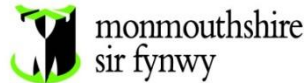


# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga

Dydd Mawrth, 6 Ebrill 2021

Dear Cyngorwyr,

## CABINET

Gofynnir i chi fynychu cyfarfod **Cabinet** a gynhelir yn **Steve Greenslade Room, County Hall, Usk** ar **Dydd Mercher, 14eg Ebrill, 2021**, am **2.00 pm**.

## AGENDA

1. Ymddiheuriadau am absenoldeb
2. Datganiadau o Fuddiant
3. I ystyried yr adroddiadau canlynol (copïau ynghlwm):

i. **ASESIAD RISG STRATEGOL AWDURDOD CYFAN**

1 - 32

Adran/Wardiau yr Effeithir Arnynt: Y cyfan

Diben: Rhoi trosolwg i'r Cabinet o'r risgiau strategol presennol sy'n wynebu'r awdurdod.

Ceisio cymeradwyaeth y Cyngor i'r asesiad risg strategol awdurdod cyntaf.

Awduron: Matthew Gatehouse, Pennaeth Polisi a Llywodraethiant  
Emma Davies, Swyddog Perfformiad  
Richard Jones, Rheolwr Perfformiad

Manylion Cyswllt: [matthewgatehouse@monmouthshire.gov.uk](mailto:matthewgatehouse@monmouthshire.gov.uk)

i. **YSGOLION 21AIN GANRIF – YMGYNGHORIAD STATUDOL I SEFYDLU YSGOL POB OED (4-19) YN Y FENNI**

33 - 92

Adran/Wardiau yr Effeithir Arnynt: Holl wardiau'r Fenni.

Diben: Diben yr adroddiad yw ceisio caniatâd Aelodau i ymgynghori gyda'r rhanddeiliaid am fwriad yr Awdurdod i sefydlu ysgol pob oed gyda darpariaeth arbenigol ar gyfer plant gydag anghenion niwroddatblygiadol a dysgu cymhleth yn y Fenni ar safle Ysgol Gyfun Brenin Harri VIII. Bydd Aelodau yn gwybod y bydd cytundeb i symud ymlaen gyda'r prosiect a'r cyllid cysylltiedig yn destun adroddiadau ar wahân yn y dyfodol. Mae'r adroddiad hwn i gytuno ar y llwybr trafniadaeth ysgolion fydd yn galluogi creu'r ysgol.

Awdur: Cath Saunders, Rheolwr Rhaglen Ysgolion 21ain Ganrif  
Manylion Cyswllt: [cathsaunders@monmouthshire.gov.uk](mailto:cathsaunders@monmouthshire.gov.uk)

i. **UWCHRADDIO CYFLEUSTERAU CANOLFANNAU HAMDDEN**

93 - 134

Adran/Wardiau yr Effeithir Arnynt: Y cyfan

Diben: Hysbysu Aelodau am y gofyniad i uwchraddio'r cynnig yng Nghanolfannau Hamdden y Fenni, Cil-y-coed a Chasgwent i sicrhau eu bod yn parhau'n addas i'r diben ac yn ddeniadol i gwsmeriaid.

Awdur: Ian Saunders, Prif Swyddog Gweithredu Monlife; Nick John, Rheolwr Gwasanaethau Hamdden MonLife; Marie Bartlett, Rheolwr Cyllid ac Adnoddau MonLife; Richard Simpkins, Rheolwr Datblygu Busnes a Masnachol MonLife

Manylion Cyswllt: [iansaunders@monmouthshire.gov.uk](mailto:iansaunders@monmouthshire.gov.uk)

i. **BUDDSODDIAD MEWN GWEITHGAREDDAU PRIFFYRDD AR GYFER RHWYDWAITH DRAENIAD CYNNAL A CHADW YN UNOL Â CHOD YMARFER 'SEILWAITH PRIFFYRDD A REOLIR YN DDA'**

135 -  
150

Adran/Wardiau yr Effeithir Arnynt: Y cyfan

Diben: Cyflwyno rhaglen cynnal a chadw yn unol â Chod Ymarfer 'Seilwaith priffyrdd a reolir yn dda'. Newid o ddibyniaeth ar ganllawiau penodol ac argymhellion yn y Codau blaenorol i ddull seiliedig ar risg a benderfynwyd gan y dadansoddiad priodol, data cadarn ac adolygiad parhaus. Cynlluniwyd y Cod i hyrwyddo mabwysiadu dull rheoli ased integredig at seilwaith priffyrdd yn seiliedig ar sefydlu lefelau lleol o wasanaeth drwy asesiad seiliedig ar risg. Fel gyda'r codau blaenorol, mae'r Cod yn cydnabod fod "ataliaeth bob amser yn well na iachau".

Buddsoddi mewn cynnal a chadw priffyrdd i sefydlu system 'canfod a thrwsio'. Gwrthdroi effaith gostyngiadau cyllideb a pwysau arbedion sydd wedi arwain at raglen cynnal a chadw ymatebol ac ar sail system angen.

Mae 6 ffordd i helpu cadw'r asedau daeniad yn llifo'n rhydd ac yn glir:

- Atal ysgyrion rhag gorchuddio'r mewnlfif a chyfyngu llif
- Atal ysgyrion rhag mynd i mewn i'r bibell a chyfyngu'r llif
- Atal ysgyrion rhag mynd i mewn i'r all-lif a chyfyngu'r llif
- Dynodi difrod i'r seilwaith yn gyflym
- Cynnal cwrs wyneb y ffordd i atal colli deunydd i'r draeniau
- Atal dŵr rhag rhedeg o dir cyfagos fydd yn lleidio'r system draeniad.

Mae'r cynnig yn ceisio cyllid ychwanegol i:

- Ysgubo ffyrdd addas i amodau lleol
- Gwagu gwlliau a phrofi fod pibelli ac all-lifau yn addas ar gyfer amodau lleol
- Atgyweirio seilwaith a ddifrodwyd lle na fedrid ei glirio
- Uwchraddio'r capasiti lle'n hyfyw

Awdur: Carl Touhig

Manylion Cyswllt: [carltouhig@monmouthshire.gov.uk](mailto:carltouhig@monmouthshire.gov.uk)

i. **GWEITHGOR CRONFA EGLWYSI CYMRU**

Adran/Wardiau yr Effeithiwyd Arnynt: Y cyfan

151 -  
162

Diben: Diben yr adroddiad hwn yw gwneud argymhellion i'r Cabinet ar y Rhestr Ceisiadau i gyfarfod Gweithgor Cronfa Eglwysi Cymru 6 a gynhaliwyd ar 11 Mawrth 2021.

Awdur: David Jarrett – Uwch Gyfrifydd – Cymorth Busnes Cyllid Canolog

Manylion Cyswllt: [davejarrett@monmouthshire.gov.uk](mailto:davejarrett@monmouthshire.gov.uk)

Yours sincerely,

**Paul Matthews**  
**Chief Executive**

**PORTFFOLIOS CABINET**

<b>Cynghorydd Sir</b>	<b>Maes Cyfrifoldeb</b>	<b>Gwaith Partneriaeth ac Allanol</b>	<b>Ward</b>
P.A. Fox (Arweinydd)	<b>Strategaeth a Chyfeiriad Awdurdod Cyfan</b> CCR Cyd Gabinet a Datblygu Rhanbarthol; Trosolwg Sefydliad; Gweithio Rhanbarthol; Cysylltiadau Llywodraeth; Bwrdd Gwasanaethau Cyhoeddus; WLGA	Cyngor WLGA WLGA Bwrdd Cydlynu Gwasanaethau Cyhoeddus	Porthysgewin
R.J.W. Greenland (Dirprwy Arweinydd)	<b>Menter</b> Cynllunio Defnydd Tir; Datblygu Economaidd; Twristiaeth; Rheoli Datblygu; Rheoli Adeiladu; Tai a Digartrefedd; Hamdden; Ieuencid; Addysg Oedolion; Addysg Awyr Agored; Hybiau Cymunedol; Gwasanaethau Diwylliannol	Cyngor WLGA Twristiaeth Rhanbarth y Brifddinas	Devauden
P. Jordan	<b>Llywodraethiant</b> Cefnogaeth y Cyngor a Phenderfyniadau Gweithrediaeth; Craffu; Safonau Pwyllgor Rheoleiddiol; Llywodraethiant Cymunedol; Cefnogaeth Aelodaeth; Etholiadau; Hyrwyddo Democratiaeth ac Ymgysylltu: Y Gyfraith; Moeseg a Safonau; Perfformiad Awdurdod Cyfan; Cynllunio a Gwerthuso Gwasanaeth Awdurdod Cyfan; Cydlynu Corff Rheoleiddiol		Cantref
R. John	<b>Plant a Phobl Ifanc</b> Safonau Ysgolion; Gwella Ysgolion; Llywodraethiant Ysgolion; Trosolwg EAS; Blynyddoedd Cynnar; Anghenion Dysgu Ychwanegol; Cynhwysiant; Cwricwlwm Estynedig; Derbyniadau; Dalgylchoedd; Cynnig Ôl-16; Cydlynu gyda Choleg Gwent.	Cyd Grŵp Addysg (EAS) CBAC	Llanfihangel Troddi
P. Jones	<b>Gofal Cymdeithasol, Diogelu ac Iechyd</b> Plant; Oedolion; Maethu a Mabwysiadu; Gwasanaeth Troseddau Ieuencid; Cefnogi Pobl; Diogelu Awdurdod Cyfan (Plant ac Oedolion); Anableddau; Iechyd Meddwl; Iechyd Cyhoeddus; Cydlynu Iechyd.		Rhaglan
P. Murphy	<b>Adnoddau</b> Cyllid; Technoleg Gwybodaeth (SRS); Adnoddau Dynol; Hyfforddiant; Iechyd a Diogelwch; Cynllunio Argyfwng; Caffaeliad; Archwilio; Tir ac Adeiladau (yn cynnwys Stadau, Mynwentydd, Rhandiroedd, Ffermydd); Cynnal a Chadw Eiddo; Swyddfa Ddigidol; Swyddfa Fasnachol	Consortium Prynu Prosiect Gwyrdd Cymru	Caerwent



S.B. Jones	<b>Gweithrediadau Sir</b> Cynnal a Chadw Priffyrdd, Rheoli Trafnidiaeth, Traffig a Rhwydwaith, Rheolaeth Stad; Gwastraff yn cynnwys Ailgylchu; Cyfleusterau Cyhoeddus; Meysydd Parcio; Parciau a Gofodau Agored; Glanhau; Cefn Gwlad; Tirluniau a Bioamrywiaeth; Risg Llifogydd.	SEWTA Prosiect Gwyrdd	Goetre Fawr
S. Jones	<b>Cyfiawnder Cymdeithasol a Datblygu Cymunedol</b> Ymgysylltu â'r Gymuned; Amddifadedd ar Arwahanrwydd; Diogelwch y Gymuned; Cydlyniaeth Gymdeithasol; Tlodi; Cydraddoldeb; Amrywiaeth; Y Gymraeg; Cysylltiadau Cyhoeddus; Safonau Masnach; Iechyd yr Amgylchedd; Trwyddedu; Cyfathrebu		Llanofar

# Nodau a Gwerthoedd Cyngor Sir Fynwy

## Ein diben

Adeiladu Cymunedau Cynaliadwy a Chydnerth

### Amcanion y gweithiwn tuag atynt

- Rhoi'r dechrau gorau posibl mewn bywyd i bobl
- Sir lewyrchus a chysylltiedig
- Cynyddu i'r eithaf botensial yr amgylchedd naturiol ac adeiledig
- Llesiant gydol oes
- Cyngor gyda ffocws ar y dyfodol

## Ein Gwerthoedd

**Bod yn agored.** Rydym yn agored ac yn onest. Mae pobl yn cael cyfle i gymryd rhan mewn penderfyniadau sy'n effeithio arnynt, dweud beth sy'n bwysig iddynt a gwneud pethau drostynt eu hunain/eu cymunedau. Os na allwn wneud rhywbeth i helpu, byddwn yn dweud hynny; os bydd yn cymryd peth amser i gael yr ateb, byddwn yn esbonio pam; os na allwn ateb yn syth, byddwn yn ceisio eich cysylltu gyda'r bobl a all helpu - mae adeiladu ymddiriedaeth ac ymgysylltu yn sylfaen allweddol.

**Tegwch.** Darparwn gyfleoedd teg, i helpu pobl a chymunedau i ffynnu. Os nad yw rhywbeth yn ymddangos yn deg, byddwn yn gwrando ac yn esbonio pam. Byddwn bob amser yn ceisio trin pawb yn deg ac yn gyson. Ni allwn wneud pawb yn hapus bob amser, ond byddwn yn ymrwmo i wrando ac esbonio pam y gwnaethom weithredu fel y gwnaethom.

**Hyblygrwydd.** Byddwn yn parhau i newid a bod yn hyblyg i alluogi cyflwyno'r gwasanaethau mwyaf effeithlon ac effeithiol. Mae hyn yn golygu ymrwymiad gwirioneddol i weithio gyda phawb i groesawu ffyrdd newydd o weithio.

**Gwaith Tîm.** Byddwn yn gweithio gyda chi a'n partneriaid i gefnogi ac ysbrydoli pawb i gymryd rhan fel y gallwn gyflawni pethau gwych gyda'n gilydd. Nid ydym yn gweld ein hunain fel 'trefnwyr' neu ddatrysyr problemau, ond gwnawn y gorau o syniadau, asedau ac adnoddau sydd ar gael i wneud yn siŵr ein bod yn gwneud y pethau sy'n cael yr effaith mwyaf cadarnhaol ar ein pobl a lleoedd.

**SUBJECT: WHOLE AUTHORITY STRATEGIC RISK ASSESSMENT**

**MEETING: Cabinet**

**DATE: 14<sup>th</sup> April 2021**

**DIVISION/WARDS AFFECTED: ALL**

## **1. PURPOSE:**

- 1.1 To provide Cabinet with an overview of the current strategic risks facing the authority.
- 1.2 To seek Cabinet approval of the whole authority strategic risk assessment.

