inform the strategic direction and target specific outcomes
- Revenue activities – to improve the services within the community
- Capital Activities – to improve the physical environment of the Bryn y Cwm area

Each of the projects/interventions have been numbered and coded according to their Themes. In addition the timescales for the activities has also been specified along with any linkages with other Themes.

Group Two

The purpose of the tables contained in Group Two (Tables One - Six) is to provide detailed information on the individual projects/interventions to be undertaken. These tables detail each individual activity, the resulting output and outcome of the activity, the timescale and delivery partners.

Group One: An overview of the individual projects within each of the Themes.

G1/Table One

| <p>TC: Abergavenny Town Centre and Wider Business Environment. A series of projects will take place that will achieve the following:</p> <ul style="list-style-type: none"> • inform future strategic direction and target economic outcomes; • improve the overall town 'offer'; and • improve the physical environment of the town offer | | |
|--|---|---|
| Research Activity Short/Medium Term | Revenue Activity Short/Medium Term | Capital Activity Medium/Long term |
| TC1 Town Centre Mapping Study (short) | TC5/a Establish a coordinated body/Town Team/Partnership to manage the town regeneration process (short) | TC12 Lion Street and Market Street Enhancements between the supermarket and the eastern entry to Brewery Yard in Abergavenny. |
| TC2 Investigate Potential of Business Improvement District (Medium) | TC5/b Identify a Town Champion to animate the programme (short) | TC13 Improvements to Town Circulation and signage |
| TC3 & 4 Economic Assessment focussing on future employment opportunities *Link to Education and Business (medium) | TC6 Events Development & Coordination: Identify a programme of events to capitalise on the town's public assets e.g. Brewery Yard (short/medium) | TC14 Frontage and Street Scene Programme of improvements to key frontage locations in town centre |
| TC7 Scoping Study of Public Assets to investigate enhanced visitor and communities opportunities of Castle and Museum (short/medium) | TC8/a Targeted Support Package for vulnerable traders: Following town centre mapping study and opening of supermarket in 2014 three initiatives are anticipated. (medium) | |
| TC11 Area Tourism Development Plan to increase visitor stays and visitor spend (medium) | TC8/b Car Parking Initiative (short) | |
| | TC9 Virtual Department Store (medium) | |
| | TC10 Branding and Identity: Branding campaign to build on strengths and plug gaps identified in town centre mapping study (medium) | |

CC: Making sure no-one gets left further behind/Community Cohesion. A series of projects will take place that will address coordination concerns across Bryn y Cwm regarding;

- differing living standards;
- restricted lifestyle choices; and
- health and education measures

| Research Activity Short/Medium Term | Revenue Activity Short/Medium Term | Capital Activity Medium/Long term |
|---|--|--|
| CC4 Energy Saving Community: Scope measures to address fuel poverty using expertise of Registered Social Landlords (RSLs); identify pilots, develop programmes (medium/long) | CC2 Enhance the function of new proposed library in Abergavenny to act as hub for Life Skills (medium) | CC6 Park Street – Plan to open a multi-use Community Resource Centre in refurbished local primary school. Activities to include youth development, family and child support, living and visual arts, support for vulnerable people, life skills (medium term) |
| | CC3 Prosperity Through Education and Engagement Programme (PEEP): Increase academic achievement of young people by offering additional support to support a positive culture of learning (medium/long). Link to Education and Business Theme. | |
| | CC5 Respect: Programme of inter-generational activities - Map area intergenerational activities; liaison between youth services and age based charities (medium/Long) | |

EB: Strengthening education and business links. A series of projects that will build upon the work undertaken by King Henry VIII Secondary School to develop relationships and initiatives with local businesses to support young people in accessing the work place

| Research Activity Short/Medium Term | Revenue Activity Short/Medium Term | Capital Activity Medium/Long term |
|---|---|--|
| <p>EB1 Economic assessment – establish evidence base to identify local employment opportunities and skills requirements to enable students to meet the needs of local employers* *See link to TC3 (Short/medium term)</p> | <p>EB2 Interview Preparation Programme – provision of job application and recruitment process training for young people (short term)</p> | <p>EB5 – King Henry VIII 21st Century Schools Vocational Block New build or refurbishment (200m²), focus on construction, green economy and catering/customer service (medium term)</p> |
| | <p>EB3 Broadening Horizons – Signature presentations by local employers to pupils (short term)</p> | |
| | <p>EB4 Brokerage business/young people – establish employment and training links between local labour market and young people (medium term)</p> | |
| | <p>EB4 Sponsorship – recognise student achievements by developing links between local and regional businesses and students through bursaries or prize funds. (medium term)</p> | |

SS: Creating a Sustainable Settlement: A series of projects that will enable Bryn Y Cwm to be as self-sufficient as possible by addressing local factors impacting on climate change and people's quality of life

| Research Activity Short/Medium Term | Revenue Activity Short/Medium Term | Capital Activity Medium/Long term |
|--|--|--------------------------------------|
| <p>SS1 Area Transport Strategy – Undertake a review of existing policies and priorities to gather data evidence to identify actions to encourage more use of sustainable alternatives to cars; easing through traffic issues; managing road safety and traffic; improving rural accessibility ; assist the less able; enhance the quality of the environment (short/medium)</p> | <p>SS2 Town Warden – Pilot Town Warden position to address anti-social behaviour and environmental crime (short term)</p> | |
| <p>SS5 Green and Open Spaces – Develop options for greater use of green and community leisure spaces with a view to applying for Heritage Lottery Funding (medium term)</p> | <p>SS3 Transition Town – Coordination of groups and activities into a Transition town collective to explore sustainable forms of food production, energy reduction activities, etc. (medium term)</p> | |
| <p>SS6 Affordable Housing – Develop and maintain a schedule of potential new build and refurbishment affordable housing schemes to meet local demand. Review lessons learned and existing proposals, develop joint funding strategy (medium term)</p> | <p>SS4 Waste Minimisation – Increase recycling rates across Bryn y Cwm community by researching best practice and undertaking initiatives (medium term)</p> | |

Group Two: Themes and Proposed Projects

Abergavenny Town Centre and the wider business environment (with links to Sustainable Settlement Action)

G2/Table One

| Priority: To undertake research actions to inform future strategic direction and target economic outcomes | | RESEARCH AND DEVELOPMENT | | |
|--|--|--|-------------|---|
| * Business Improvement District - Partnership arrangement with MCC and local traders to identify schemes to benefit local community by charging a levy on the business rates | | | | |
| Activity/Purpose | Output | Outcome | Timescale | Delivery Partners |
| TC1 Town Centre Mapping Study: Establish a baseline to consider strengths, weaknesses, opportunities and gaps. | <ul style="list-style-type: none"> Mapping Study Identify new uses and users for the town Identify new trade collaborations Inform brand position of Abergavenny | <ul style="list-style-type: none"> Increased footfall Increased business turnover | Short term | Whole Place Team/Town Centre Officer/ Abergavenny Business Club and Civic Society |
| TC2 Investigate potential for Business Improvement District* BID will identify levy contributors who will vote on appropriate schemes. £25k revenue funding plus toolkit available from Welsh Government | <ul style="list-style-type: none"> Development of BID Improvements to the BID via financed schemes | <ul style="list-style-type: none"> Increased footfall Business sustainability Increased trader confidence | Medium Term | Whole Place Team/Town Centre Officer/Abergavenny Business Club with WG BID development team |
| TC3/4 Economic assessment - focussing on current and potential employment sites, performance, market suitability in line with local employment opportunities and skills based requirements* *See link to EB1 Education and Business Links | <ul style="list-style-type: none"> Town & Area site development review Economic Development Action Plan Improvement of the overall mix and availability of local employment opportunities | <ul style="list-style-type: none"> Increased local job creation informed by target growth sectors | Medium Term | MCC in conjunction with CMC ² (Monmouthshire Enterprise and adventa) |