## **2. RECOMMENDATIONS:**

- 2.1 That Cabinet members approve the strategic risk assessment shown at appendix 2 as a realistic and evidenced appraisal of the strategic risks facing the authority over the next three years.

## **3. KEY ISSUES:**

- 3.1 The strategic risk assessment ensures that:
  - Strategic risks are identified and monitored by the authority
  - Risk controls are appropriate and proportionate
  - Senior managers and elected members systematically review the strategic risks facing the authority
- 3.2 The strategic risk assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy; a summary is provided in appendix 3. The risk assessment has continued to be updated with the council's ongoing activity during the Coronavirus pandemic. Through the pandemic, the council continues to operate in a dynamic environment. Controls are in place to manage and mitigate, as far as possible, a variety of risks to service delivery and to the well-being of our staff and residents, of which the strategic risk assessment is one important mechanism.
- 3.3 Due to its purpose, the strategic risk assessment is a detailed document; appendix 1 provides Cabinet with an overview of the strategic risks on the register. Appendix 2 provides the full strategic risk assessment. There have been a number of amendments to ensure it accurately manages the current strategic risks facing the Council, including the removal of two risks. Where a risk has been removed and there remains a level of risk, these risks will continue to be monitored and action undertaken through the relevant service plan.
- 3.4 Updates have been made, where required, to the existing risks, including to the reason why the risk has been identified, the assessed risk level, mitigating actions being undertaken and the progress on these. Some of the more significant recent changes are:
  - Updates on financial risks, in relation to the budget for 2021/22, the MTFP, funding associated with the pandemic, and the potential impact on services into the future
  - Updates on the risk to service delivery and safeguarding arrangements for vulnerable children and adults during the pandemic
  - The latest on education related risks in light of changes and risks associated with the pandemic
  - Updated assessment of risk as a result of the United Kingdom leaving the European Union
  - The latest updates on the risks and mitigations related to COVID-19, which forms part of many risks, in line with changing government guidelines, legislation, local circumstances and evidence-bases
  - Removal of the risk of declining recycling rates affecting our ability to achieve the Welsh Government target of 70% recycling rates throughout Wales. This risk still needs to be managed at a service level.
  - Removal of the risk that the authority cannot deliver its services due to potential internal/external factors resulting in service disruption due to lack of Business Continuity planning

- 3.5 The risk assessment only covers high and medium level strategic risks. Lower level, or operational risks, are not registered unless they are projected to escalate within the three years covered. These are managed and monitored through other arrangements, including through team service plans. The strategic risk assessment should continue to focus on medium term risks to service delivery.
- 3.6 The strategic risk assessment was presented to Audit Committee in March 2021 to fulfil its role in providing assurance of the adequacy of the Council's risk management framework.
- 3.7 The risk assessment is a live document; it will evolve as new information comes to light, and will continue to be subject to continuous review as part of the authority's performance management framework. The Council continues to operate in an uncertain and fast changing environment; the strategic risk register will regularly evolve and adapt to identify, assess, manage and mitigate, as far as possible, a variety of risks to council service delivery and the well-being of our staff and residents. The up-to-date register is accessible on the Council's intranet so members are able to utilise it at any point in the year to re-prioritise their work plan as appropriate.
- 3.8 In line with the Well-being of Future Generations Act, identification and mitigation of longer-term risks that impact on future generations at community level, but will have a lesser impact on the medium term delivery of council services, is an area for continued development. Through working with the Public Service Board, we are developing our understanding of future risks and opportunities, and how we respond to them in Monmouthshire. This will inform the strategic risk register as relevant.
- 3.9 Cabinet has continued to clearly set its purpose and strategic aims for the Council, which guides its work through the coronavirus pandemic as the situation continues to evolve. The current aims set in the Council's 'Winter Strategy', also referred to as the 'plan on a page', focus on further activity that is being undertaken to manage and mitigate, as far as possible, related risks.

#### **4 EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 The purpose of the whole authority strategic risk assessment is to identify and assess risks robustly, and to ensure risk controls are put in place that are appropriate and proportionate. Any specific mitigating actions that have policy implications would need to be subject to a separate decision and a full impact assessment completed at that time.
- 4.2 The risk assessment specifically references risks around safeguarding and corporate parenting, and how they are being mitigated. It also includes activity to mitigate risks relevant to Social Justice and Future Generations.

#### **5 OPTIONS APPRAISAL**

- 5.1 The strategic risk assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy. Risks that are identified as needing to be managed through the strategic risk register are included. The Council continues to operate in an uncertain and fast changing environment; the strategic risk register will regularly evolve and adapt to identify, assess, manage and mitigate, as far as possible, a variety of risks to council service delivery and the well-being of our staff and residents. The structure of the risk register has been developed based on information specified in the policy as needing to be included.

#### **6 EVALUATION CRITERIA**

- 6.1 The strategic risk management policy sets the criteria that needs to be considered when identifying and mitigating strategic risks. Actions in the risk register set timescales and responsibility holders for delivery. The risk assessment is subject to continuous review, as part of the authority's performance management framework. An up-to-date risk register is accessible to members on the Council's intranet – The Hub.
- 6.2 The risk management policy and guidance defines at least annual reporting of the risk assessment to Audit Committee and Cabinet. The risk assessment is also available for members and select committees to use at any point in the year to inform their work plan as appropriate.

## **7 REASONS:**

- 7.1 To ensure that 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.
- 7.2 An articulate and documented strategic risk management approach is implemented to support the council to:
- preserve and protect the Council's assets, reputation and staff
  - promote corporate governance and aid good management in controlling and managing risks
  - support successful delivery of strategic aims and well-being objectives
  - improve business performance and better anticipate calculated risks where these are likely in delivering improvements
  - avoid unnecessary liabilities, costs and failures

## **8 RESOURCE IMPLICATIONS:**

- 8.1 Resource implications are associated with some risks, and in implementing actions to manage them. There are no additional resource implications as a result of implementing the strategic risk management process.

## **9 CONSULTEES:**

- 9.1 Input and evidence has been sought throughout the process and has been used to inform the development of the risk assessment.

## **10 BACKGROUND PAPERS:**

Monmouthshire's Strategic Risk Management Policy and Guidance

## **11 AUTHORS:**

Matthew Gatehouse, Head of Policy and Governance  
Emma Davies, Performance Officer  
Richard Jones, Performance Manager

## **12 CONTACT DETAILS:**

Tel: (01633) 644397

e-mail: [matthewgatehouse@monmouthshire.gov.uk](mailto:matthewgatehouse@monmouthshire.gov.uk)

**Appendix 1: Monmouthshire County Council Whole Authority Strategic Risk Assessment: Summary – March 2021**

Ref	Potential Risk	Risk Level – Pre mitigation	Risk Level – Post mitigation
1	<a href="#">The authority does not remain relevant and viable for future generations due to not having a sustainable delivery model</a>	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium
2	<a href="#">Without appropriate and effective governance infrastructure, the Council may not deliver its objectives</a>	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium	2021/22 – Low 2022/23 – Low 2023/24 – Low
3	<a href="#">The Council and partners do not make sufficient progress in delivering through new regional and collaborative structures</a>	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium	2021/22 – Medium 2022/23 – Low 2023/24 – Low
4a	<a href="#">Some services may become financially unsustainable in the short to medium term due to increasing demand and continuing financial pressures</a>	2021/22 – High 2022/23 – High 2023/24 – High	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium
4b	<a href="#">The authority is unable to deliver its political priorities or maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability</a>	2021/22 – High 2022/23 – High 2023/24 – High	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium
5	<a href="#">Reduced staff well-being due to a range of factors will impact on the delivery of council services</a>	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium	2021/22 – Medium 2022/23 – Low 2023/24 – Low
6	<a href="#">Significant harm to vulnerable children or adults due to a failure of safeguarding arrangements or factors outside the Council’s control</a>	2021/22 – High 2022/23 – Medium 2023/24 – Medium	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium
7	<a href="#">The robust delivery of the Council’s corporate parenting responsibility and services related to vulnerable children as a result of an increase in demand and complexity in cases</a>	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium
8	<a href="#">The robust delivery of the Council’s care responsibilities and services related to vulnerable adults as a result of an increase in demand, complexity in cases, and additional risks through coronavirus affecting some of our most vulnerable residents</a>	2021/22 – High 2022/23 – High 2023/24 – High	2021/22 – High 2022/23 – Medium 2023/24 – Medium
9	<a href="#">Failing to meet the needs of learners, including-vulnerable learners, and failing to promote pupil well-being within Monmouthshire’s schools, which may result in children and young people not achieving their full potential. Failing to adapt to changes in the new curriculum and examination requirements</a>	2021/22 – High 2022/23 – Medium 2023/24 – Medium	2021/22 – High 2022/23 – Medium 2023/24 – Medium
10	<a href="#">Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services</a>	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium
11a	<a href="#">Delays to the adoption and implementation of the Replacement Local Development Plan, due to the impact of the pandemic, environmental considerations (i.e. phosphates) and other external influences, could result in a lack of appropriate infrastructure (including affordable housing) to meet the future needs of the county</a>	2021/22 – High 2022/23 – High 2023/24 – High	2021/22 – High 2022/23 – High 2023/24 – High
11b	<a href="#">Insufficient broadband infrastructure and a lack of digital skills in the county have the potential to lead to social and economic disadvantages</a>	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium	2021/22 – Medium 2022/23 – Low 2023/24 – Low
12	<a href="#">Political, legislative and financial uncertainty for council services and local businesses as a result of the UK leaving the European Union</a>	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium
13	<a href="#">The scale and complexity of the challenge could result in the authority failing to deliver on its policy commitment to reduce carbon emissions resulting in social, economic and environmental harm to current and future Monmouthshire residents and businesses</a>	2021/22 – High 2022/23 – High 2023/24 – High	2021/22 – High 2022/23 – High 2023/24 – High
14	<a href="#">The spread of Coronavirus (COVID-19), and the emergence of variants of concern, will impact on staff and residents’ health and cause delays or reductions in the Council’s service delivery</a>	2021/22 – High 2022/23 – High 2023/24 – High	2021/22 – High 2022/23 – Medium 2023/24 – Medium
15	<a href="#">The coronavirus pandemic will have a considerable economic impact resulting in business closures and job losses</a>	2021/22 – High 2022/23 – High 2023/24 – High	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium
16	<a href="#">The coronavirus pandemic could have a disproportionately negative impact on the well-being of some sections of our communities, resulting in increased poverty and inequality</a>	2021/22 – High 2022/23 – High 2023/24 – High	2021/22 – Medium 2022/23 – Medium 2023/24 – Medium

**Appendix 2: Monmouthshire County Council Whole Authority Strategic Risk Assessment – March 2021**

<b>Ref &amp; Status</b>	<b>1</b>	<b>Risk</b>	Potential Risk that: The authority does not remain relevant and viable for future generations due to not having a sustainable delivery model				
<b>Risk Owner and cabinet Member responsible</b>		Paul Matthews & Cllr Peter Fox	<b>Select Committee</b>	All	<b>Strategic objective</b>	All	
<b>Reason why Identified</b>							
The introduction of the Well-being of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe.							
The Corporate plan sets out a clear purpose and aims for an ambitious five-year programme, with many areas focused on the longer-term future of the county and which addresses many complex challenges. The council's key delivery strategies to enable this have been revised. We have lessened our focus on some of the priorities in the Corporate Plan to re-direct capacity towards our Coronavirus emergency response effort. To provide clarity and ensure accountability through this time, Cabinet have continued to set a revised purpose and set of strategic aims.							
The Coronavirus pandemic is likely to impact on economic, social, environmental and cultural well-being of the County. There is a need to continue to understand the impact and adapt/develop plans accordingly.							
Since the start of 2020, the Council has faced significant and unprecedented challenges from flooding, and the COVID-19 pandemic and resulting lockdown restrictions. Each of these draws significantly on the Council's resources, both in terms of capacity and finances, and places an unprecedented strain on the Council. The long-term financial costs of dealing with the pandemic will place a financial strain on public finances for many years, which is likely to result in significant pressures on public finances in the medium to long-term							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Possible	Major	Medium	2021/22	Possible	Major	Medium
2022/23	Possible	Major	Medium	2022/23	Possible	Major	Medium
2023/24	Possible	Major	Medium	2023/24	Possible	Major	Medium
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>		<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>			
Continue to monitor progress with delivery of the Corporate Plan and keep under review in consideration of the impact and learning of the coronavirus pandemic on the Council and county.		Senior Leadership Team	Ongoing	The Corporate Plan Annual Report was published in October 2020.			
Review the aspirations in the Corporate Plan as we face up to a new financial reality and the response needed to changing issues of well-being in the county.				To provide clarity and ensure accountability through our response to the coronavirus pandemic, a set of strategic aims were set by Cabinet in May 2020. These were updated in July, and again in November. We have lessened our focus on some of the priorities in the Corporate Plan to re-direct capacity towards dealing with COVID-19.			
				The current strategic aims contained within the 'Winter Strategy' set out the Council's priorities until March 2021. After this, the aims will be reviewed based on the latest circumstances, evidence and guidance to set the direction for Council services through the next phase.			
Strengthen medium to long term strategic financial planning as part of the Medium Term Financial Plan and adapt to reflect the impact of the coronavirus pandemic on public finances.		Chief Officer Resources	March 2021	The Council's medium term financial planning has been severely disrupted by the impact of the Coronavirus pandemic on the Council's finances.			
				Following public consultation and scrutiny, the final budget proposals for the 2021/22 budget were presented to Cabinet In March 2021.			
				Welsh Government has provided a significant level of funding through its COVID Hardship Fund to meet additional costs and income losses as a result of the pandemic. It is hoped, and the budget assumption remains, that Welsh Government continues its funding of COVID pressures, in the form of increased costs and income losses through 2021/22. A recent Welsh Government announcement regarding the continuation of the COVID Hardship Fund for the first six months of 2021/22 provides additional comfort that the most significant impacts of COVID on the Council's finances will be mitigated.			
				The medium term prognosis is still of concern; there are no indicative settlement figures published, which significantly impedes and impacts on forward planning of budgets over the medium term. There is still a need to think differently about the even greater challenges of the medium term; this work and associated engagement will continue. Ongoing financial challenges remain dynamic; further work will be undertaken to develop the MTFP, which will include an ongoing assessment of pressures, risks and modelling assumptions.			
Apply and update learning from work on future trends and plan for how they might impact at a local level in Monmouthshire, and explore relationships with partners who can assist in the delivery of the council's objectives.		Head of Policy and Governance	Ongoing	The learning from work on future trends undertaken with the Public Service Board will need to continue to be applied in strategic planning and evidence continue to be updated to ensure trends that could impact on the local level are considered.			
				Working with the Public Service Board, we are continuing to develop our understanding of future risks and opportunities and how we respond to them in Monmouthshire.			



Implement and track progress of the revised key delivery strategies: Digital Strategy, People Strategy and Asset Management Strategy.	Chief Officer Resources	Timescales as per strategies	The council's key delivery strategies to enable the delivery of the Corporate Plan have been revised. The revised strategies continue to be implemented and activity has been embedded in the relevant service business plans.
Revise strategies where necessary based on learning and impact from the Coronavirus response			Some activity will be impacted by the coronavirus pandemic and activity in the strategies will need to be reconsidered in light of the Coronavirus response

<b>Ref &amp; Status</b>	<b>2</b>	<b>Risk</b>	Potential Risk that: Without appropriate and effective governance infrastructure, the Council may not deliver its objectives			
<b>Risk Owner and cabinet Member responsible</b>		Matthew Gatehouse and Matthew Phillips & Cllr Paul Jordan	<b>Select Committee</b>	Audit Committee	<b>Strategic objective</b>	All

**Reason why Identified**

Good governance is a fundamental part of local authority working; arrangements are multifaceted and need to be subject to continuing review to ensure they are effective. The Well-being of Future Generations Act sets longer-term goals we need to work towards, and the ways of working we need to adopt. To implement this will require changes to the way we work.

New joint arrangements require robust governance arrangements to be established.

We recognise the important and valuable contribution made by volunteers in enhancing service delivery. There is a need to continue to formalise arrangements for the role of volunteers in service delivery and set out the terms governing their engagement and ongoing relationship with the Council. There has been a significant volunteer response to Covid-19 pandemic; work will be required to continue to support an increased volunteer network and ensure longer term arrangements are in place.

The Local Government and Elections (Wales) Act was passed in November 2020. The Act includes provision related to democracy, regional working, structures, governance and performance.

The Local Authorities (Coronavirus) (Meetings) (Wales) Regulations 2020 came into force in April 2020 in response to the impact of the pandemic, the limitations of lockdown and existing legal requirements applicable to local authorities. They aim to overcome those limitations to allow democratic processes and decision making to continue.

During the pandemic, there have been significant changes to the way in which the Council operates. Governance mechanisms have been developed and established digitally; these need to continually reviewed to identify ways of working that have improved efficiency, and to identify where these can be developed going forward.

The latest Audit Wales Annual Audit Summary 2020 includes, 'The Auditor General certified that the Council has met its legal duties for improvement planning and reporting, and believes that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 during 2020-21.' There remains proposals for improvement from Audit Wales relating to the Councils' governance and scrutiny arrangements that are still being addressed.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Possible	Substantial	Medium	2021/22	Unlikely	Substantial	Low
2022/23	Possible	Substantial	Medium	2022/23	Unlikely	Substantial	Low
2023/24	Possible	Substantial	Medium	2023/24	Unlikely	Substantial	Low

Mitigating Actions			
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Update the Councils' constitution to ensure it reflects recent changes in legislation and governance.	Monitoring Officer	March 2021	A thorough review of the constitution has been undertaken to ensure it reflects the latest legislation and council's governance structures. This was discussed at Democratic Services Committee in January, and is due to be presented to Council in March 2021 for debate and decision.
Prepare for the implementation of the Local Government & Elections (Wales) Bill  Work with relevant committees to respond to areas in the Bill which require changes to MCC processes	Head of Policy and Governance,	March 2021	Work is underway to prepare for and implement the requirements of the Bill and to respond to consultations on various aspects of it, including the Welsh Government Corporate Joint Committee Regulations and draft performance and governance guidance.  The potential financial cost of changes to the council chamber to reflect the impact of boundary changes and updates to equipment to sustain live streaming have been recognised in the capital budget.
Manage our actions in response to any Estyn, CIW and Audit Wales recommendations via existing mechanisms	Senior Leadership Team	Timetable as per action plans	The Council has arrangements in place to respond to regulatory reports and where necessary, these are reported to the relevant committees.
Deliver the implementation plan for the volunteering policy in all service/business areas and continued implementation of the Volunteer toolkit.  Continue to assess the volunteer response during the Covid-19 pandemic and identify learning that should be adopted and developed to support volunteers	HR Manager & Communities and Partnership Development Team	Timescale as implementation plan	Monmouthshire, A County That Serves (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county. A volunteering toolkit and network are in place and Leading Volunteering training is delivered to staff that support volunteers. A Volunteer Kinetic digital management system is in place, containing live volunteer safe recruitment information and activity, which is reported on a quarterly basis. Service area champions have also been introduced to ensure that all current and new volunteers are recruited through the appropriate channels.



			At the start of the pandemic, volunteer activity was suspended to assist community groups that mobilised in response to the pandemic with safeguarding arrangements. The Community Support Structure was established to assist people needing support being coordinated with the offers of support. The council ensured that community groups and volunteers were provided with the correct advice and support to ensure they were safe and appropriate. This included using the council's infrastructure to provide a safe recruitment function for voluntary groups, which has now been passed to Bridges and GAVO to ensure sustainability. Safeguarding training has also been delivered to volunteers through the Be. Community Leadership Programme.
Adapt arrangements to apply Local Authorities (Coronavirus) (Meetings) (Wales) Regulations 2020	Head of Law/ Monitoring Officer, Head of Policy and Governance	April 2021	Arrangements have been adapted to apply regulations, which run until April 2021. Work continues to review the learning from the new arrangements. Some changes will remain or be built on where they are working well.
Ensure robust application of pre-decision scrutiny to minimise the risk of legal challenge on decisions made by the authority.	Head of Law/ Monitoring Officer, Head of Policy and Governance	June 2021	Local and national developments continue to be monitored, and work is ongoing to develop closer adherence to, and monitoring of, Equality Impact Assessments and Future Generations evaluations.

<b>Ref &amp; Status</b>	<b>3</b>	<b>Risk</b>	Potential Risk that: The Council and partners do not make sufficient progress in delivering through new regional and collaborative structures				
<b>Risk Owner and cabinet Member responsible</b>		Matthew Gatehouse, Cllr Peter Fox & Cllr Paul Jordan	<b>Select Committee</b>	Audit Committee Public Services Select Committee	<b>Strategic objective</b>	All	
<b>Reason why Identified</b>							
<p>The Future Generations Act puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area. The Monmouthshire PSB well-being plan has been established; the activity that will contribute to the delivery of the plan has been allocated to lead organisations. Progress is overseen by Programme Board and scrutinised by the Public Services Select Committee. Planning has commenced for moving to a regional Gwent PSB. There are associated risks, including a loss of local accountability and reduced focus on projects, which are Monmouthshire specific that need to be mitigated.</p> <p>The Coronavirus pandemic is likely to impact on economic, social, environmental and cultural well-being of the County. There is a need to continue to work with partners to understand the impact and adapt/develop partnership working accordingly.</p> <p>The Council is already part of regional and partnership-working arrangements in a variety of services; some of these require further development, for example, joint scrutiny of the Cardiff Capital Region is in its infancy. New Corporate Joint Committees arrangements are being implemented as part of the Local Government &amp; Elections (Wales) Bill.</p>							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Possible	Substantial	Medium	2021/22	Possible	Substantial	Medium
2022/23	Possible	Substantial	Medium	2022/23	Unlikely	Substantial	Low
2023/24	Possible	Substantial	Medium	2023/24	Unlikely	Substantial	Low
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>		<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>			
To deliver the Public Service Board Well-being Plan, implement a delivery framework and ensure scrutiny via the Public Services Select Committee.  Work with partners to understand the impact of the coronavirus pandemic and adapt/develop partnership working accordingly.		Head of Policy & Governance and Community & Partnership Development Manager	April 2021	<p>The Public Service Board has published its annual report for 2019/20, outlining the progress made so far to deliver the objectives set out in the well-being plan. The PSB is reviewing the steps it is prioritising in its well-being plan to take account of progress and evidence on well-being in the county. Supported by the Council's Community and Partnership team, the PSB is developing a detailed action plan and performance management arrangements that capture the activity to deliver each step and link to the activity of the wider partnership groups that support delivery.</p> <p>A change in title and terms of reference has been agreed for the Public Service Board Select Committee. The newly entitled Public Services Select Committee will allow for wider scrutiny of public service provision and, where powers allow, will provide greater accountability of services delivered in collaboration or by external partners, including arrangements delivered through Corporate Joint Committees.</p> <p>The Council is working with partner organisations as part of the Gwent COVID-19 Recovery Co-ordinating Group (RCG) to take a strategic overview of, and give direction to, recovery work in line with agreed priorities and timescales. The council also continues to work with partners to understand the impact of the pandemic and adapt/develop existing partnership working accordingly.</p>			
To develop arrangements for moving to a Gwent-wide Public Service Board.		Head of Policy & Governance	September 2021	Leaders of public services in Gwent have agreed to commence the planning for moving to a regional Gwent PSB. Options and arrangements to implement this are being developed. A regional approach offers opportunities to strengthen collaboration while generating economies of scale. It will offer opportunities to align the focus of work to improve well-being in the region, reduce duplication of activity, align strategic priorities and enable much closer collaboration over assessment and planning processes.			

			There are associated risks, including a loss of local accountability and a lessened reduced focus on projects that are Monmouthshire specific. To mitigate, this a review and refresh of local partnerships arrangements is being developed.
Work with Welsh Government and the Cardiff Capital Region on the transition arrangements for services that will form part of the Corporate Joint Committee.	Head of Policy and Governance	December 2021	In December 2020, Council agreed a response to be submitted to the Welsh Government Corporate Joint Committee Regulations consultation.  An officer group has been formed to ensure transition arrangements are in place for services that will form part of the CJC and those that will be operated concurrently in line with the Establishment Regulations.

<b>Ref &amp; Status</b>	<b>4a</b>	<b>Risk</b>	Potential Risk that: Some services may become financially unsustainable in the short to medium term due to increasing demand and continuing financial pressures			
<b>Risk Owner and cabinet Member responsible</b>	Peter Davies and Cllr Phil Murphy	<b>Select Committee</b>	All	<b>Strategic objective</b>	All	

**Reason why Identified**

After several years of taking significant resource out of the budget, the means of achieving further savings is increasingly more challenging. The Council is due to receive a 3.9% increase in its core funding from Welsh Government in 2021/22, marginally above of the 3.8% average for Wales. This goes some way to giving some additional flexibility to respond to the pressure on Council finances, however the Council's funding remains the lowest per head of population of any council in Wales. Pressures on the budget remain and continue to increase in terms of demographic growth, demand on services and expectations, and pay and pension increases. Specific areas with pressures include additional learning needs, social care generally and children's services specifically, passenger transport, waste, car parking and Monlife activities.

The Council finalised its draft accounts for 19/20 with useable capital receipts of only £3.2m, a Council Fund balance of £8.5m and useable earmarked reserves of £6.4m (of which there is planned use that will reduce earmarked reserves to £5.4m at the end of 2020/21). Budget assumptions modelled in October 2020 indicated a gap of £5.3 million in 2021/22, culminating in a need to deliver a mixture of cost efficiencies and savings totalling £22.5m in aggregate by the end of the 4-year MTFP period. The modelling assumptions around the medium term financial plan are to be reviewed further to enable a range of scenarios to be considered, given the uncertainties with indicative funding levels over the medium term from UK and Welsh Government.

Along with the rest of the organisation, schools were facing a challenging financial settlement. 17 schools had started 2020/21 financial year in deficit. The situation has improved significantly as a result of additional and late grant awards from Welsh Government. Schools will now need to look to focus on restoring delivery of education to pupils and the investment that comes with this, with an equal focus on putting themselves back on a sustainable financial footing.