| | | | | |
|--|--|--|--------------------------|--|
| <p>TC7 Improved Use of Public Assets - Scoping study to investigate Heritage visitor and community cohesion potential of the Castle and Museum as a contemporary museum experience, sharing past, present and future. Flexibility of castle grounds for events. Consider broadband provision.</p> | <ul style="list-style-type: none"> • Scoping study | <ul style="list-style-type: none"> • Increased visitor satisfaction • Increased repeat visits • Increased visitor spend | <p>Short/medium term</p> | <p>Abergavenny Museum Curator with Business Club</p> |
| <p>TC11 Area Tourism Development Plan: Drawn from Monmouthshire's Tourism Development Plan</p> | <ul style="list-style-type: none"> • Area Tourism Development Plan for Bryn y Cwm | <ul style="list-style-type: none"> • Local stays increased by 10% over 2 year period 2015 - 2017 | <p>Medium</p> | <p>Whole Place Town Team/ Mon Enterprise</p> |

| Priority: To advance a series of coordinated key revenue activities to improve the overall town services | | | | REVENUE ACTIVITIES |
|--|---|---|-------------|---|
| Activity | Output | Outcome | Timescale | Delivery Partners |
| TC5/a To establish a coordinated body/Town Team (Partnership) to manage the town regeneration process | <ul style="list-style-type: none"> Establishment of team | <ul style="list-style-type: none"> Improved coordination of activities & increased communication amongst town & community | Short term | Whole Place Town Team/ Town Officer |
| TC5/b To identify a town Champion to animate the programme *Is this a salaried role? | <ul style="list-style-type: none"> Appointment of Champion | <ul style="list-style-type: none"> Improved coordination of activities & increased communication amongst town & community | Short term | Whole Place Town Team/ Town Officer |
| TC6 Events Development & Coordination: Identify a programme of events to capitalise on the town's public assets e.g. Brewery Yard | <ul style="list-style-type: none"> Monthly events calendar | <ul style="list-style-type: none"> Increased number of return visits Increased number of overnight stays | End of 2014 | Whole Place Town Team/ Town Officer Business Club/event partners |
| TC8/a Targeted Support Package for vulnerable traders: Following town centre mapping study and opening of supermarket in 2014 | <ul style="list-style-type: none"> Bespoke package of support for local traders | <ul style="list-style-type: none"> More diversified offer | Medium | Mon Enterprise |
| TC8/b Car Parking Initiative | <ul style="list-style-type: none"> 'Free after 3' pilot for Abergavenny car parks for 12 month period to complement no charge car parking in supermarket | <ul style="list-style-type: none"> Increased footfall during quiet trading periods | Short term | Mon Enterprise |
| TC9 Virtual Department Store | <ul style="list-style-type: none"> Virtual department store – link to existing http://loveabergavenny.com | <ul style="list-style-type: none"> 80% on line presence for traders by 2015 20% increase turnover for those already on line by 2015 | Medium | CMC ² Digital |
| TC10 Branding and Identity: Branding campaign to build on strengths and plug gaps identified in town centre mapping study | <ul style="list-style-type: none"> Brand development | <ul style="list-style-type: none"> Increased recognition for brand within 2 years | Medium | Whole Place Town Team/ Town Officer |

| Priority: To advance a series of coordinated actions to improve the physical environment of the town r | | | | CAPITAL PROGRAMME |
|---|---|---|-------------------|---------------------------------------|
| *Core components for Welsh Government Vibrant and Viable Places Regeneration Framework bid, funding available from April 2014 Section 106 and Section 278 funding in period up to Autumn 2014 | | | | |
| Activity/Purpose | Output | Outcome | Timescale | Delivery Partners |
| TC12 Lion Street and Market Street Enhancements Enhance link between the supermarket and the eastern entry to Brewery Yard in Abergavenny by extending the shared surface along Lion Street and encouraging pedestrian movement between the supermarket and Frogmore street | <ul style="list-style-type: none"> • Pedestrian crossings within supermarket site • Raised traffic control/shared surface areas • Public art feature at site entrance | <ul style="list-style-type: none"> • Increased visits between supermarket and town centre from baseline established in 2015 | Long term | Town Team/Town Officer/Mon Enterprise |
| TC13 Circulation and signage | <ul style="list-style-type: none"> • Targeted programme of pavement and highway improvements linked to newly defined circulatory route. • Visitor Trail linking shopping area with heritage attractions and open spaces | <ul style="list-style-type: none"> • Footfall increased on circulatory route by 20% over a 12 month period taken from baseline in 2015 | Long term | Town Team/Town Officer/Mon Enterprise |
| TC14 Frontage and Street Scene Programme of improvements to key frontage locations in town centre | <ul style="list-style-type: none"> • Civic Society pilot to demonstrate potential impact of 'town colour palette' to encourage adoption amongst owners/tenants • Remedial works to improve pedestrian street | <ul style="list-style-type: none"> • | Short/medium term | Town Team/Town Officer/Mon Enterprise |

Making sure no-one is left further behind/Community Cohesion

G2/Table Four

Priority: To address community coordination concerns regarding the differing living standards, restricted lifestyle choices, health and education measures across Bryn y Cwm via a programme of bespoke initiatives

RESEARCH/REVENUE/CAPITAL

| Activity/Purpose | Output | Outcome | Timescale | Delivery Partners |
|--|--|--|--------------|---|
| CC1 Coordinate services to improve responses by public and third sector organisations | <ul style="list-style-type: none"> • Ensure service adapts to reflect key trends and opportunities • Area service network to enhance coordination and joint response working • Co-production network of service users to provide feedback • Bespoke project responses to enhance mainstream delivery | <ul style="list-style-type: none"> • Development of targeted outcomes to measure impact on identified deficits/issues in target areas • Funding bids to 'Social Return investments funders; Wales BIG Lottery Innovation Programme | Short/medium | Joined up approach with: <ul style="list-style-type: none"> • Abergavenny Community Enterprise (ACE) • Abergavenny Community Trust (ACT) • MCC Intrapreneurship School • Extension to MCC Local Area Coordination |
| CC2 Enhance the function of new proposed library in Abergavenny to act as hub for Life Skills | <ul style="list-style-type: none"> • Meeting space/information provision for local groups/communities • Outreach information for outlying communities • ICT training provision to address digital exclusion • Access to learning • Promotion of local cultural identity • Gateway to health and social care services • Life skills curriculum – health, finance, etc. | <ul style="list-style-type: none"> • Increased learning participation rates and achievements | Medium/Long | <ul style="list-style-type: none"> • Library working group (MCC and community) • Life Station Development Trust – Shared purpose vehicle to enable access to funding to support running costs, etc. |

| | | | | |
|--|--|--|--------------------|---|
| <p>CC3 Prosperity Through Education and Engagement Programme (PEEP): Increase academic achievement of young people by offering additional support to support a positive culture of learning.</p> | <ul style="list-style-type: none"> • Mentoring • Diversionary and preventative activities • Confidential support • Community support • Transition assistance from primary to secondary school • Family support • Tracking progress • Extra-curricular activities | <ul style="list-style-type: none"> • Increase in Free School Meal (FSM)pupils achieving core subject indicator scores at Key stages 3 & 4 • Increase in overall grades of FSM pupils in GCSE • Increase in numeracy and literacy skills | <p>Medium/Long</p> | <ul style="list-style-type: none"> • Coordination between ACE, King Henry VIII Secondary School and MCC Education services |
| <p>CC4 Energy Saving Community: Address fuel poverty using expertise of Registered Social Landlords (RSLs)</p> | <ul style="list-style-type: none"> • Scope available measures e.g. Green Deal, Community Energy Grants • Identify pilot properties/residents in greatest need • Develop programme using in kind time from RSLs and apprentices | <ul style="list-style-type: none"> • Lower carbon emissions • Measurable cost savings on energy | <p>Medium/Long</p> | <ul style="list-style-type: none"> • Coordination between UK Government/Utilities funding, MCC/CMC² and RSLs |
| <p>CC5 Respect: Programme of inter-generational activities - Map area intergenerational activities; liaison between youth services and age based charities</p> | <ul style="list-style-type: none"> • Befriending/community mentoring scheme • Recruitment of volunteers • Matching/brokerage service • Equipment/materials bank to assist community tasks | <ul style="list-style-type: none"> • Less young people not in education, employment or training (NEET) • More people able to stay in their own homes | <p>Medium/Long</p> | <ul style="list-style-type: none"> • Coordination between MCC youth service and partners • Development of social enterprise |
| <p>CC6 Park Street – Plan to open a multi-use Community Resource Centre in refurbished local primary school. Activities to include youth development, family and child support, living and visual arts, support for vulnerable people, life skills,</p> | <ul style="list-style-type: none"> • Co-production of services • Community scale food production • Luncheon Club • After school/holiday club | <ul style="list-style-type: none"> • Community internet café/business incubation • Micro enterprise development • Environmental initiatives | <p>Medium</p> | <ul style="list-style-type: none"> • ACT support from MCC (building lease); BIG Lottery funding. |