Over the past year, the Council has faced significant and unprecedented challenges, notably the flood response and recovery in February 2020, and the COVID-19 pandemic and lockdown restrictions implemented since March 2020, with uncertainty continuing. These have accentuated the financial challenge facing the council and financial forecasts are being prepared on assumptions that are uncertain. However, the Council has benefitted from late grant awards and full funding of its COVID pressures and income losses from the COVID Hardship Fund, such that the Council is, at the very least, in a slightly improved position to face the challenges and funding uncertainties over the medium term.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	Major	High	2021/22	Possible	Major	Medium
2022/23	Likely	Major	High	2022/23	Possible	Major	Medium
2023/24	Likely	Major	High	2023/24	Possible	Major	Medium

**Mitigating Actions**

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures.	Chief Officer Resources	March 2021	<p>The net revenue forecast non-COVID surplus at month 9 for 2020/21 is £142k, this represents an improvement of £660k since month 7. This has largely resulted from the action taken during the financial year in curtailing non-essential expenditure and through cost reductions recognising the significant and continued financial pressure on the Authority as a result of the pandemic.</p> <p>The total net revenue forecast outturn for 2020/21 at month 9 exhibited a COVID related over spend of £5.28m (presented on a prudent worst case scenario basis). Welsh Government COVID-19 support funding is expected to cover this, with levels of confidence having increased significantly given Welsh Government commitments throughout the year.</p> <p>The immediate focus for the Council whilst it awaits confirmation of full compensating funding from Welsh Government is to manage the significant in year service pressures it is facing, notably within the areas of Waste, Passenger Transport, Additional Learning Needs and Children's Services. To date, this has been managed through cost reduction and in taking immediate steps to curtail non-essential expenditure alongside approving the capitalisation of an additional £675k of identified eligible expenditure to be funded from capital receipts under the flexible use of capital receipts directive.</p> <p>The Council has benefitted from late grant awards, such that the Council is, at the very least, in a slightly improved position to face the challenges and funding uncertainties over the medium term.</p>

			The in-year over spend, whilst being managed via a recovery plan, sees significant service pressures carried through into 21/22. The challenges of significantly reduced resources over several years, and the pandemic response, makes the budget challenge even more acute. The draft proposals in total bring forward savings of £3.682m.
Produce a proposed set of budget proposals for 2021/22	Chief Officer Resources	March 2021	<p>Cabinet received a report on the MTFP and budget process at their meeting of 21st October 2020. The assumptions and modelling at that time led to a gap of £5.29 million in 2021/22 rising to a gap of £22.52 million over the medium term. Despite the above average provisional settlement from Welsh Government, this only enables some of the pressures needing to be accommodated in the budget proposals to be offset. Furthermore, a significant question mark still arises over the pressures that will arise for pay awards.</p> <p>Following consideration and approval by Cabinet in January 2021, budget proposals were consulted upon, which looked to accommodate £10.07m of pressures by way of savings proposals of £3.682m and a one-off contribution from the Council's general reserves of £748k. Work continued to review and revise existing and new savings and pressures in the light of further engagement and scrutiny. The revised savings and pressures proposal as part of 2021/22 budget were approved by cabinet in March 2021. The consequence of the adjustments results in the originally proposed one-off contribution from general reserves of £748,000 now no longer being required.</p> <p>The final budget proposals for the 2021/22 budget were presented to Cabinet and the budget approved by Council in March 2021.</p> <p>A recent Welsh Government announcement regarding the continuation of the COVID Hardship Fund for the first six months of 2021/22 provide additional comfort that the most significant impacts of COVID on the Council's finances will be mitigated. The budget assumption for next year remains that Welsh Government will fund such COVID pressures. Clearly, any resultant shortfall will be identified through in year budget monitoring with budget recovery action being taken as required.</p>
Implement the process for reclaiming coronavirus costs via agreed avenues, and identify alternative grant funding offers available via Welsh Government.	Chief Officer Resources	Ongoing	<p>Forecasts and information to reclaim costs continue to be provided both on a monthly and ad hoc basis as required to Welsh government.</p> <p>There is now greater certainty regarding the amount of compensatory Welsh Government funding available as a result of the pandemic. The Council continues to monitor and receive updates from Welsh Government and is engaged in ongoing discussions with WLGA and WG on the sufficiency of funding to meet COVID related pressures on local authorities in the current financial year.</p> <p>Following the final Welsh Government settlement for 2021/22, there were a number of significant grants where the Authority remained unclear as to the amount to be received and resultant terms and conditions attached. Further clarity is starting to be provided and the associated risk of any further funding shortfalls is diminishing.</p>
Strengthen medium to long term strategic financial planning as part of the Medium term financial plan and adapt to reflect the impact of the coronavirus pandemic.	Chief Officer Resources,	March 2021	<p>The Council's medium term financial planning has been severely disrupted by the impact of the Coronavirus pandemic on the Council's finances. Cabinet received a report on the MTFP and budget process at their meeting of 21st October 2020. The report outlined the assumptions that were being used in the construction of the budget for 2021/22 and the MTFP. The assumptions and modelling at that time led to a gap of £5.29 million in 2021/22 rising to a gap of £22.52 million over the medium term.</p> <p>Welsh Government has provided a significant level of funding through its COVID Hardship Fund to meet additional costs and income losses as a result of the pandemic. It is hoped, and the budget assumption remains, that Welsh Government continues its funding of COVID pressures, in the form of increased costs and income losses, through 2020/21 and 2021/22.</p> <p>The medium term prognosis is still of concern; there are no indicative settlement figures published, which significantly impedes and impacts on forward planning of budgets over the medium term. There is still a need to think differently about the even greater challenges of the medium term; this work and associated engagement will continue. Ongoing financial challenges remain dynamic; further work will be undertaken to develop the MTFP, which will include an ongoing assessment of pressures, risks and modelling assumptions.</p> <p>As part of its MTFP budget strategy the Council is continuing to make use of Welsh Government guidance and that allows local authorities in Wales to fund one-off revenue costs associated with service reform from useable capital receipts held. The Council is proposing to draw £1.7m from capital receipts as part of the budget proposals for 2021/22 and has modelled a similar level of contribution for 2022/23. Whilst the Council will have sufficient capital receipts to maintain this short-term, the Council will need to move towards a more sustainable budget strategy over the medium and once the current unprecedented circumstances have passed.</p>

			It is inevitable that the Council will face significant financial challenges during the recovery phase of the pandemic as demands on services change in light of a severely altered socio-economic landscape. Alongside this, there will continue to be risks associated with Welsh Government support funding being reduced or stopped. It is therefore important that any resulting surplus on the revenue budget is provisionally earmarked to strengthen the Council's limited reserve and useable capital receipt balances to meet those future financial challenges.
Develop and implement a commercial strategy aligned to the Corporate Plan	Chief Officer Resources	Timescales as per strategy	<p>As part of the delivery of the Corporate Plan, a Commercial Strategy has been developed. The strategy seeks to enhance income generation, develop an approach to commercialising assets and create a commercial culture and ethos. The strategy has a short-, medium- and long-term view and aims to provide a framework, with defined objectives, for new commercial projects and for the delivery of future commercial activity.</p> <p>Commercial income achieved its budget for 2019/20. At Month 9 2020/21, Investment Properties is forecasting a combined overspend of £836k. The forecast rental income from commercial investments has reduced further as the pandemic continues to have a huge impact on the leisure &amp; retail industry. Losses to date have been covered by the WG Covid support fund and we anticipate this will continue through to year end so that the overspend should not have an adverse impact on the revenue outturn position. As with all investments, this is being actively monitored with discussions ongoing with tenants.</p> <p>The Council is continuing to assess its commercial risk appetite and exposure, and the Investment Committee will be receiving regular updates on investment performance and mitigating action being taken. The commercial risk appetite has recently been adjusted in light of the current pandemic and uncertainties in the investment and property markets at this time.</p>
Implement the new procurement strategy with a view to identifying long term and short term benefits and savings to the Council and the County	Head of Enterprise and Community Animation	Timescales as per strategy	<p>A new Procurement strategy was approved in July 2018. In order to deliver the aspirations set out within the strategy, an external review of the Strategic Procurement Service has been undertaken and a report has been received.</p> <p>The review confirmed the Council's own recognition that it had limited capacity to influence behaviours relating to its £100m third party annual spend, particularly in determining how spends supported the delivery of the Council's priorities.</p> <p>Following the review and further consideration of procurement needs, a proposal to collaborate with Cardiff Council, for mutual benefit, in the discharge and provision of the Council's Strategic Procurement services is being presented for individual cabinet member decision in April 2021.</p>
<p>Continue to work closely with schools to ensure their financial plans are as robust as possible to minimise any impact, whilst continuing to improve standards for our young people.</p> <p>Consider the offer of providing loans to schools.</p>	Finance Manager – Children & Young People	Ongoing	<p>Locally managed school budgets carried a collective net deficit balance of £435k at the beginning of the current financial year. The latest month 9 outturn statement indicated that school balances are forecast to improve further taking the overall forecast deficit to £166,000.</p> <p>The situation has improved significantly as a result of additional and late grant awards from Welsh Government. Schools will now need to focus on restoring delivery of education to pupils and the investment that comes with this, with an equal focus on putting themselves back on a sustainable financial footing.</p> <p>Where schools are in a deficit position, they will need to agree recovery plans. These recovery plans will be confirmed with both the Local Education Authority and each school's Governing Body. Once finalised, the schools with significant deficits will be monitored by the Cabinet member for Children and Young People and Resources on a termly basis.</p> <p>Cabinet approved plans to provide loans to schools that will allow them to plan recovery over a longer period of time. The loan will be up to a maximum of 10 years and limited to 10% of their funding. A number of schools have shown an interest in taking out this loan; the loan document is being finalised with Legal and will be agreed with those school before the year end.</p>

<b>Ref &amp; Status</b>	<b>4b</b>	<b>Risk</b>	Potential Risk that: The authority is unable to deliver its political priorities or maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability			
<b>Risk Owner and cabinet Member responsible</b>	Deb Hill- Howells, Peter Davies & Cllr Phil Murphy	<b>Select Committee</b>	Economy and Development & Strong Communities	<b>Strategic objective</b>	All	
<b>Reason why Identified</b>						

Underlying the Capital Strategy is the recognition that the financial resources available to meet Council priorities are constrained by a significant reduction in financial resources. The core capital programme has been constrained in recent years in order to enable the Band A new schools programme to be funded, which have successfully concluded. Officers are working through options in relation to a future Welsh Government Band B programme.

There remain a considerable number of pressures that sit outside any potential to fund them within the Capital MTFP, and this has significant risk associated with it. These include property and highways infrastructure, DDA work, and Public rights of way. In addition to this, there are various schemes/proposals (e.g. Monlife, tranche C Future schools, climate emergency response, any enhanced DFG spending etc.) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP. In the event of emergency pressures, resources will have to be diverted. Projects, such as the CCR City Deal, require significant capital investment to realise the outcomes.

There can be significant slippage in gaining capital receipts. Future investment in capital schemes, is in part dependent on future success of achieving capital receipts and there are risks attached to some receipts materialising. There is a risk associated with relying on the need to utilise capital receipts in the same year that they come into the Council and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required. The Council finalised its draft accounts for 19/20 with useable capital receipts of only £3.2m, a Council Fund balance of £8.5m and useable earmarked reserves of £6.4m (of which there is planned use that will reduce earmarked reserves to £5.4m at the end of 2020/21).

The recent severe flooding has had a significant impact on aspects of the Council's highways, bridge and footpath infrastructure. It is unclear as to the level of additional funding Welsh Government will make available to the recovery effort and future necessary investment in flood defences. The Covid-19 pandemic is likely to have a future impact on the availability of capital resources as both Welsh Government and the Council redirects funding to support the financial sustainability of the Council.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	Major	High	2021/22	Possible	Major	Medium
2022/23	Likely	Major	High	2022/23	Possible	Major	Medium
2023/24	Likely	Major	High	2023/24	Possible	Major	Medium

Mitigating Actions			
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Regularly review assumptions as part of the capital MTFP taking account of any new information that is relevant and the consequential impact on the revenue MTFP.	Chief Officer Resources	ongoing	<p>An updated capital budget strategy was approved by Council, alongside the treasury strategy, in March 2021. In preparing the draft capital budget proposals for 2021/22, and the subsequent three years of the capital MTFP, regard was given to the underlying principles of the previous strategy that remained fit for purpose.</p> <p>A report was presented to Cabinet in January 2021 to set out draft capital budget proposals for financial year 2021/22, and the indicative capital budgets for the three years 2022/23 to 2024/25. Final proposals, along with proposed changes following consultation, were presented to Cabinet in March 2021.</p> <p>There will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP, and this has significant risk associated with it. These pressures are undergoing further review and risks are being assessed to determine whether there needs to be any further capital budget provision afforded to mitigate any significant risks requiring more immediate action. The results of this review will inform the capital MTFP and will identify pressures that will need to be accommodated and funded in future financial years.</p> <p>Using Welsh Government guidance on the flexible use of capital receipts, Cabinet approved the use of £1.7m of capital receipts to fund revenue costs associated with service reform, and to support the draft revenue budget proposals for 2021/22.</p>
Continue to monitor the capital Budget	Chief Officer Resources	Ongoing	<p>The outbreak of the COVID-19 pandemic has caused significant disruption to the progress of budgeted capital schemes, with forecast slippage at Month 9 2020/21 totalling £40.45m (£37.50m at month 7). The Covid-19 impact is affecting both internally and externally managed projects, with disruption to external supply chains, increased contract risk and potential inflationary cost pressures sitting alongside internal resourcing pressures.</p> <p>Forecasted capital receipts balances held at the end of 2020/21 are lower than forecasted in the 2020/24 MTFP. Ignoring timing differences in the realisation of capital receipts, this is largely attributable to the use of unbudgeted receipts under the capitalisation direction in 2019/20 and 2020/21 and budgeted use for 2021/22 and 2022/23. If this trend of utilisation is maintained in the medium term, this will result in reduced balances being available to support further capital investment.</p>
Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked.	Head of Commercial and Integrated Landlord Services & Head of Placemaking, Housing, Highways and Flood	Ongoing	<p>A programme of property condition surveys are currently being undertaken by external consultants; these will be used to inform prioritisation of capital maintenance spend. A programme of Health and safety surveys is currently being commissioned.</p> <p>Independent condition assessments of key highways infrastructure are completed as required depending on condition. These inform prioritisation of available capital budget.</p> <p>A review of the pressures and associated risks has been undertaken as part of the 2021/22 capital budget process. This has concluded that further feasibility studies and technical assessments will be undertaken on specific infrastructure assets during 20/21, funded from existing highways infrastructure capital budgets. The results of these</p>



			studies and assessments will inform the capital MTFP and pressures that will need to be accommodated and funded therein in future financial years.
Deliver the Asset Management Plan to manage the Council's land and property portfolio	Head of Commercial and Integrated Landlord Services	Timescales as per plan	The Asset Management strategy is being implemented and actions from the plan have been integrated into the relevant business plans for ongoing monitoring and progress reporting.
Help sustain Council Services and enhance the asset base by investing in commercial property assets in order to increase the net rental income stream for the Council in line with the asset investment policy	Head of Commercial and Integrated Landlord Services	Ongoing – see Asset Management strategy	<p>The council has acquired two commercial investments to generate income to support Council services. Any further investments will be considered by the Investment Committee.</p> <p>Commercial income achieved its budget for 2019/20. At Month 9 2020/21, Investment Properties is forecasting a combined overspend of £836k. The forecast rental income from commercial investments has reduced further as the pandemic continues to have a huge impact on the leisure and retail industry. Losses to date have been covered by the WG Covid support fund and we anticipate this will continue through to year end so that the overspend should not have an adverse impact on the revenue outturn position. As with all investments, this is being actively monitored with discussions ongoing with tenants.</p> <p>The Council is continuing to assess its commercial risk appetite and exposure, and the Investment Committee will be receiving regular updates on investment performance and mitigating action being taken. The commercial risk appetite has recently been adjusted in light of the current pandemic and uncertainties in the investment and property markets at this time.</p>