Strengthening education and business links

G2/Table Five

| Priority: To build upon the work undertaken by King Henry VIII Secondary School to develop relationships and initiatives with local businesses to support young people in accessing the work place | | | | |
|--|---|---|-------------|--|
| RESEARCH/REVENUE/ CAPITAL (21 st Century Schools programme) | | | | |
| Activity/Purpose | Output | Outcome | Timescale | Delivery Partners |
| EB1 Economic assessment – establish evidence base to identify local employment opportunities and skills requirements to enable students to meet the needs of local employers* *See link to TC3 | <ul style="list-style-type: none"> Town & Area site development review Economic Development Action Plan Improvement of the overall mix and availability of local employment opportunities | <ul style="list-style-type: none"> Increased local job creation informed by target growth sectors | Medium Term | <ul style="list-style-type: none"> MCC in conjunction with CMC² (Monmouthshire Enterprise and adventa) |
| EB2 Interview Preparation Programme – provision of job application and recruitment process training for young people | <ul style="list-style-type: none"> Six local employer exemplars used Development of practice vacancies Interview rehearsal Feedback sessions | <ul style="list-style-type: none"> Increased confidence Increased capability of pupils in job application process | Short Term | <ul style="list-style-type: none"> Coordination between King Henry School and local employers |
| EB3 Broadening Horizons – Signature presentations by local employers to pupils | <ul style="list-style-type: none"> 1 presentation per month from a range of local entrepreneurs at school assembly for 8 months | <ul style="list-style-type: none"> Increased awareness of local labour market and value of entrepreneurship | Short Term | <ul style="list-style-type: none"> Coordination between King Henry School and local employers |
| EB4 Brokerage business/young people – establish employment and training links between local labour market and young people | <ul style="list-style-type: none"> Development of on-line register with profiles of school leavers Local vacancy postings Local promotion of Jobs Growth Wales Local promotion of apprenticeships Expanded work experience programme Work with proposed supermarket to develop local recruitment and training programme | <ul style="list-style-type: none"> Employer/pupil work experience satisfaction rates increase Increased number of local apprenticeships | Medium Term | <ul style="list-style-type: none"> Coordination between King Henry, Abergavenny Business Club, MCC Youth Service and CMC²/Y Prentis. |

| | | | | |
|--|---|--|--------------------|--|
| <p>EB4 Sponsorship – recognise student achievements by developing links between local and regional businesses and students through bursaries or prize funds.</p> | <ul style="list-style-type: none"> • FE funding bursaries • Vocational student of the year awards | <ul style="list-style-type: none"> • Increased FE participation by Year 11 school leavers | <p>Medium Term</p> | <ul style="list-style-type: none"> • Coordination between King Henry, Abergavenny Business Club, Town Partnership |
| <p>EB5 – King Henry VIII 21st Century Schools Vocational Block (CAPITAL) New build or refurbishment (200m²), focus on construction, green economy and catering/customer service</p> | <ul style="list-style-type: none"> • Vocational Learning Block | <ul style="list-style-type: none"> • Increased achievement of vocational qualifications by students and wider community | <p>Medium Term</p> | <ul style="list-style-type: none"> • MCC Education Services, King Henry VIII Secondary School |

Creating a Sustainable Settlement

G2/Table Six

| Priority: To undertake practical actions that will enable Bryn Y Cwm to be as self-sufficient as possible by addressing local factors impacting on climate change and people's quality of life | | | | |
|--|---|---|-------------------|--|
| RESEARCH/REVENUE | | | | |
| Activity/Purpose | Output | Outcome | Timescale | Delivery Partners |
| SS1 Area Transport Strategy – Undertake a review of existing policies and priorities to gather data evidence to identify actions to encourage more use of sustainable alternatives to cars; easing through traffic issues; managing road safety and traffic; improving rural accessibility ; assist the less able; enhance the quality of the environment | <ul style="list-style-type: none"> Area Transport Strategy | <ul style="list-style-type: none"> Lower carbon emissions Less congestion Active travel Effective integration Application of local regional priorities locally | Short/Medium Term | <ul style="list-style-type: none"> Town Partnership with MCC Transport and Highways; Bryn y Cwm Forum and Civic Society |
| SS2 Town Warden – Pilot Town Warden position to address anti-social behaviour and environmental crime | <ul style="list-style-type: none"> Warden to undertake high visibility foot patrols to solve local problems e.g. issuing fixed penalty notices; reporting environmental issues e.g. graffiti; monitor empty properties; report crime; foster community relations; develop community activities | <ul style="list-style-type: none"> Reduced reports of anti-social behaviour and environmental crime | Short Term | <ul style="list-style-type: none"> Town Partnership with MCC Environmental Services |
| SS3 Transition Town – Coordination of groups and activities into a Transition town collective to explore sustainable forms of food production, energy reduction activities, etc. | <ul style="list-style-type: none"> Constitution of Transition Town collective | <ul style="list-style-type: none"> Lower carbon emissions Reduced energy usage M² land used for community growing activities | Medium Term | <ul style="list-style-type: none"> Support from Town Partnership and MCC Sustainability Team |
| SS4 Waste Minimisation – Increase recycling rates across Bryn y Cwm community | <ul style="list-style-type: none"> Research best practice in promoting greater recycling of food and residual waste Targeted campaigns/incentives Generate highest quality recyclable material to act as economic resource and incentivise business recycling | <ul style="list-style-type: none"> Increased food waste recycling | Medium Term | <ul style="list-style-type: none"> Town Partnership with MCC Environmental Services |

| | | | | |
|--|--|--|--------------------|---|
| <p>SS5 Green and Open Spaces – Develop options for greater use of green and community leisure spaces with a view to applying for Heritage Lottery Funding</p> | <ul style="list-style-type: none"> • Review existing proposals (Bailey Park, Castle Meadows, river corridor, Castle Grounds, Linda Vista Gardens) • Update consultations with community and user groups • Prepare outline applications for consideration by Whole Place Programme Board/Town Partnership • Submit stage 1 Heritage Lottery application | <ul style="list-style-type: none"> • Increased visits by local residents • Increased visitors to the town • Increased visitor spend | <p>Medium Term</p> | <ul style="list-style-type: none"> • Town Partnership with MCC Whole Place Programme Board |
| <p>SS6 Affordable Housing – Develop and maintain a schedule of potential new build and refurbishment affordable housing schemes to meet local demand</p> | <ul style="list-style-type: none"> • Review lessons learned • Review existing proposals against exhibited local demand • Trawl potential sites and refurbishment opportunities in conjunction with RSL's and housing policy • Develop joint funding strategy | <ul style="list-style-type: none"> • Proportionate contribution to LDP affordable housing targets | <p>Medium Term</p> | <ul style="list-style-type: none"> • Town Partnership with MCC Whole Place Programme Board, RSLs, construction companies |



REPORT

Agenda Item 4(viii)

SUBJECT: The Hill, Abergavenny
MEETING: Cabinet
DATE: 8th January 2014
DIVISION/WARDS AFFECTED: CANTREF

1. PURPOSE:

- 1.1 To set out the current position regarding the Hill, Abergavenny and local efforts to devise a community-led solution through which to sustain its future and contribute to the 'whole place' framework aimed at making a Better Bryn-y-Cwm.

2. RECOMMENDATIONS:

- 2.1 Bryn-y-Cwm Area Committee asks Cabinet to provide in principle backing by way of a letter support for CASH (Community Action to Save the Hill), in order to enable the group to submit an Expression of Interest to site owners, Coleg Gwent, by 15 January 2014.

3. KEY ISSUES:

- 3.1 Since 2010, CASH has been actively seeking to develop a community-focused scheme aimed at preserving the Hill as a viable local asset. Coleg Gwent are the owners of the Hill and following the cessation of adult education delivery at the site in 2009, the building has remained empty despite attempts to dispose of it to the market. As with the vast majority of public asset disposals,

Coleg Gwent is obliged to seek 'best consideration' for the Hill and as such, it is envisaged that housing development of some sort, will maximize value that can then be targeted at maintenance of its wider estate across South East Wales. To date however, disposal of the site to a developer, or any other potential purchaser, has not been achieved.

- 3.2 The Hill is an iconic local building and has added considerable value to the community over the years. Coleg Gwent has recently chosen to re-market the site with an initial call ahead of formal bids, for Expressions of Interest and it is a matter of much encouragement to CASH and its wider family of supporters, that the brief now includes space for innovative community partnerships.
- 3.3 To this end, MCC officers were approached by CASH in October 2013, to assist with articulating their rationale and business case for operating the site as a community facility. CMC2 in particular, offered support with business case development and given the probable emphasis on eventual (part) housing development of the site, an introduction was facilitated with Melin Homes as a potential partner since Melin own and manages the adjoining 'Hillside' estate.
- 3.4 Melin is currently reviewing the site to determine viability. CMC2 and Melin co-own a special purpose vehicle 'Y-Prentis' and so it is felt that should the whole proposition prove viable, there may be potential to work in partnership with CASH to support some their aspirations.
- 3.5 The deadline for Expressions of Interests is 15 January 2014. At this stage, all that is required of the Council is an in principle letter of support that states our willingness to work through a further process to determine if there is a means through which MCC might support CASH in its ambitions. This does not commit MCC to contributing funds or other forms of direct support to the project and the offer is subject to Melin and CMC2 identifying and approving the viable means through which assistance might be delivered and there is no assurance at this stage, of the practicability of such a partnership. Officers have also emphasized the challenging financial climate in which we operate and current work in train to reduce reliance on fixed assets.

4. REASONS:

- 4.1 Further to the above, a special meeting of the Bryn-y-Cwm Area Committee was held on 11 December at the Abergavenny Town Council Chamber. The CASH team attended the meeting and presented their proposals which were met with full support from committee members present. Committee Members present unanimously agreed to recommend to Cabinet support for the proposals via a letter offering in principle support in the ways articulated in 3.5 above.

- 4.2 It is clear that community ownerships models which reduce reliance on discretionary public services must be found and supported if we are to unlock new ways of working and develop bespoke self-supported local provision. At this stage, the risks associated with providing in principle and indirect support for an Expression of Interest, are negligible.
- 4.3 The Hill is a very visible and symbolic asset and is regarded in the town with much affection and value. It is important that the Council seeks to work with community in ways which enable them to invest in building their own resilience.

5. RESOURCE IMPLICATIONS

- 5.1 There are no resource implications associated with the report at this stage.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

The level of in principle supported required at this early stage will not have a negative impact on any of the protected groups and should result in a positive impact on the sustainability agenda.

7. CONSULTEES:

All Cabinet Members
Leadership Team
Head of Finance
Head of Innovation
Bryn-y-Cwm Local Members
Cath Fallon CMC2
CASH

8. BACKGROUND PAPERS:

None

9. AUTHOR:

Kellie Beirne, Chief Officer Regeneration and Culture on behalf of Bryn-y-Cwm Area Committee

10. CONTACT DETAILS:

Tel: 01633 644041

Email: kelliebeirne@monmouthshire.gov.uk



Agenda Item 4(ix)

SUBJECT: Housing & Regeneration Medium Term Financial Plan
Project Mandate – Integrated Approach to Housing Options
DIRECTORATE: Regeneration & Culture
MEETING: Cabinet
DATE: 8th January 2014
DIVISION/WARDS AFFECTED: All Wards

1. PURPOSE

- 1.1 To approve a proposal to develop an integrated approach to Housing Options delivery with Torfaen County Borough Council. Approval is specifically sought to establish a transitional arrangement for joint delivery under a Memorandum of Understanding and to commence the development of a business plan to introduce a new joint Housing Options Service during 2015.

2. RECOMMENDATION

- 2.1 That the following proposals are approved to:

- Combine the Council's Housing Options (homeless) services with Torfaen County Borough Council's homeless service as per the attached proposal. Please see **Appendix 1**;
- Deliver a joint approach through a Memorandum of Understanding with effect from 1st July 2014 as a transitional arrangement;
- Whilst delivering under a Memorandum of Understanding, develop a business plan for the introduction of a new joint Housing Options Service;
- Receive a report in the New Year to approve the aforementioned Memorandum of Understanding.

3. KEY ISSUES

- 3.1 This project proposal seeks to continue exploiting the advantages of Housing & Regeneration being co-located with Torfaen's Housing Service. The proposal builds upon and extends the level of collaboration already achieved.
- 3.2 During 2013 the Council has participated in a Welsh Local Government Association funded initiative to strengthen homeless prevention, which has been facilitated by Andy Gale, Housing Consultant. The Council, together with Torfaen, has used the initiative to develop a joint proposal and business case for integrating the homeless functions of both Councils. A report provided by Andy Gale considering the options for the future delivery of homeless functions and making the case for combining the services has been received. See **Appendix 1**. This report recommends a model which will allow both Councils to deliver current and future statutory homeless responsibilities within the current financial circumstances.
- 3.3 The recommended proposal is to create a new service for both the Council and Torfaen. Key and notable features of the proposal include:
- Being independently branded of both Councils and focusing on helping all in housing need and not just those in need of homeless assistance.
 - Services would be delivered through a more flexible structure, streamlined processes and new technologies and working methods. Both Councils are already implementing new approaches which will feed into the new model
 - The ability to respond to the pending statutory duty to prevent homelessness
 - The service will be set up with a reduced budget. The objective is that no new funding will be needed and the service will aim to become self-funded.
 - Innovation and cultural change will be critical to its success.
 - Accountability will remain with each Council (but could include joint scrutiny)
 - Scope to include other housing option services in the future.
 - Involving the business and voluntary sector in the development and management of the model, possibly through an advisory board.
- 3.4 The next steps are to set up a project board and project plan and:
- Develop a transitional arrangement for delivery of the proposal from 1st July 2014 through a Memorandum of Understanding.
 - With immediate effect, map out how functions can be delivered jointly to inform both the transitional period and the final joint service.

- Commence the development of a business plan for Cabinet approval, setting out a proposed final structure, to be implemented fully in 2015.

3.5 The intention is that there will be three phases to this project. Phase I (the immediate focus) will be on homelessness, prevention and temporary accommodation; Phase 2 will consider the future delivery of the housing register and Phase 3 will consider the inclusion of other housing advice services.

4 REASONS:

4.1 The project supports the Medium Term Financial Plan and helps to prepare for the impending duty to prevent homelessness from April 2015, arising from the recent Housing Bill. It also helps to mitigate against the risks of Welfare Reform.

5. RESOURCE IMPLICATIONS:

5.1 The project will save £55,000 over the forthcoming 3 years.

6. SUSTAINABLE DEVELOPMENT & EQUALITIES IMPLICATIONS

6.1 No implications have been identified in respect of this proposal. The Equalities Impact Screening is appended to this report. See **Appendix 2**

7. **CONSULTEES:** Cabinet; Senior Leadership Team; Housing Management Team; Programme and Employee Services Lead; Unison; Head of Housing – Torfaen County Borough Council

8. **BACKGROUND PAPERS:** Housing (Wales) Bill 2013

9. **AUTHOR:** Ian Bakewell, Housing & Regeneration Manager

10. CONTACT DETAILS:

Tel: 01633 644479 **E-mail:** ianbakewell@monmouthshire.gov.uk

Torfaen and Monmouthshire Councils – A Report Considering the Future Options for Delivering the Homelessness Function and whether there is a strong Business Case for Delivering a Combined Service

November 2013

1: Introduction

The brief set is to consider the options for delivering the Homelessness Services in Monmouthshire and Torfaen in the future. This is set against the background of the financial savings targets that have been set by both authorities and new legislation (likely to be enacted in April 2015), which will place a duty on local authorities to prevent homelessness.