<b>Ref &amp; Status</b>	5	<b>Risk</b>	Potential Risk that: Reduced staff well-being due to a range of factors will impact on the delivery of council services				
<b>Risk Owner and cabinet Member responsible</b>	Tracey Harry & Cllr Phil Murphy	<b>Select Committee</b>	Strong Communities	<b>Strategic objective</b>	All		
<b>Reason why Identified</b>							
<p>Our people are central to the success of our council and the county. Reductions to the council budget over recent years has seen staff numbers fall, which has inevitably intensified workloads in some areas. The council's response to the pandemic, alongside emergencies such as widespread flooding, risks putting unprecedented pressure on staff, and there is a risk of burnout. Similarly, the impact on staff wellbeing must be carefully considered, as staff face increased workloads, altered home lives, and the ongoing pressures associated with the pandemic.</p> <p>Some services have identified challenges with recruitment in certain sectors, which is being managed locally. Staff turnover increased slightly during 2019/20, from 8.73% to 9.43%. The data on turnover is updated quarterly and as of December 2020, the council's turnover rate was 1.62% for 2020/21. Sickness levels were an average of 11.32 days per FTE employee for 2019/20. Early indications of sickness level figures for 2020/21 suggest this has reduced, with a figure up to February 2021 of 7.83 days per FTE employee. Furthermore, the People strategy has identified that tools and guidance to manage and prevent sickness are not always used effectively.</p> <p>There is potential for a detrimental impact on staff well-being from a range of factors linked to the coronavirus pandemic and delivering the Council's response, and this will need continuous monitoring to determine implications and to ensure staff are supported.</p>							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Possible	Substantial	Medium	2021/22	Possible	Substantial	Medium
2022/23	Possible	Substantial	Medium	2022/23	Possible	Moderate	Low
2023/24	Possible	Substantial	Medium	2023/24	Possible	Moderate	Low
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>	<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>				
Implement a revised people and organisational development strategy following development of the Corporate Plan and the workforce planning arrangements required to deliver.	Head of People Services	Timescales as per strategy	The People strategy continues to be implemented and activity has been embedded in the relevant service business plans. The Strategy will be reconsidered, informed by the learning from leadership development sessions, wider organisational learning and input. The update will now need to consider the learning from the council's Coronavirus response.				
Embed workforce planning into team management processes to ensure the right skills, expertise and knowledge are available for future changes	HR lead & Training Lead	Ongoing	<p>A Recruitment and Selection policy has been developed, which prompts managers to think about apprenticeships, forward thinking and future planning, three to five years ahead. The People Service HUB holds workforce planning guidance, and workforce planning support and challenge is provided at Directorate Management Teams (DMT).</p> <p>The Leaders Induction includes information for managers on knowing their people, understanding performance and identifying future plans.</p> <p>Work on developing the payroll and HR system has continued, and the contract for a new payroll system has been signed.</p>				
Embed the attendance and wellbeing policy.	Head of People Services	Ongoing	HR is providing ongoing training and support to colleagues via a structured HR Business partnering model and has planned online delivery of attendance management training. Quarterly reporting to DMTs enables greater				

Continue to engage with staff on well-being to ensure a focus on addressing identified needs and make better use of data for focussed interventions.			<p>accountability, and a weekly People Leaders Q&amp;A enables best practice discussion and shared learning amongst managers.</p> <p>Quarterly meetings are being held with the Occupational Health provider to ensure contract arrangements are robust.</p> <p>The Go To Group is proving to be successful amongst staff; feedback has identified that employees appreciate the informal nature of the group. It is being promoted at Induction and Leadership sessions. In addition to this, a Counselling service is available for employees to access via HR or management referral.</p> <p>A self-referral system is also available via DWP. This is an external source of support, but is being advertised to all.</p>
Develop the support mechanisms in the short to medium term to address the potential impacts on staff wellbeing as a result of the Covid-19 crisis.	Head of People Services	September 2021	<p>The weekly Digital 'CWTCH' continues, along with a weekly People Leaders Q&amp;A session. HR has developed a People Leaders Support Site which enables 'live' discussion/news feed, enabling direct support and a shared learning platform for managers and head-teachers.</p> <p>The SUPPORTALL HUB portal has been launched, which allows colleagues to access information directly from any device, including mobiles, on a range of subjects, such as testing, risk assessments, guidance on working remotely, wellbeing and bereavement. This includes an extensive range of FAQ documents on all people management related topics such as furlough, shielding, annual leave, travel and quarantine, re-deployment and vaccinations.</p> <p>ICT accounts have been set up for 670 non-connected workers in order to allow them access to all staff information. The Digital Team are also contacting all staff to check contact details are correct and to encourage the use of all the available digital options.</p>
Develop a mechanism for recording professional development discussions between managers and their staff	HR lead	Ongoing	The Check In-Check Out process has been in place for a number of years, and it is clear that the process does not apply to all teams and structures. The focus has therefore moved away from ensuring all staff adhere to one process, to adopting a mechanism for recording professional discussions between managers and their staff. This will be reviewed in line with the review of the business planning process for 2021/22.

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<b>Ref &amp; Status</b>	6	<b>Risk</b>	Potential Risk that: Significant harm to vulnerable children or adults due to a failure of safeguarding arrangements or factors outside the Council's control				
<b>Risk Owner and cabinet Member responsible</b>	Will Mclean & Julie Boothroyd. Cllr Penny Jones & Cllr Richard John	<b>Select Committee</b>	Committees: CYP & Adults	<b>Strategic objective</b>	The best possible start in life Lifelong well-being		
<b>Reason why Identified</b>							
Safeguarding vulnerable people can only be achieved and sustained when people and organisations work together to design and deliver more integrated safeguarding services around people's needs. While there are many steps the council and partners can take to mitigate the risk, significant harm can also occur due to factors that are outside our control, meaning that there will always be a level of risk. The upward trend in demand within both children's and adult's services puts services under pressure.							
The COVID-19 pandemic has put families under increased strain and increases risks to vulnerable individuals, at the same time as decreasing the visibility of children and adults at risk because universal support services are harder to access. A number of potential risks have been identified due to the Coronavirus pandemic that will need to be managed and monitored as far as possible. Potential risks include: Child welfare concerns could not be recognised or referred to Children Services; Adult harm could not be seen/reported; Harmful behaviours, abuse and neglect, including domestic abuse, can remain hidden as a result of the lock-down							
There is a risk of reduced capacity in the workforce - this could impact on the ability to conduct safeguarding inquires and protect children and adults who are at risk.							
There has been a significant volunteer response to the Covid-19 pandemic; which has been a key aspect of how we have met people's needs during the pandemic. There is a risk that safeguarding standards are not adhered to within volunteering and community action groups, particularly because these groups have developed rapidly in response to the current crisis. The need to continue to support an increased volunteer network and ensure longer term arrangements are in place, including support on their safeguarding responsibilities.							
In February 2020, a Wales Audit Office follow up review on Whole Authority children's safeguarding concluded "The Council has responded positively to our [2018] report and recognises the progress it has made against the proposals for improvement and what more it needs to do to fully address them."							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	Major	High	2021/22	Possible	Major	Medium
2022/23	Possible	Major	Medium	2022/23	Possible	Major	Medium
2023/24	Possible	Major	Medium	2023/24	Possible	Major	Medium
<b>Mitigating Actions</b>							
Mitigating Action	Responsibility Holder		Timescale	Mitigation action progress			

<p>Continually monitor and evaluate safeguarding processes and practice, and ensure good accountability for safeguarding. Ensure that where actions are identified from self-evaluation processes that these are implemented.</p>	<p>Safeguarding &amp; quality assurance service manager</p>	<p>Ongoing</p>	<p>Progress against the council's safeguarding priorities is evaluated annually and the priorities reflect the cornerstones for keeping people safe in Monmouthshire, as set out in the Corporate Safeguarding Policy.</p> <p>The Annual Safeguarding Evaluation Report was presented to Council in January 2021 and is based on activity and information from April 2019 to March 2020, just prior to the COVID-19 outbreak. Where relevant, the report adopts an 'as is' position and provides information regarding the ways in which the COVID-19 pandemic has affected safeguarding activity. This evaluation report forms an integral part of the improvement of safeguarding practice across the Council, and drives the work of the Whole Authority Safeguarding Group.</p> <p>A safeguarding 'self-assessment' is undertaken every other year on a directorate basis via the Safeguarding Assessment Framework for Evaluation (SAFE). The key development has seen directorates sharing the outcomes of their SAFEs through a work-shop approach, using real case studies from their service areas to demonstrate safeguarding in action. There was some interruption to this process because of COVID-19. The next self-assessment process will commence in April 2021.</p> <p>Through the pandemic, key functions of the Whole Authority Safeguarding Group (WASG) continue, particularly around the completion and collation of the 'SAFES'. Feedback around directorate 'SAFES' into the WASG will resume as soon as practical.</p>
<p>Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group (WASG).</p>	<p>Chief Officer, Social Care, Health &amp; Safeguarding</p>	<p>Ongoing</p>	<p>The Whole Authority Safeguarding Group (WASG) meets 6-weekly, chaired by the Statutory Director (Chief Officer) and minutes are retained. Every directorate is represented. The WASG continues to provide leadership, direction, oversight, support and challenge to strengthen safeguarding activity in the Council.</p> <p>WASG has met virtually during the pandemic. Through the pandemic, key functions of the WASG have continued, including Safeguarding response and risk assessment during COVID-19 pandemic. Feedback around directorate 'SAFES' into the WASG will resume in April 2021.</p> <p>A COVID-19 Safeguarding Position Statement was presented to Cabinet in June 2020.</p>
<p>Ensure that robust systems are in place within the authority to respond to any concerns regarding child protection and protection of adults at risk.</p>	<p>Chief Officer, Social Care, Health &amp; Safeguarding</p>	<p>Ongoing</p>	<p>The continued upward trend in demand within both children's and adult's services puts services under pressure.</p> <p>Children's services remain committed to promoting good practice around children protection and safeguarding through the current development programme Building Best Practice (2019 - 2022). Family support services across all tiers of need and vulnerability have been significantly increased and there is a good level of stability within the workforce and leadership.</p> <p>There has been a significant increase in adult safeguarding concerns being referred to the Adult safeguarding team, which has impacted the timescales in which the safeguarding process can be completed.</p> <p>CIW undertook a focussed inspection of adult safeguarding in February 2020. This recognised that the service had been reviewed and that a new structure was being implemented creating some additional capacity.</p> <p>In January 2021 the All Age Integrated Safeguarding hub was implemented to support multi-agency working in responding to safeguarding concerns.</p> <p>Through the Coronavirus pandemic, safeguarding has remained an essential part of our delivery supporting adults and children. The process for receiving and responding to referrals has not changed. Arrangements have been adjusted, and where required, different solutions have been identified to deal with situations.</p>
<p>As a statutory partner of the regional safeguarding boards, continue to work with other statutory partners to ensure that there are effective multi-agency safeguarding arrangements and that they are working well.</p> <p>Share learning and development in safeguarding.</p> <p>Implement the recommendations and learning from any Domestic Homicide review, adult practice review or child practice review that is undertaken under the safeguarding board.</p>	<p>Chief Officer, Social Care, Health &amp; Safeguarding</p>	<p>Ongoing</p>	<p>There continues to be full representation at all levels of the work of the regional safeguarding board and VAWDSV board. There is strong engagement in regional approaches to Multi-Agency Sexual Exploitation meeting (MASE) Child Sex Exploitation (CSE), Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) and Contest (PREVENT anti radicalisation).</p> <p>Last year saw the Development of the Monmouthshire Exploitation Group (MEG), with representation from the Safeguarding Unit, Public Protection, Partnerships, Police, Gwent Missing Children's Team, Education and community-based teams. This group has overseen the development of a Monmouthshire Protocol for responding to Modern Day Slavery and Exploitation. It has been on hold through the pandemic, and there are plans in place now for a re-launch.</p>
<p>Deliver the implementation plan for the volunteering policy (adopted in December 2017) in all service/business areas and continue to implement</p>	<p>HR Manager &amp; Communities and</p>	<p>Timescale as implementation plan</p>	<p>Monmouthshire, A County That Serves (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county. A volunteering toolkit and network are in place and Leading</p>