I have been asked to examine the potential for delivering the Homelessness & Housing Options Service for both authorities as a combined service and the potential and options for delivering such a model.

My objective is to set out a model which would allow both authorities to deliver their current and future statutory homeless responsibilities within the new financial reality emerging for local government in Wales. Despite these constraints the model must be able to still deliver an excellent service to residents in Monmouthshire and Torfaen.

2: Recommendations

It is recommended:

1. To combine the Homelessness & Housing Options Services for Monmouthshire and Torfaen to create a Housing Future's Service.
2. To deliver the Housing Future's Service through a 'Memorandum of Understanding' arrangement in the first instance.
3. To undertake further work:

- a. To develop a draft business plan which sets out a suggested service structure for the Housing Futures Service and suggest the appropriate level of resources
 - b. To map out in detail how each function would be delivered
4. Set up a Project Team Board to oversee the project consisting of the senior Policy and Operational managers for the service from both authorities.
5. The new Housing Futures Service should retain a clear social purpose but operate in a more commercial environment. The service should be set up within the reduced budgets set for both services for the next 3 years with an objective that the service should as far as possible be self-funding within 5 years

3: Background.

Both local authorities provide a service to meet the statutory duty to the homeless as required under the Housing Act 1996. Each service covers the functions for preventing homelessness, assessing statutory homeless applications and meeting any duty to provide temporary accommodation. In addition, Torfaen also provides the statutory duty to assess housing applications and allocate social housing under Allocations legislation contained in the Housing Act 1996, whereas in Monmouthshire this function has been contracted out to Monmouthshire Housing Association (MHA) - the organisation that took over the Authorities Council Housing.

In Torfaen the service is called the Homelessness and Housing Advice Service. In Monmouthshire it is called the Housing Options Service. For ease of understanding and consistency both services are referred to as the Homelessness Service in this report.

4: What are the options for the delivery of the Homelessness and Housing Options functions in both Torfaen and Monmouthshire?

Homelessness remains a statutory responsibility and there is a significant financial risk to both authorities if the service performs poorly or if there is an increase in homeless demand.

There will be in 2015 a significant extension of the statutory homelessness duty for local authorities in Wales. The Welsh Government on November 18th published a new Housing Bill which will impose a new duty on local authorities to take 'all reasonable steps to prevent

homelessness' for anyone approaching the local authority who may be at risk of losing their home within 56 days. The new duty will apply to single people and families regardless of any local connection with the authority, priority need, or any issue as to whether their risk of becoming homeless is as a result of an intentional act. This will result in significantly higher numbers of homelessness applications and a new duty to take all reasonable steps to prevent homelessness for each applicant whose circumstances trigger the new duty.

Homelessness is therefore a statutory service which will need to undergo considerable change in order to be able to meet the new 'preventing homelessness' duty in 2015. This duty will be in addition to the existing accommodation duty for households who are found to be homeless and in priority need which in itself poses a financial risk to both authorities through the requirement to provide temporary accommodation if demand rises, or the service underperform. Therefore from April 2015 if no new model is introduced to deliver the homeless function, both authorities are likely to need to increase resources for their respective Homeless Services to meet both current and the new statutory preventing homelessness duties. There is an indication that the Welsh Government will provide some resources to support authorities to implement the new duty. Resources may be available in 2014 and in 2015 to support the implementation of the new duty but there is no indication as to how much money each local authority will receive.

At the same time Monmouthshire and Torfaen Councils need to achieve considerable financial savings. Both Councils have made a commitment to fundamentally review the delivery of all services in order to realise savings. At the time of report drafting, Torfaen needs to find an estimated 40 million savings over the next 4 years and Monmouthshire's savings target is estimated at 25 -30 million over the same period. In Monmouthshire a specific savings figure has been set for the Housing Options Service of £55,000 over the next 3 years.

All options for delivering the statutory Homelessness Service must therefore be considered. This may be in the context of meeting the budget savings targets or minimising any increase in resources, which is not funded by the Welsh Government, that may be required to implement the new 'preventing homelessness' duty.

There are a number of options for delivering the service in the future. The test set for each option is would it deliver the authority's statutory duty as well as realising financial savings.

There are 3 options for delivering the Homelessness service in the future:

1. Continue to deliver the Homeless Service as individual local authorities.

2. Contracting out the Homeless Service or to contract out one or more functions within that service.
3. Delivering the service through a new partnership between Torfaen and Monmouthshire local authorities.

Analysing the 3 options

Option 1: The option to continue to deliver the Homeless Service as individual local authorities

This is in effect the 'continue as we are' option and is not sustainable unless each local authority is able to guarantee that funding will be maintained now and increased from 2015 to cope with the new prevention duty. For Monmouthshire this is not just about the resources to deliver the new preventing homeless duty but also the resources to deliver the current service. Monmouthshire has, with Ceredigion, the lowest staff resource to operate its statutory homelessness function in the whole of Wales. With no increase in existing resources combined with a savings target of a further £55k the Council will struggle to meet its current statutory homeless duties and will certainly be unable to meet any new 'preventing homelessness' duty in 2015.

The reality is that the services in both authorities will be likely to have to contribute to existing and future savings targets regardless of statutory duties. Any year on year 'salami slicing' of core budgets will only reduce the performance of both services. This in turn will create the risk that the numbers in temporary accommodation are not controlled leading to increased costs which will exceed any budget savings made.

The 'do nothing' option is therefore not an option that can be recommended. Both authorities would be unlikely to achieve savings and 'doing nothing' may put both at risk of not meeting their current and future statutory duties to the homeless, in turn increasing the risk of challenge.

Option 2: The option to contract out the Homeless Service or contract out one or more functions contained within the service.

Would the option to contract out the homeless service realise savings and meet the current and future statutory duties? In considering the potential to contract out the Homeless function it is important to consider the experience of local authorities that have contracted out this function. The model implemented across the UK to date has been largely for authorities to contract out the homelessness function to a voluntary transfer partner at the point of transferring the housing stock. There are very few examples of authorities transferring the homeless service to a private sector 'for profit' organisation such as Capita or a similar private sector body.

Some limited information exists for Councils who have transferred their homeless function out to a stock transfer organisation in England. The following information reflects the known position at the end of 2011.

- Approximately 50 Councils have taken the decision to transfer their homelessness functions to their stock transfer partner Housing Association. Out of these 50% are known to have taken back or been handed back the homelessness function. A number of other authorities are considering the option of taking the homelessness function back under the control of the Council as either cost savings have not resulted or the service has underperformed. Ultimately, homelessness as the priority of a stock transfer housing association is not evident. The purpose of transfer is to raise finance and improve the stock and meet Government targets. The Homelessness service is often seen as an 'add on' and is not part of the core purpose of the stock transfer association and therefore performance can suffer as a result.
- Outside of the option to transfer the function to an existing Housing Association or a newly formed voluntary transfer housing association the market is very underdeveloped. There is only one example of the function being provided by a genuine private sector company (Westminster Council in London) and only one example of another local authority successfully bidding to take over another authority's service (Salford won the contract to provide the service for Trafford Council in Greater Manchester in 2012). The large private sector organisations such as Capita that have successfully bid and provide numerous local authority services have so far avoided this market due to, it is believed, to be their lack of expertise in what they perceive to be a highly specialised area of work or due to the consideration of the financial risks involved or lack of profit potential. The market to enable genuine competition is very immature at this point in time.
- Generally, performance on tackling homelessness amongst contracted out services is worse than for similar councils where homelessness is under the control of the authority. For example Herefordshire Council had been allocated 3 stars by the Audit Commission Housing Inspectorate for its homelessness service in 2003. The function was transferred out with the stock resulting in a rapid decline in service, high levels of homelessness acceptances, and increased costs to the authority, and a large number of families being placed into bed and breakfast in breach of legislation. The Council took the service back in house and performance has improved significantly as a result.
- Other local authorities that have transferred the function have found that it is not possible to set performance or savings targets as homelessness is ultimately a demand led service where numbers and costs can change rapidly according to national and local economic factors. Performance indicators for contractors are often soft targets such as the time taken to process applications.

Given the resource constraints in Monmouthshire is there an option to contract or transfer the service to Torfaen to run? There are a number of practical issues here.