<p>the Volunteer toolkit and organisation wide use of Volunteer Kinetic - Volunteer management system.</p> <p>Continue to assess the volunteer response during the Covid-19 pandemic and identify learning that should be adopted and developed to support volunteers</p>	<p>Partnership Development Team</p>		<p>Volunteering training is delivered to staff that support volunteers. A Volunteer Kinetic digital management system is in place, containing live volunteer safe recruitment information and activity, which is reported on a quarterly basis. Service area champions have also been introduced to ensure that all current and new volunteers are recruited through the appropriate channels.</p> <p>At the start of the pandemic, volunteer activity was suspended to assist community groups that mobilised in response to the pandemic with safeguarding arrangements. The Community Support Structure was established to assist people needing support being coordinated with the offers of support. The council ensured that community groups and volunteers were provided with the correct advice and support to ensure they were safe and appropriate. This included using the council's infrastructure to provide a safe recruitment function for voluntary groups, which has now been passed to Bridges and GAVO to ensure sustainability. Safeguarding training has also been delivered to volunteers through the Be. Community Leadership Programme</p> <p>The Council's role as an 'enabler' and 'influencer' of safeguarding standards within volunteer groups and organisations has developed significantly over the months of the pandemic. Work will be required to continue to support an increased volunteer network and longer term arrangements will need be considered to ensure we can support our community volunteering network to provide long-term benefit to our communities and to support safe volunteer workforce practices.</p>
<p>To implement the Action Plan established in response to the Audit Wales led review of children's safeguarding.</p>	<p>Chief Officer, Social Care, Health &amp; Safeguarding</p>	<p>Timescale as in action plan</p>	<p>Audit Wales conducted a follow up 'light touch' inspection that concluded the Council has responded positively to our report and recognises the progress it has made against the proposals for improvement and what more it needs to do to fully address them.</p> <p>Our evaluation shows progress has been made in addressing a number of proposals. There remains further work to fully address some of the proposals, including central recording and monitoring of employee data regarding safeguarding training, and rolling out of the matrix for self-assessment of Minimum Standards for Safeguarding Across Commissioned Services.</p> <p>The Corporate Safeguarding Policy has been updated to include the agreed Framework for Minimum Standards for Safeguarding Across Commissioned Services. The need to complete the commissioning matrix for each directorate and for this to be shared with WASG remains outstanding.</p> <p>There is acknowledgement that a watertight system for centrally recording and monitoring employee data regarding safeguarding training from the point of recruitment onwards is not currently achievable. There is due to be a significant upgrade to the current data base and this is where resources need to be turned. Issues pertaining to the recording of training data remains a moderate risk, however, for the time being it will be retained as a disaggregated responsibility of individual service areas and directorates.</p>
<p>Regularly assess the impacts as coronavirus restrictions change and social distancing continues across Adult services and children's services.</p>	<p>Chief Officer, Social Care, Health &amp; Safeguarding</p>	<p>Ongoing</p>	<p>Through the Coronavirus pandemic, safeguarding remains an essential part of our delivery supporting adults and children in Monmouthshire. The process for receiving and responding to referrals has not changed.</p> <p>Front-door for children's and adult's safeguarding services remain fully operational: Referrals continue to be made and responded to;</p> <ul style="list-style-type: none"> <li>- Referrals have not significantly reduced in number;</li> <li>- Safeguarding is integrated into community hubs;</li> <li>- The Wales Safeguarding Procedures App has been loaded onto desktops across the workforce,</li> </ul> <p>The Corporate Safeguarding Policy has been updated to reflect the COVID-19 response and has been presented to Cabinet. A virtual method of delivering Safeguarding Level 1 has been developed and is being implemented.</p> <p>The COVID pandemic has been a particularly challenging period for provider services. During the COVID-19 pandemic, the Local Authority worked collaboratively to provide ongoing support to provider services and commissioned services, including residential and nursing homes.</p> <p>Staff absence and loss of staff due to the impact of COVID19 is a risk that has been, and continues to be monitored.</p> <p>The impact of COVID-19 on protecting vulnerable families and individuals cannot be underestimated, and further analysis of risks related to the impact of COVID-19 continues.</p>

The robust delivery of the Council's corporate parenting responsibility and services related to vulnerable children as a result of an increase in demand and complexity in cases								
<b>Risk Owner and cabinet Member responsible</b>		Julie Boothroyd & Cllr Penny Jones		<b>Select Committee</b>		Children & Young people	<b>Strategic objective</b>	The best possible start in life
<b>Reason why Identified</b>								
<p>The number of looked after children has increased significantly in recent years, from 173 at the end of 2018/19, to 219 at the end of March 2020. In December 2020, 218 children were looked after. Whilst the number of looked after children has stabilised, this remains a significantly higher number of children supported than in recent years. The number of children on the child protection register decreased in 2020. Significant demands on Children Services remains.</p> <p>The 2020/21 net budget for Children Services is £14.3m, over half of which relates to looked after children, in particular, placements for looked after children. Despite an increase in budget for 2020/21 Children's Services are still forecasting a £1.434M overspend, with demand on Looked After Children services still high. With the increased demand comes added pressures on other services such as legal and transport provision, contact and staffing, and extended reliance on agency staffing as a consequence.</p> <p>A number of potential risks have been identified due to the Coronavirus pandemic, which are being managed and monitored as far as possible: -</p> <ul style="list-style-type: none"> <li>- Operational changes in the way that services are delivered as a result of COVID-19, with a reduction in 'direct' (physical) contact</li> <li>- Possible increase in referrals because of the impact of the pandemic on vulnerable families</li> <li>- A possible increase in court based casework when lockdown ends</li> <li>- Increase in some spend areas to support certain areas of risk</li> <li>- Reduced capacity and absence of staff due to the impact of COVID-19 impacting on delivery of services.</li> <li>- Possible disruption to Foster placements and/or carer recruitment</li> <li>- There is a national shortage of specialist fostering and residential placements for children with complex needs.</li> </ul>								
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>				
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level	
2021/22	Possible	Major	Medium	2021/22	Possible	Major	Medium	
2022/23	Possible	Major	Medium	2022/23	Possible	Major	Medium	
2023/24	Possible	Major	Medium	2023/24	Possible	Major	Medium	
<b>Mitigating Actions</b>								
<b>Mitigating Action</b>		<b>Responsibility Holder</b>		<b>Timescale</b>		<b>Mitigation action progress</b>		
<p>Continue to review and evaluate performance of Early Help and Family Support service.</p> <p>Continue to implement the fostering strategy on the recruitment, retention and skills development of in house fostering.</p> <p>Continue to review and embed MyST, a Multi-disciplinary Intensive Therapeutic Fostering Service and assess impact on placement activity with children with complex needs.</p>		Head of Children's services		March 2022		<p>There has been a real focus in Children's Services to implement a co-ordinated approach to early intervention and prevention. The service has continued to respond to the demand pressure, expanding and developing services, particularly through the family support offer, so that the right help is provided at the right level of intensity. Early evaluation and feedback of our family support services indicates clear and positive outcomes for families.</p> <p>We have collaborated with Blaenau Gwent and implemented the MYST service, a Multi-disciplinary Intensive Therapeutic Fostering Service for Looked After Children and Young People, which will help to support children with complex needs within a foster care setting.</p> <p>Monmouthshire is aiming to attract more foster carers to offer placements to look after children. Active campaigns are being run to increase the rates of in house foster carers, including the 20 for 20 reasons to foster. The increasing number of looked after children means that demand remains high and therefore recruitment campaigns are continuing. Further fostering campaigns have now recommenced during the coronavirus pandemic.</p> <p>The impact of the coronavirus pandemic on the possible disruption to Foster placements and/or carer recruitment continues to be monitored.</p>		
Implement next phase of children's services development programme focused on achieving the best outcomes for children and families.		Head of Children's services		April 2022		Children's Services have completed a 3 year improvement programme (2016-2019), which concentrated on securing stability in the workforce, and developing a delivery model of practice, commissioning and service critical issues. The service is now moving onto a further 2 year programme (2019-2021), now extending to 2022. The focus will be on practice development and will shape the way we work with families over the next number of years. The importance of relationships and how we work with families to support their strengths, manage risks and achieve good enough outcomes will be key indicators of success.		
Regularly assess the impacts as coronavirus restrictions change and social distancing continues across children's services.		Chief Officer, Social Care, Health & Safeguarding & Head of Children's Services		Ongoing		<p>Child services are priority services and remain fully operational. The process for receiving and responding to safeguarding referrals has not changed. During the pandemic Children's Services had to adapt quickly to deliver services differently. Further information was provided to Children &amp; Young People scrutiny committee in October 2020.</p> <p>Early help and support services continued to provide services via digital solutions. A parenting advice and support line was established within two days of lockdown, and between March and September, 154 calls were received.</p> <p>Risk assessments are undertaken where any direct working / home visiting is required to follow up on child protection concerns, or to provide interim safeguards as part of a care and support plan. Some direct work may be</p>		

			<p>undertaken virtually or using social distancing methods. Staff absence and loss of staff due to the impact of COVID19 is a risk that has been and continues to be monitored, with a focus on staff welfare and protection through things like access to PPE and testing.</p> <p>The impact of the lock-down has meant that harmful behaviours, abuse and neglect can remain hidden. The potential risk that Child welfare concerns are not recognised or referred in to Children Services continues to be monitored. Further analysis of the impact of COVID-19 on families and communities is needed to ensure that services are in place to respond to increased risk and vulnerability.</p>
Review and monitor the Looked after Children population rises in line with Welsh Government expectations	Head of Children's services	As per plan provided to WG	<p>The number of looked after children increased significantly from 173 at the end of 2018/19 to 219 at the end of March 2020 continuing the upward trend in recent years. At the end of December 2020 218 children were looked after. This is still significantly more children looked after than in recent years and pressure remains on services.</p> <p>Whilst we develop interventions to address early identification, and manage appropriately pre- and post-statutory intervention with families, the growing numbers mean that services are under pressure. Work is underway to maximise the opportunities to reduce the current trends. Welsh Government recently carried out a Looked after Children's review across Wales. As part of this, we have submitted plans aimed at reducing the numbers of children being looked after. This relies heavily on all parts of the system being geared to support the plans for reduction.</p> <p>Over the next year, as well as continuing to embed preventative services, the family support offer has been expanded to ensure that children are equally supported to leave care safely.</p>

<b>Ref &amp; Status</b>	<b>8</b>	<b>Risk</b>	Potential Risk to: The robust delivery of the Council's care responsibilities and services related to vulnerable adults as a result of an increase in demand, complexity in cases, and additional risks through coronavirus affects the well-being of some of our most vulnerable residents				
<b>Risk Owner and cabinet Member responsible</b>	Julie Boothroyd & Cllr Penny Jones	<b>Select Committee</b>	Adults Select	<b>Strategic objective</b>	Lifelong wellbeing		
<b>Reason why Identified</b>							
<p>Referrals to Adult's Services have increased over recent years, and services are facing increased pressure as a result. Difficulties in recruiting to care posts has exacerbated the pressure</p> <p>The care at home /domiciliary care sector is under considerable pressure; Monmouthshire has specific challenges due to rurality and demographics. A number of providers have left the market, which has created some critical pressure points. The fragility of the social care sector and the availability of care remains a key risk, Covid has added a further risk to what was already a difficult area.</p> <p>Evidence has shown that older age and certain underlying health conditions, as well as other factors, are associated with greater risk and impact of COVID-19. Care homes have particularly been affected by Covid-19 with many homes suffering outbreaks. Patients being discharged from hospital and new residents admitted from the community could increase the risk of the virus entering the home. The care home sector is under strain and working hard to minimise transmission in order to keep residents safe, whilst some are experiencing financial challenges threatening longer term sustainability.</p>							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	Major	High	2021/22	Likely	Major	High
2022/23	Likely	Major	High	2022/23	Possible	Major	Medium
2023/24	Likely	Major	High	2022/23	Possible	Major	Medium
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>	<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>				
Monitor requests for Domiciliary Care to ensure demand is being met and delays are minimised	Chief Officer, Social Care & Health	April 2021	<p>Care at home services and reablement services are under pressure, with delays and increases in demand. These pressures and delays have increased during the winter and the second wave of the pandemic, with absenteeism and loss of staff due to the impact of COVID19 adding to existing pressures.</p> <p>These have continued to be managed as far as possible and the situation of services has improved in recent weeks but still remains a risk. All referrals are triaged at point of referral to ensure that those in most need are prioritised for assessment and intervention. Despite the availability of short term funding streams e.g. Winter monies, Discharge to Recover – there has not been available workforce (Social Work / Therapies) through agency or any other means to manage the capacity gaps.</p>				
Implement work to create sustainability in care at home services	Chief Officer, Social Care & Health	Ongoing	<p>A key risk that remains is the fragility of the social care sector and the availability of care; Covid has added a further risk to what was already a difficult area.</p> <p>The Council remains committed to developing a more sustainable care at home sector for the future. Work is ongoing with providers across Monmouthshire to implement the 'Turning the world upside down' approach. Progress has been paused during the current year, as a consequence of the impact and response to the pandemic, and to also</p>				