- a) It is unlikely that this would be possible without a competitive tendering of the service which may or may not bring in other potential providers.
- b) Politically there may be reluctance by Torfaen to 'take on' the risk of running the homeless service and much time may be lost whilst such a decision is reached.
- c) There would be TUPE considerations and the whole process could take upwards of 12 months to complete the transfer leaving the service exposed during this period.
- d) Given the low staffing resource in the Monmouthshire service and TUPE considerations this option is unlikely to lead to any or significant cost savings.

The contracting out option is unlikely to lead to cost savings for both authorities and may in fact increase financial risk due to increased temporary accommodation costs if the contractor were unable to maintain performance at the current level. Any contractor is likely to require increased funding to meet the new 2015 'preventing homelessness' duty and the experience to date is that contractors are unwilling to take on any increased financial risk resulting from higher demand for the service. In addition the overwhelming experience of many local authorities in England that have transferred their Homeless Service is that the quality of the service may suffer and cost savings are marginal.

Option 3: Delivering the service through a partnership between Torfaen and Monmouthshire Councils.

There is therefore a strong case for the option to deliver the service in the future through a partnership between the two authorities. There is a simple logic here as to why this will allow both authorities to work within the new economic reality and ensure that they can implement the new legislative duties in 2015. Both services operate from one location and to similar processes and approach. By teams work well together and by combining the teams there would be economies of scale and more can be achieved with the same level of resources as long as a robust business plan is implemented. The pooling of staff, knowledge, expertise and resources would assist in realising savings targets, and there

would be greater opportunity to generate income. A full options as to how this model would work would be able to test this assumption and this is one of the recommendations.

If this is the preferred option for both authorities the next question is should this model work on the basis of informal cooperation or should a more radical approach be developed to deliver a new stand-alone combined service with an innovative approach to meeting both statutory functions and housing help to residents in the two local authority areas?

There are few examples elsewhere where all or parts of homelessness services have been combined. There has been some limited cooperation between authorities where, for example, a decision has been taken to combine Chief Officer and Operational Management for homelessness. This is often on a temporary basis to deal with problems in recruiting experienced senior staff. This has happened in the recent past in 2 Dorset authorities and is currently the model in East Hants and Havant Councils where one chief officer manages both services.

What hasn't been implemented yet elsewhere in the UK is a model to deliver the Homelessness Function through combining 2 services and at every level, covering both the management and all operational staff and functions.

If Torfaen and Monmouthshire were to agree to develop a combined service this would be the first model of its kind in the UK and would inevitably lead to interest from other Local Authorities.

Clearly the demography and supply of social housing is different in each local authority. However, there is a clear advantage in that both services are currently co-located in Pontypool and both services have transferred their council housing stock leaving the retained function for homelessness as the main housing still delivered. A further advantage to this option, as can be seen from the analysis in appendix 1, is that both services operate very similar structures and process for delivering their respective homeless services.

5: The New Monmouthshire Torfaen Homeless Service Partnership – A model based on greater cooperation or a model that is a genuine combined service?

There are two clear models for delivering the service. It could be based on a model of increased cooperation or go far further where the service is formally merged. It is the second option that has the potential to deliver more and at a far lower cost.

A model based on increased Cooperation.

To some extent this is already beginning to happen. From November 4th the out of hour's service is being run jointly. There has been use of each authority's temporary accommodation stock and the intention of combining resources to develop a team to gain increased access to the private rented sector to prevent homelessness. More could follow with the introduction of common IT and common working processes but where the identity of each service remains separate. One group of staff would still work on Monmouthshire cases and the other on Torfaen cases.

There would undoubtedly be gains in efficiency and some gains financially but this model may miss the huge potential that can be gained from going a step further and formally merging the 2 services to create a stronger team. The closer cooperation model is only as strong as the resources that both authorities are able to put into the partnership allow. As further cuts are made the ability to work more cooperatively may be reduced.

The Model of merging the 2 services to create a combined Housing Futures Service

Under this model there is an opportunity to start with a completely 'blank piece of paper' and to decide

- a) Who the service is for? - Should this be a traditional Homeless Service that aims to just meet the existing statutory homeless duty and the new preventing homeless duty or should it seek to reposition itself to provide services for many more residents in each authority that need help in resolving their housing problems and planning their housing future.
- b) How delivering the functions as a Combined Service could produce cost and efficiency savings whilst at the same time providing a far more responsive customer focussed service for residents in both local authorities.

The recommendation is to merge both services and resources to develop a new Housing Futures Service which will be a centre of innovation and excellence and the first of its kind in the UK.

6: Housing Futures Service

This is an opportunity to change the focus of the new service from that of a Homelessness Service to a Housing Futures Service which will offer help and advice for any resident in Monmouthshire and Torfaen in housing need. Critically, the new service would be focused on providing help and advice for all in housing need and is not just a service for the minority who are or are at risk of being homeless. Improving the service

for residents must be a critical objective for combining the 2 services. Continuing to deliver the service independently against a background of further savings will inevitably lead to deterioration in the level and quality of service residents receive. The combined service option has the potential to deliver an even better service for residents.

Many residents in both local authorities have a housing need or need independent advice on a housing problem or just need advice on planning their housing future. The majority have nowhere to turn to for help and advice and most would see the Homelessness Service as somewhere you go only if you are homeless or in extreme risk of losing your home, when the costly crisis point both in terms of the strain on the public purse and the negative impact on people's quality of life has already emerged.

There are many residents that need housing help and advice and this figure will only grow as welfare reform impacts and the economic climate remains difficult. The new combined service presents an opportunity to move away from a traditional 'homeless only' type service and to deliver a service that is seen to be essential and relevant to many more residents.

The aim would be for the new Housing Futures Service to deliver help to the heart of the 2 communities embracing new technology and delivering help the way and at the locations that residents now demand. Whether a person needs help and advice on finding accommodation, preventing homelessness, leasehold, repairs, grants, loans, equity release, shared ownership or outright ownership the first place to naturally seek help and advice would be the Housing Futures Service.

Many need help on planning their housing future such as when to leave home and what accommodation options are available. The service could be made available to advise landlords as well. The approach taken would be to provide advice for people to help themselves and not for people to act as passive recipients of services as has been the case in the past.

There is also a big potential for the Housing Futures Service to help join up key agendas such as tackling debt; providing support for people who have difficulty in sustaining an independent tenancy and linking into employment and training.

This is not about providing services that have no added benefit. Many more residents will receive an essential and relevant service to help them resolve their housing need. More importantly by providing this help less people risk becoming homeless and needing to rely on the statutory duty. The purpose of the new legislation in 2015 is to prevent homelessness by tackling housing problems far earlier. The new

Housing Futures Service would be fundamental to ensuring the Welsh Government's vision is able to be realised in Monmouthshire and Torfaen.

People who are homeless or at risk of homelessness will still remain a core part of the service. They will continue to receive a statutory homeless assessment and any duty that may arise from that assessment. However, the priority objective of the new Housing Futures Service would be to prevent homelessness and to provide housing help and advice to anyone that has a housing need or wishes to plan their housing future.

7: How would the new Housing Futures Service be delivered?

The aim would be to deliver the new Housing Futures Service through a far more flexible structure; streamlined processes; and a service that fully embraces new technology and new ways of working.

The team would be structured to deliver help and advice as quickly and efficiently as possible through 'face to face' contact or by telephone help and advice. Much of the work would be delivered through structured telephone help which is faster backed by streamlined processes. This would include using DIY self-help internet technology; standard forms, checklists, scripts, letters and help packs. New ways of working embracing new technology should mean that the service can be delivered at a lower cost.

The flexibility to deliver services helped by internship programmes and apprenticeships could also be deployed.

8: What would it look like?

There would need to be a number of guiding principles to be adhered to in developing the new service. These might, for example, be expressed as:

- 1) To be able to respond fully to the new Welsh Government 'Preventing Homeless' duty without any increase in costs to either local authority.
- 2) A stand-alone Housing Future's Service retaining a clear social purpose but operating in a commercial environment with a clear objective set that no new funding would be available and the ultimate aim would be for the new service to become more self sufficient.
- 3) The service would operate, as with any business, by adhering to a strict budget and able to deliver an excellent customer service.

- 4) The service would be business-like but not a business.
- 5) Innovation and cultural change would be critical to its success. Accountability would remain to the local authority but the service should reach out to the voluntary sector and business to guide its development. This could be channelled through an advisory group/board providing direction.
- 6) The service would be independently branded of both Authorities

There are a number of models that could be explored for delivering the service if this is the way both authorities wish to proceed. These include

- a) A Community Interest Company
- b) An arm's length company wholly owned by the local authority
- c) A far less formal model based on a memorandum of understanding

Whatever model is chosen ultimate accountability needs to remain with each local authority given that homelessness is a statutory function. Each authority will need to explore how much autonomy the new service would have from day1 and what the ultimate aim might be for the service. For example under the Community Interest Company or Arm's length model there could be a Board for making day to day decisions which would have local authority significant local authority representation. Accountability would ultimately be with the local authority who might be the sole owner of any company but what would need to be established is what level of decision making would be delegated to the Board.

It could operate to start with on the basis of a 'memorandum of understanding' to operate the service for a period of time with an advisory board or group, with the intention to move to a Community Interest Company or Arm's Length Body within a set time period, after which the advisory board would formally be constituted as the Board for the local authority owned company.

Recommended reporting line back to each local authority.

Monmouthshire Housing Options Service is currently part of the Council's Regeneration & Culture Directorate. Torfaen's is part of the Social Care & Housing Service. Sensibly if a new combined service were to be developed there should be, in both authorities, a clear reporting line which allows decisions to be taken quickly and ensures that operational and policy priorities for the new service can be addressed quickly..

Accountability to Members could be achieved through progress and performance set as a standing item on each Council's Scrutiny Committee or through a joint authority scrutiny process.

9: How would it be financed?

Funding and each local authority's financial savings targets are critical issues which underpin the development of any new service. Initially the aim would be to retain the existing 2013/14 budgets for both services as core funding and to develop a business plan that achieves the savings set for both services over the next 3 years. Whether there would be any further revenue savings as a result of combining staff teams, temporary accommodation and associated functions would be fully assessed through the development of the business plan which would form part of the next phase of this project.

There may also be 'pump priming' money to help set up the new service. There is some indication that the Welsh Government may seek to support local authorities financially in the transition period leading up to the new 2015 preventing homeless duty. Timing here is important as any additional funding is likely to be one-off and funded from any 'slippage' in this financial year. Applications would be likely to be invited from November 2013 and the proposal would have to have enough initial support to justify a bid for funding to further develop the model.

It may also be possible to bid for funding to promote closer working between local authorities from the Williams Review proposals. To date, there have only been limited examples of authorities working closer together to deliver services and this would be a prime project for any funding which again may be available from slippage in the 2013/14 financial year.

There may, or may not be, 'new burdens' funding attached to the 2015 Preventing Homelessness duty and if any funding is received this could be incorporated into the core budget for the service producing a saving to the existing budget.

The commitment to core funding should have some clear longer term objectives set for the service. These could be:

The expectation of savings through efficiencies throughout a 3 year period with the aim for the new service to be fully self-financing within 5 years as new income is generated.

The new service would be expected to work within existing budgets. Homelessness is a statutory service which is demand led with financial risks through increased costs arising out of any increase in the use of bed and breakfast or other temporary accommodation. There could be a clear objective set for the new service that all revenue costs must be found within the budget set for the new service.

Income generating opportunities

Over a 5 year period the new service would be expected to develop income generating opportunities to help it become entirely self-sufficient. There are a number of realistic opportunities to generate income. These include generating income from savings the service can achieve through reducing the budget spend of other Council services and income generated through external sources. Although it is recognised that this has commenced in both Authorities and there is an on-going expectation that housing activities can and should support the wider priorities of the Council

The aim would be to start to generate income from day 1.

Becoming the accommodation finding service to meet a range of statutory duties under Children Act and Adult Social Care legislation.

There is a clear business opportunity to provide an accommodation finding and management service to meet any statutory duties owed under Children Act, or Adult Social Care legislation.

For Children's Services this could be:

Providing accommodation and management services to meet any section 20 duties for 16/17 year olds or finding accommodation to meet any care or leaving care duty and running accommodation projects such as supported lodgings. Placements under section 20 of the Children Act can be upwards of £1000-£2000 a week and no housing benefit is recoverable on these placements. There may be opportunities for the new service to assist both Council's in relation to the use of high cost placements and providing a cost effective option.

The aim would be to source and procure accommodation placements at a far lower cost to the local authority which could be used to help offset the new service's core budget.

The same could apply to adult social care placements in small group homes or for individual placements for people with learning difficulties. Again it is recognised that this has already commenced within TCBC as a result of the integrated Social Care & Housing service.

The new service would receive a placement fee and the weekly rent with sufficient mark up to cover the cost of running these schemes. Each Council would be likely to see a large reduction in their 'looked after' costs.

The opportunity to bid for other mainstream housing contracts for homelessness, options and lettings services.

On-going financial restrictions on local authorities in Wales will require new structures and new approaches to providing Options, Homelessness and Social Letting Services. Services must be more efficient and achieve more with a substantially reduced budget over the next 4 years. Inevitably local authorities will need to look to new ways of delivering their Homeless, Options and Lettings functions and ways of reducing any financial risk.

The Welsh Government may also be forced, as a result of the financial reality faced in Wales, to encourage local authorities to open up public services to other providers. Models may range from contracting out and opening up the service to competition; models to combine service functions with neighbouring authorities; or voluntarily offering the homeless service to another authority or body to deliver their homelessness functions at a lower price.

If the new service is set up by the spring of 2014 it would be in a strong position to bid for any Homelessness functions contracts tendered by local authorities. Tough decisions to tender out, or look at new ways of providing Homelessness Services, are likely to be required by late 2014. The new Monmouthshire/Torfaen Service would be in a prime position to win work. The service could offer to provide the whole Homeless Service or, if an authority preferred, operate certain functions for that authority under contract. Successfully delivering certain functions for a local authority may well lead to being offered, or successfully bidding for, the Homelessness Service as a whole.

Of all the Homelessness functions the business opportunity to deliver the private rented supply that a local authority needs is possibly one of the key opportunities. Many local authorities in Wales are experiencing difficulties in finding sufficient private rented accommodation to prevent homelessness through their traditional Bond and landlord incentive schemes. The result is more homelessness acceptances and placements in unsuitable, higher cost accommodation such as bed and breakfast.

The service would aim to deliver the number of private sector accommodation lettings a local authority may need allowing an authority to both prevent homelessness and meet the new 2015 ending homelessness duty through providing a suitable private rented sector let.

There may also be an income generating opportunity from offering a letting and management service to private sector landlords.

The offer to deliver Homelessness Services need not be confined to Wales. Given the geographical position of both authorities there are opportunities to provide services to a number of English local authorities that border South and Mid Wales.

The new service would be the first of its kind in Homelessness and would be likely to generate a lot of interest throughout local authorities in the UK. Showcase events will increase the reputation of the service and provide a small income generating opportunity.

Realistically the delivery of the new service model for other local authorities is likely to be only feasible where that authority is geographically close. There may however be an opportunity to 'franchise' the model but this will depend on a number of factors including any intellectual property rights. Regardless of this opportunity, providing consultancy support to local authorities looking to develop a similar combined service will again generate income.

Payment by results

The UK Government is promoting an approach where public sector bodies are paid by results and, given financial cuts to public sector budgets in Wales, this may be an approach that any future Welsh Government may be forced to consider. Payment by results could conceivably be applied to areas such as an authority's performance in preventing homelessness, eliminating bed and breakfast or reducing temporary accommodation. These all have an implication re higher costs if performance is poor. A new Housing Futures Service would be well placed to perform well in these areas and obtain any performance reward funding.

10: Risk factors if things go wrong or one of the authorities wishes to withdraw from the Combined Service.

If there were to be a decision that an authority or both authorities wished to revert to providing an individual service it would be a relatively quick and simple process. There would be no contractual issues to resolve or terms and conditions to be altered. Initially the joint service would be based on a memorandum of understanding between both authorities where either council with notice could opt out. Even if this

were to be a Community Interest Company or similar this would be wholly owned by the local authorities who would have the power to disband it.