			<p>assist in the in-year budget recovery plan. The implementation strategy is being reviewed during 2021/22 with a view to revised proposals being given future consideration.</p> <p>The vision of being able to have a more sustainable sector where we are able to meet ongoing demand, whilst meeting people's outcomes, has been very central to work through the pandemic.</p> <p>Covid 19 has had some positive impact on our ability to recruit, with more people seeking employment and the positive portrayal of social care. A central team has been developed to manage the high volume of work associated with the recruiting processes, and this approach is being considered as an option for a more whole sector wide approach. Despite this, it remains high risk with chronic deficiencies in some key areas.</p>
Strengthen and implement community testing arrangements and support the Covid-19 vaccine roll out with ABUHB, to help mitigate the risk of an outbreak of Covid-19 in care homes	Chief Officer, Social Care & Health	Ongoing	<p>Prior to hospital discharge and admission to a Care Home, tests will be carried out to prevent the spread of Covid-19. Arrangements have been enhanced for this.</p> <p>In December 2020 Welsh Government issued new guidance so that people with a negative Covid test, or a low positive test, may be discharged to home or a social care setting, providing other criteria are met such as 14 days having elapsed since the last positive test.</p> <p>The Gwent Standard Operating Procedure requires that anyone being discharged from hospital to a care home must have had a Covid-19 test with a negative result within 48 hours prior to discharge; a fourteen day isolation period will then be required.</p> <p>Homes with outbreaks are being supported in collaboration with Public Health Wales, Aneurin Bevan University Health Board and Environmental Health. Following an outbreak homes will need to remain closed to admissions/transfers for a period. Welsh Government guidance allows, based on local circumstances, to declare outbreaks over after 20 days have elapsed since the last positive test or manifestation of symptoms. This modification of the previous 28-day requirement will be subject to a confirmatory round of negative or low positivity tests at the 14 day point. Two rounds of whole home testing are undertaken which need to be negative before incident is closed after 20 days.</p> <p>Residents in a care home for older adults and staff working in care homes for older adults, along with front line health and social care workers are in the top priority groups for the COVID-19 vaccine roll out. Working with ABUHB all residents and staff of care homes for older people have been offered vaccinations. The vaccine has been offered to all front line social care workers in the Council. Work is now underway to ensure all younger adult care homes are offered the vaccination.</p> <p>The Welsh Government has rolled out Lateral Flow Device (LFD) testing of staff in care homes on a twice weekly basis to support the weekly PCR testing and identify asymptomatic Covid positive staff. A further programme of LFD testing for care at home staff is being rolled out and administered by the Council.</p>
Ensure that stocks of Personal Protective Equipment (PPE) continue to be available to providers as needed, and that the system of distribution remains in a manner that is proportionate to that need.	Chief Officer, Social Care & Health	Ongoing	<p>At the outset of the pandemic, the provision of PPE was a source of real anxiety for care home providers. There was a lack of clarity about the equipment required and it became very difficult to source. When supplies became available via Welsh Government, a weekly PPE ordering and delivery system was introduced. The system has worked well and feedback suggests that it has offered the necessary equipment required.</p>
Keep in place the system of active and prompt support regarding infection control in care homes	Chief Officer, Social Care & Health & Head of Public Protection	Ongoing	<p>Care homes have been issued with a plethora of guidance relating to various aspects of infection control. To support providers, Environmental Health Officers have built relationships with care homes and have acted as a source of advice on infection control, guidance interpretation, the use of PPE and testing.</p> <p>This relationship and advice has been particularly important with the more specific and more intensive work undertaken with care homes with outbreaks of coronavirus.</p>
Ensure the long term sustainability of social care providers	Chief Officer, Social Care & Health & Head of Public Protection	Ongoing	<p>It is vital that social care providers are able to provide care and support during and after the period of the pandemic and as such the council has a role in ensuring their financial sustainability and that they have access to sufficient resources, e.g. staffing.</p> <p>From the outset of the pandemic, a message of support that the Council would assist if they are experiencing any financial difficulty was given. The Welsh Government made a Hardship Fund available and enabled social care providers to make claims via the Council for any additional costs as a result of Covid19. The Council has supported providers through the claims process and has provided specific financial support to providers particularly affected by coronavirus. Confirmation is awaited from Welsh Government if the scheme will be extended past the 31<sup>st</sup> March 2021.</p>

			Work continues to offer a suite of financial support options to ensure the financial sustainability of the sector, and the council is being proactive in making such offers where sustainability is considered an issue.
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<b>Ref &amp; Status</b>	9	<b>Risk</b>	Potential Risk that: Failing to meet the needs of learners, including-vulnerable learners, and failing to promote pupil well-being within Monmouthshire's schools, which may result in children and young people not achieving their full potential. Failing to adapt to changes in the new curriculum and examination requirements
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<b>Risk Owner and cabinet Member responsible</b>	Will Mclean & Cllr Richard John	<b>Select Committee</b>	CYP	<b>Strategic objective</b>	The best possible start in life
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**Reason why Identified**

Meeting the needs of vulnerable learners remains a priority but the gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern. There is variation in standards across schools, with some schools judged by Estyn to be only adequate or unsatisfactory, and some schools remain in amber support categories. Poor leadership, management, capacity and performance has been identified in some schools. There is an increasing demand for support for children with additional learning needs. The Monmouthshire PSB well-being plan recognises the importance of greater support for the well-being of children and young people, and there are areas where students' well-being can be further supported.

There are challenges in meeting the demand for Welsh Medium education provision in the future.

A number of potential risks have been identified due to the Coronavirus pandemic that will need to be managed and mitigated as far as possible:

- Children who require additional support or are vulnerable are not able to access support in a known and supportive environment.
- The ability of all our learners to keep learning and developing
- Learners' transition back into school and onto the next phase of their learning
- Physical and mental health and well-being impact of learners could be a continuing risk factor

Estyn's report into Local Government Education Services in Monmouthshire County Council was published in April 2020. The report concluded that the authority's education service does not give cause for significant concern. There are four recommendations for development:

- Improve outcomes for pupils eligible for free school meals
- Further strengthen the focus on increasing the number of pupils achieving excellent standards
- Articulate a clear strategy for SEN provision
- Strengthen the use of information gathered through self-evaluation to better inform improvement planning

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	Major	High	2021/22	Likely	Major	High
2022/23	Possible	Major	Medium	2022/23	Possible	Major	Medium
2023/24	Possible	Major	Medium	2023/24	Possible	Major	Medium

**Mitigating Actions**

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Ensure the commissioned arrangements with the Education Achievement Service (EAS) address the authority's concerns in challenging and supporting schools	EAS & MCC	Ongoing	EAS continue to provide ongoing challenge, monitoring and evaluation work in schools with a continued focus on vulnerable learners.  EAS have published their draft business plan for 2021/22. All schools will continue to be provided with a bespoke support package that compliments the priorities identified within their own School Development Plans (SDPs) in line with the levels of support they require. There is a degree of flexibility within the deployment model to allow for in-year changes in circumstances and to allow for changes in light of the pandemic.  Monmouthshire's strategic priorities for 2020/21 aligned well with the recommendations from the Estyn inspection in April 2020. The year that followed has been unprecedented and in managing our response to the global pandemic, previous improvement priorities have taken a step back with a keen focus on the operational and tactical steps required to safely operate schools and provide blended learning. Through the authority's key strategic aims (articulate throughout the year) the service can be responsive to emerging needs in a rapidly changing environment. Whilst the current uncertainty remains, work continues to progress addressing our Estyn recommendations, and prioritising emerging need.
Continue to work closely with our primary schools to ensure that they are maximising the learning opportunities provided by the EAS and the professional learning offer around the development of the new curriculum.  Work closely with our secondary schools to ensure they meet the needs of a full range of learners.	EAS & MCC	Ongoing	MCC and EAS continue to work with schools in ensuring that they are preparing for the new curriculum and meeting the needs of students. EAS continue to monitor where schools progress and where they may need additional support.  Schools are prioritising the wellbeing of all pupils as a pre-requisite for effective learning. This includes the development of a flexible approach to curriculum delivery, suitable for use in a range of contexts, and additional



			<p>support to close the gap, to recover and to raise standards for priority groups. EPS and Healthy schools will provide advice and support to practitioners to support the well-being of children and young people impacted by COVID-19.</p> <p>In 2020 and 2021, qualification awards data will not be used to report on attainment outcomes at Local Authority or school level. In response, secondary schools will review their approach to learning, including the number of qualifications that are reasonable for each learner to take.</p>
Ensure learners are well prepared for the assessment processes that replace GCSE, AS level or A level examinations in 2021	EAS & MCC Ongoing	August 2021	An announcement was made by the Minister for Education in Wales that there will be no GCSE, AS and A Level examinations in Summer 2021. In January 2021, it was announced that learners undertaking GCSE, AS and A levels approved by Qualifications Wales will have their 2021 qualifications awarded through a Centre Determined Grade model. Grades will be determined by their school based on an assessment of their work. Schools will be able to use a range of evidence to determine the grades to be awarded and a range of support from internal and external partners will be provided to prepare and facilitate schools through this process. Teaching the core content and aspects of each course remains a focus for learners in exam years.
Continue to improve the quality of self-evaluation in the CYP directorate.	Chief Officer Children & Young People	Ongoing	<p>The Chief Officer Report for Children and Young People was presented to Council in June 2020. The report informed Council of the progress that the education system made in the previous twelve months since the last report. This is an ongoing annual report.</p> <p>Estyn Local Authority Link Inspection visits continue and the authority was inspected in February 2020. The report concluded that the authority's education service does not give cause for significant concern. There are 4 recommendations for development, including strengthening the use of information gathered through self-evaluation to better inform improvement planning.</p>
Develop and implement plans to address the recommendations in Estyn's report into Local Government Education Services	EAS & MCC	Ongoing	These recommendations are clear and align to the authority's own self-evaluation. They will be the key focus of activity through the next period and will be captured in the service business plans and the Chief Officer's report. There is much work ongoing in these areas but it is recognised that this needs to be sharper and needs to better articulate the impact changes are expected to have. Colleagues in the directorate and in the EAS are developing further detail required by these plans. The year that followed the inspection has been unprecedented and in managing the response to the global pandemic, these priorities have taken a step back. Key strategic aims have been adopted that can be responsive to emerging needs in a rapidly changing environment. Whilst the current uncertainty remains, work continues to progress addressing our Estyn recommendations, and prioritising emerging need.
Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities	Head of Achievement and Attainment	Timescales as per WESP	<p>The Welsh in Education Strategic Plan (WESP) was developed in consultation with Welsh Government and the Monmouthshire Welsh Medium Education Forum, and was subject to further consultation with stakeholders.</p> <p>The WESP has been approved by Welsh Government and an action plan is in place. Progress will be monitored by the Local Authority and Welsh Medium Forum. The 2020 annual update of progress towards the targets agreed by the Local Authority contained within the WESP 2017-2020 was presented to Children and Young People Select Committee in December 2020. The report concludes during the life of the current WESP, the council has addressed and made progress in many of the priority areas. However, it is recognised that this is not the case for all aspects of the plan and these areas will be prioritised going forward.</p>
Ensure that the Additional Learning Needs review delivers sustainable, adequate and appropriate support to pupils with Additional Learning Needs	Head of Achievement and Attainment	September 2020	<p>Following a statutory consultation process on a proposed new model for the delivery of ALN and Inclusion Services, Cabinet agreed to the implementation of a number of regulated alternations from April 2019. These included changes to the type and capacity of provision to Special Need Resource Bases in specified schools. From September 2019, the extended 'in-reach' services by the Pupil Referral Unit has provided significant additional resource to challenging behaviour in schools, to support vulnerable learners, and forms a key part of the graduated response to behaviour in our schools.</p> <p>In January 2020, a report was presented to Cabinet to conclude the statutory process relating to the proposed closure of Mounton House Special School. Members agreed to the closure of Mounton House with effect from 31st August 2020.</p> <p>A draft proposed strategy to develop ALN provision in Monmouthshire was presented to CYP select committee in November 2020. The strategy aims to develop sustainable and resilient ALN provision through four distinct and ambitious work streams.</p>
Work with PSB partners, through the Children & Young People Strategic Partnership, to deliver the steps in the PSB well-being plan related to focusing on children and young people's well-being and supporting their mental health and emotional wellbeing.	Chief Officer Children & Young People	Timescales as in developing PSB delivery plan	<p>The Monmouthshire Public Service Board has prioritised the step in its well-being plan. The Children and Young People's Strategic Partnership is being developed to bring key partners together to lead on the delivery plan.</p> <p>The Council continues to work on the Public Service Board well-being plan step on Adverse Childhood Experiences (ACEs). The response to this involves an understanding of the impact of ACE's within our communities, and</p>

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			coordination with a range of partners, to develop a long-term approach to prevention, taking account of the complexity of issues involved.
In response to the Covid-19 pandemic:  Develop the offer for children who require additional support or are vulnerable  Deliver a distance learning offer to learners and continue to establish digital learning technologies and approaches  Plan for learners' transition back into school and onto the next phase of their learning.	EAS & MCC	Ongoing	<p>Since Christmas 2020, schools have been operating remote learning for the vast majority of pupils, except vulnerable learners and children of key workers. The Education team has worked closely with Social Services colleagues to determine six categories of learners who are vulnerable. The underlying principle is that anyone who is safer at school than at home should be in school. A weekly multi-agency Stable Lives and Brighter Futures meeting has been established to discuss and review support and provision for vulnerable pupils. This ensures that identified pupils are regularly monitored, and provision is flexible to meet needs.</p> <p>Foundation phase pupils returned to school from 22<sup>nd</sup> February and further primary aged pupils returned to face-to-face teaching from the 15<sup>th</sup> March. The local authority continues to engage with Welsh Government to plan and prepare, and are working in liaison with schools.</p> <p>The Education Achievement Service (EAS) continues to provide on-going advice and support to enable schools to develop their bespoke approach to blended learning. The council continues to offer, through the EAS, a significant amount of professional learning for schools so they are fully aware of the latest techniques and approaches. Work is underway to determine how best practice is developed and shared across the region.</p> <p>The Education team has been working closely with schools and the digital team to understand the requirement for IT equipment amongst learners. Laptops have been ordered and are being distributed</p> <p>A range of support has been provided to schools to assist emotional wellbeing during the pandemic, with a focus on resilience and building the capacity of schools to support the emotional needs of their pupils.</p>