Given both services already share office accommodation and office costs there would be no need for either Council to seek alternative accommodation if a decision were to be made to revert to the previous service delivery model.

Appendix one

Consideration of each of the functions that make up the Homelessness Service and whether there are any significant barriers that would prevent the establishment of a combined service

The fine detail for a combined service including structures, numbers, budgets and how a new service would be delivered on the ground would be part of the second stage of this project covering the development of a full Business Plan.

In brief, the appendix to this report looks at each of the functions that make up a Homelessness Service and whether there are any significant barriers that would prevent or delay the establishment of a combined service for Monmouthshire and Torfaen.

Function 1: Delivery of the Housing Application Assessment and Allocation of Social Housing Functions

This function covers the taking and assessing of applications for social housing under the Council's Allocation Policy and allocating vacancies that become available in the Social Housing stock. In Monmouthshire this is delivered by Monmouthshire Housing Association (MHA) under contract. In Torfaen there is a dedicated team, the Housing Homeseeker Team, who deliver this function. Either Torfaen could continue to deliver this function independently within the new combined service or Monmouthshire could decide to take this function back with the new service delivering this function for both authorities. This may possibly provide some cost savings although there would be likely to be TUPE implications for MHA staff who would need to transfer into the new service. The performance of MHA is considered to be good and there should be no assumption that all functions should have to be derived by the new Housing Futures Service. What works is important. It could be that following an options appraisal a decision is taken to continue to provide the housing register function for Monmouthshire through the current arrangements or to deliver this function for both authorities or sub regionally through another body.

The aim however, in the future would also be to consider whether there are advantages of delivering the housing register function in partnership or as at present independently, and continuing to identify opportunities for further efficiencies.

Function 2: The assessment of statutory homeless applications.

There are few anticipated problems in delivering this function as a combined service. It requires the application of legislation and guidance which are set nationally and not set by local policies.

By introducing a common homeless application form and common procedures and processes, this would ensure that decision making was efficient and consistent across both authority areas.

Much of the statutory homeless assessment work is closely linked to the prevention of homelessness. Under a new combined service this would require a lot more outreach work with landlords issuing notice and parents requiring their adult children to leave. Currently the approach adopted by both authorities is common. The details of all new cases are referred into the Pontypool office where a decision is taken as to where and when an applicant will be seen. This process could easily be adapted to fit the needs of both authorities and would be likely to lead to a more efficient and cost effective service. A common application form, common processes, IT and decision letters would ensure a seamless service.

There may be a need for both authorities to formally alter their rules for delegating decisions so that any officer in the new service could make a decision on a homeless application regardless of which authority an officer worked for.

On assessing and tackling youth homelessness both services currently operate a similar approach and rely on the offer of upfront mediation through Llamau. It would be easy enough to combine this function for both authorities. Where a child in need assessment was required this should be carried out by a qualified social worker but there is nothing that requires that assessment to be carried out by a social worker employed by a specific authority.

Undertaking a statutory 202 review of any decision taken on homelessness could be easily combined and undertaken by one officer for both authorities.

There are economies of scale in providing a combined out of hours service and furniture storage service. Both of these functions are currently being delivered jointly as a first step to working together more closely.

There is also the opportunity to deliver together far more strategically relevant services for tackling homelessness provided by third sector bodies working in both authority areas. The Welsh Government is currently undertaking a fundamental review of its section 180 funding to

third sector homelessness organisations. This is likely to result in local authorities having 'more say' in commissioning third sector services. A combined service could ensure that only strategically relevant services were commissioned and that any service had to be provided across both authorities leading to greater cost efficiencies, as well as better and more relevant services.

Function 3: Providing Temporary Accommodation and accessing the Private Rented Sector.

Here there are obvious advantages of closer working and combining resources would be a fairly easy step to take. Both local authorities have a limited supply of emergency hostel accommodation, which is used mainly to meet any interim duty whilst a homeless application is being assessed. Both authorities use private sector leased units for households who are owed a full homeless duty. At the time of report drafting, Torfaen manage a suite of 76 properties, which are leased from private sector landlords with an aim to reduce the number of units to 50. Monmouthshire have contracted a Housing Association to manage its private sector leasing stock which used to be managed in-house. It would be possible to have a mixed approach with some PSL units managed in house and some managed by an external Housing Association Partner.

Both authorities also have an underdeveloped approach to accessing the PRS for preventing homelessness and rely largely on the same third sector organisation to deliver this function. There is little point providing these functions independently and by combining the resources this will cut duplication and help build a stronger team to deliver cost effective accommodation to meet any homeless duty and to deliver far more accommodation units in the private rented sector to 1) prevent homelessness and 2) from 2015 with new legislation provide both authorities with the option to end any homeless duty.

The aim would be to jointly commission temporary accommodation where it was required and to create an accommodation pool which is available to either authority. This would reduce the risk of having to use costly bed and breakfast placements. The clear objective would be to produce a temporary accommodation portfolio which was entirely self-funding. There would sensibly be one temporary accommodation budget and any net costs could be recharged depending on each authority's use of the stock.

On opening up the private rented sector a decision has already been taken to set up a joint team. This will produce a much needed resource for both authorities whilst working within existing budgets. Formally combining services will strengthen the new team. The aim would be to offer a standard package for landlords to encourage them to let through the new service. This will bring down costs and avoid a different package being offered to landlords, who may work across both areas, by each authority.

Function 4: Delivering Supporting People Services

There are similar models for assessing and delivering supporting people services in both authorities. People in need of support are assessed through a 'gateway' model and support is allocated through one of many support providers if a person's support needs are assessed as requiring help. There are some practical issues here to be considered. There is a clear commissioner/contractor split. It would be possible to deliver a joint gateway for assessing support needs but initially that support may have to be provided to Monmouthshire and Torfaen residents by the provider that had been commissioned to undertake that role by that authority. There is nothing that prevents supporting people services in the future from being jointly commissioned however.

Function 5: Practical Administration

There are a number of areas of administration where closer working would improve efficiency. These include:

- ✓ Combining forms, common processes and using standard letters and toolkits.
- ✓ Commissioning joint training
- ✓ The use of IT to support the service. Currently the IT system in Monmouthshire is not fit for purpose and a decision would be needed whether to retain the existing IT system for Torfaen or to commission a new joint system.
- ✓ Paying of invoices and general administration.

Appendix two

Outline Project Plan

key milestones and dates to be agreed at the meeting on Monday 18th November to include the number of phases which could be Phase 1 Homelessness, Prevention and temporary Accommodation; Phase 2 – The approach to the Housing Register; Phase 3 – whether to include other services.

Andy Gale

Homelessness and Housing Options Consultant

Final draft November 2013

Monmouthshire County Council

Financial Savings “Equality Challenge” 2013/2014

| Savings Proposal: Collaboration on Housing Services | | Responsible Officer: Ian Bakewell | |
|--|-----------------|--|-----------------|
| Proposal number: 2 | | | |
| Division: R & C | | Date 24th October 2013 | |
| Service area: Housing Services | | | |
| Protected characteristic | Negative impact | Neutral impact | Positive Impact |
| Age | | X | |
| Disability | | X | |
| Marriage + Civil Partnership | | X | |
| Pregnancy and maternity | | X | |
| Race | | X | |
| Religion or Belief | | X | |
| Sex (was Gender) | | X | |
| Sexual Orientation | | X | |

| | | | |
|----------------|--|---|--|
| Transgender | | X | |
| Welsh Language | | X | |

| | |
|--|--|
| Please give details of the negative Impact/s | |
| ➤ | |
| ➤ | |
| ➤ | |
| ➤ | |

The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement /consultation.

| |
|--|
| |
|--|

Signed Ian Bakewell

Dated 24/10/2013

Additional Information

The proposal will merge Torfaen and Monmouthshire Housing option teams and should not directly impact on the service to residents. This will involve reducing building costs and digitilisation of services. Face to Face services will still be available for those who choose, but particularly for those with literacy and sense impairments.

In the medium term, there is a proposal to merge both housing registers that will require a change to the policy. This policy change may affect protected characteristics as applicants will be competing against more people. Ian – can you expand further?