<b>Ref &amp; Status</b>	<b>10</b>	<b>Risk</b>	Potential Risk that: Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services				
<b>Risk Owner and cabinet Member responsible</b>	Sian Hayward & Tracey Harry. Cllr Phil Murphy	<b>Select Committee</b>	Economy and Development	<b>Strategic objective</b>	All		
<b>Reason why Identified</b>							
<p>There have been a number of high profile cases across both public and private organisations where cyber-attacks and data breaches have compromised service delivery and financial loss. This can also affect safeguarding of our vulnerable people in communities. Aside from physical security, there is evidence that cyber security risks are introduced via a workforce that is unaware of information management, information governance and cyber security through their personal actions. There is also a risk of cyber security being compromised through a lack of structured governance arrangements and planning.</p> <p>There is evidence that incomplete, inaccurate and unstructured digital data will inhibit accurate data analysis, compromise decision making and ultimately compromise service delivery, service efficiency and budget management.</p> <p>The Covid-19 pandemic has increased the reliance on and use of digital technology and communication. Infrastructure has been set up and practice changed rapidly. This will need to be closely monitored to ensure robust systems are in place to protect data and to ensure all staff and systems are equipped to manage this.</p>							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Possible	Major	Medium	2021/22	Possible	Major	Medium
2022/23	Possible	Major	Medium	2022/23	Possible	Major	Medium
2023/24	Possible	Major	Medium	2023/24	Possible	Major	Medium
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>	<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>				
Undertake a structured and comprehensive training programme for all staff on cyber security, information management and GDPR. Incorporate specific cyber-crime training into the Data Protection Training	Cyber security service	Ongoing	<p>The Digital Programme Office has appointed a Digital Trainer to produce focussed e-learning modules and targeted team training. Cyber security training sessions are being delivered via video call, as well as e-learning sessions.</p> <p>Cyber security training is delivered as part of the Corporate Induction, and continuous training is provided through the existing workforce. Training is targeted specifically to high risk areas where confidential data is held and shared.</p> <p>The network of Digital Champions are skilled in cyber threat awareness, and are updated through regular Digital champion's workshops and meetings.</p> <p>Training attendance and events are monitored by the Information Governance Group.</p>				

Continuous monitoring of cyber threat and mitigation by the security team and the DPO to identify technical solutions to potential risk areas	Digital Projects Team	Ongoing	A cyber security service shared between Gwent Police, TCBC and MCC has been commissioned, which acts as an audit function of our technical arrangements, as well as providing training and advice on data security issues. This service also deals with MCC's PSN and the SRS ISO accreditation, all of which are current and certified  The network cyber security risk is continuously monitored, with greater vigilance throughout the covid-19 pandemic. To mitigate the risk of cyber threat, investments have been made in event monitoring and management technology.  An operational risk register is maintained by the Info Security Team, the SRS Security Team and MCC. This register is continuously monitored and updated, and reported to the Information Governance Group
Implement the Information Strategy to safeguard the integrity and security of our data while taking-steps towards becoming a data-led organisation.	Information Governance Group	Ongoing	The Information Strategy was reviewed and updated in October 2017 to cover the 3 inter-related strands of Digital Information, Information Governance & Legislation, and Data use, Open Data & Business Intelligence. The strategy continues to be implemented with oversight from the Information Governance group.  The strategy was due to be reviewed in August 2020 but has been delayed due to the impact of Covid-19.
Introduce a comprehensive digital EDRMS into the authority, ensuring data is categorised, tagged, and stored with appropriate retention guidelines applied.	Head of Digital	December 2020	Implementation started in January 2020 with a programme to transfer all data and information off network drives onto a managed and structured EDRMS that is available 24/7 to authorised personnel. The structured rollout plan has been agreed by SLT and is being rolled out in conjunction with Teams and Teams Telephony functionality.
Develop a rigorous approach to data governance policies, ensuring that our data is structured and clean in order to aid BI, RPI and AI.	Head of Digital	Ongoing	Detailed guidance on systems administrators' roles and responsibilities has been issued, including information regarding the need for business continuity plans and a requirement to develop and upgrade systems as soon as notified.
Make use of the security features within O365 licencing to protect mobile devices and information sharing	Head of Digital	Ongoing	New licencing has been introduced, which incorporates a seamless mobile device management solution. Licencing will also bring in enhanced security for file sharing and working with new secure communications technology via 'Teams'

<b>Ref &amp; Status</b>	<b>11a</b>	<b>Risk</b>	Potential Risk that: Delays to the adoption and implementation of the Replacement Local Development Plan, due to the impact of the pandemic, environmental considerations (i.e. phosphates) and other external influences, could result in a lack of appropriate infrastructure (including affordable housing) to meet the future needs of the county.				
<b>Risk Owner and cabinet Member responsible</b>	Mark Hand and Cllr Bob Greenland	<b>Select Committee</b>	Economy and Development	<b>Strategic objective</b>	Thriving and well-connected county		
<b>Reason why Identified</b>							
Several key LDP policy indicator targets and monitoring outcomes relating to housing provision are not currently being achieved, including new dwelling completions and affordable dwelling completions.  There is a need to consider the Council's future vision and the extent to which the current LDP and RLDP aligns with that, and the impact on wider infrastructure planning, such as transport, which could affect future economic, social, environmental and cultural well-being.  The impact of the Covid-19 pandemic has caused a delay in progress of the Replacement Local Development Plan (RLDP), both internally and where external factors impact upon it. In addition to this, the Welsh Government published the corrected 2018-based population and household projections in August 2020. This new data has resulted in the need to revisit the Growth and Spatial Options and Preferred Strategy stages of the RLDP process.							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	Major	High	2021/22	Likely	Major	High
2022/23	Likely	Major	High	2022/23	Likely	Major	High
2023/24	Likely	Major	High	2023/24	Likely	Major	High
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>		<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>			
Prepare an RLDP to address the county's issues/challenges, including in relation to the provision of housing (market and affordable) and employment opportunities, and to facilitate the identification and allocation of additional housing land and appropriate employment land, with associated infrastructure.		Head of Placemaking, Housing, Highways and Flood Head of Planning	Ongoing	Work on the RLDP had reached the Preferred Strategy stage, with public consultation on the Preferred Strategy, along with the second call for candidate sites, having commenced in March 2020. As a result of COVID-19, the decision was taken in March 2020 to postpone the RLDP Preferred Strategy engagement events until further notice and to keep open, with an extended deadline, both the Preferred Strategy consultation period and the second call for candidate sites.  A review of the RLDP issues, vision and objectives, in light of Covid-19, was undertaken and endorsed by Cabinet in June 2020, and demonstrated that the Plan's strategic direction of travel remained relevant.  The Minister for Housing and Local Government issued a letter in July 2020 requesting that all local planning authorities undertake an assessment of the RLDP evidence base, strategy and policies, to assess the consequences the current pandemic before progressing with plan preparation.			



			<p>In accordance with this, the Council undertook a further assessment of the RLDP's Issues, Vision, Objectives and evidence base, and identified a number of key messages that will require ongoing consideration as the RLDP progresses through the Plan preparation process during the Covid-19 pandemic.</p> <p>The current LDP runs until 31st December 2021; in legislative provision, this is referred to as the 'drop dead date'. The risks associated with the LDP expiry date legislation for the Adopted LDP have dissipated following the publication of a letter from the Minister (24th September 2020) which clarified that the provisions in the Planning (Wales) Act 2014 relating to LDP expiry dates do not apply to LDPs adopted prior to that Act coming into force. This means that our current LDP, adopted in February 2014, remains an extant development plan for decision-making purposes until the RLDP is adopted. This clarification does not, however, change the urgent need for the Council to make timely progress on its RLDP and to get the RLDP adopted as soon as realistically possible.</p> <p>The unavoidable delays to Plan preparation, as a consequence of the current pandemic and publication of updated Welsh Government 2018-based population and household projections, has necessitated a further revision to the RLDP Delivery Agreement. This sets out a revised RLDP timetable, including the dates for revisiting the Growth and Spatial Options, Preferred Strategy and second call for candidate sites. This was agreed by Welsh Government in October 2020.</p> <p>NRW's recent announcement of water quality (phosphate) issues in Riverine Special Areas of Conservation, including the River Wye and River Usk, could have significant implications for the progression and implementation of the RLDP. The preferred growth and spatial strategy option directs future growth to key sustainable settlements (including Abergavenny and Monmouth) within these affected catchment areas over the plan period (2018-2033). The council is proactively liaising/working with various organisations, including NRW, Welsh Water and WG, and local authorities and the development industry, to seek solutions/a way forward with this issue.</p>
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<b>Ref &amp; Status</b>	<b>11b</b>	<b>Risk</b>	Potential Risk that: Insufficient broadband infrastructure and a lack of digital skills in the county have the potential to lead to social and economic disadvantages				
<b>Risk Owner and cabinet Member responsible</b>	Cath Fallon & Cllr Sara Jones	<b>Select Committee</b>	Economy and Development	<b>Strategic objective</b>	Thriving and well-connected county		
<b>Reason why Identified</b>							
<p>Although the majority of premises now have access to superfast broadband, there are pockets of digital deprivation, with around 13% of premises still without sufficient broadband provision. Residents have high demand for broadband services, however, a significant skills issue exists in the county with approximately 20% adults not using the internet. The pandemic has seen a wide scale increase in the use of digital technology. In areas where broadband infrastructure is insufficient or for people who do not have digital skills, this may amplify the potential social and economic impact of the pandemic.</p> <p>The pandemic has amplified the need for good quality digital infrastructure and connectivity, including for the Council with many services moving to an on-line digital platform. Due to the pandemic and the preceding flooding that took place in November 2019 and February 2020, digital infrastructure works have been slow to move forward in the county and the digital deprivation rate still stands at 12.5%.</p> <p>Monmouthshire still has 8,000 premises in the county with poor broadband. Of these, 2211 are under review, which include the Superfast Cymru 2163 target FTTP premises and the two RCDF grant projects. 5855 premises are still considered as 'no potential suppliers available'.</p>							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	Substantial	Medium	2021/22	Likely	Substantial	Medium
2022/23	Likely	Substantial	Medium	2022/23	Possible	Moderate	Low
2023/24	Likely	Substantial	Medium	2023/24	Possible	Moderate	Low
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>	<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>				
Continue to collaborate with the Superfast Business Wales team to support their ICT Exploitation programme.	Head of Enterprise & Community Animation	Ongoing	The Council continues to be one of the three local authorities represented on the Superfast ICT Exploitation Panel.				
Enable the rollout and exploitation of high-speed broadband across the County for both businesses and communities.	Head of Enterprise & Community Animation	Ongoing	<p>The Council has continued to work with Welsh Government to support access to Superfast Cymru and is one of the rural local authorities represented on the newly formed Wales Digital Infrastructure Group. Welsh Government have targeted 2163 premises under Superfast Cymru 2 for Monmouthshire, all to receive fibre to the premises.</p> <p>Promotion of the Access Broadband Cymru scheme for areas outside the superfast Cymru roll out area continues, in addition to the BDUK operated gigabit voucher scheme.</p> <p>Delivery of the second Rural Community Development Fund broadband deployment project was completed in March 2020, with an additional 550 premises having access to the new network.</p>				

Work with Broadway Partners Ltd to enhance broadband availability within the county	Head of Enterprise & Community Animation	Ongoing	Broadway Partners have connected 500 premises with full fibre as of end February 2021. The programme is intended to complete June 2022 with all 6,000 white premises having access to a minimum service of 100Mb/s download speed.
Identify funding opportunities available via the Local Broadband Fund (Welsh Government)	Rural Programmes Manager	Ongoing	A grant was awarded to MCC to allow the Llanthony Valley to have NGA capable speeds; this covers the 122 properties within the valley. The project is due to commence in March 2021 and will be completed within 12 months.  A second grant was awarded to MCC to allow the Broadway Partners network to be upgraded to 'Carrier Grade', which will allow Mobile Network Operators the opportunity to connect to this new network.
Benefit from the learning associated with the programme to trial the use of 5G technology.	Rural Programmes Manager	Ongoing	Monmouthshire was one of three locations benefitting from the learning associated with a £2m DCMS fund programme to trial the use of 5G technology acting as a testbed to bring world-class digital infrastructure to Monmouthshire. The project provided one village, Llanddewi Rhydderch, with gigabit speeds.  In February 2020, CoCoRE was approved, a 5G testbed in South East Wales, to connect rural communities across Monmouthshire and semi-urban communities in Blaenau Gwent. As a partner, the Council will be involved in developing test cases for the use of 5G in: <ul style="list-style-type: none"> <li>• Tourism: Scalable AR Experience for a Sensitive Site and Preservation &amp; Safety specifically at Raglan Castle;</li> <li>• Diverse Rural Economy: Farms Security &amp; Safety and Farmer Mental Wellbeing &amp; Isolation</li> </ul>
Implement the digital infrastructure action plan.	Head of Enterprise & Community Development	Timescales as per action plan	Cabinet approved the Digital Infrastructure Action Plan in September 2019. The plan identifies opportunities to address the issue of 12.5% of premises not having next generation access to broadband. An update on the Digital Infrastructure Action Plan was presented to Cabinet in July 2020.

<b>Ref &amp; Status</b>	<b>12</b>	<b>Risk</b>	Potential Risk that: Political, legislative and financial uncertainty for council services and local businesses as a result of the UK leaving the European Union				
<b>Risk Owner and cabinet Member responsible</b>		Senior Leadership Team & Cabinet	<b>Select Committee</b>	Economy and Development & Strong Communities	<b>Strategic objective</b>	All	
<b>Reason why Identified</b>							
<p>The Withdrawal Agreement Bill was enacted on 31<sup>st</sup> January 2020 taking the United Kingdom out of the European Union. Following this, the UK was in a transition period until 31 December 2020, during which time, the future UK-EU relationship was negotiated. The UK and European Union agreed a deal that will define the future relationship, which came into effect on 31 December 2020. The deal contains new rules for how the UK and EU will live, work and trade together, which will need to be adapted to by residents and businesses. Some decisions are still to be made, including specific import and export requirements, animal health requirement and Trade agreements, all of which are being negotiated and led at a Welsh Government and UK Government level. The situation continues to evolve and impacts are likely to take some time to be realised.</p> <p>The areas where there are potential remaining risks for the council include:</p> <ul style="list-style-type: none"> <li>- Disruption to the Council's supply chain (in particular Food Supply)</li> <li>- Threat to EU funded projects/lack of clarity over future funding streams;</li> <li>- Financial implications on budgets due to increased costs in relation to supply chain directly attributed to Brexit and continued austerity measures</li> <li>- Potential rise in social conflict and hostility - social cohesion</li> <li>- Medication / medical needs could be disrupted</li> <li>- Impact on construction projects, including the-schools projects, due to availability of skilled trade and supplies</li> <li>- Impact on the agricultural sector and wider rural economy which could have further consequences upon the Animal Welfare and Public Protection service</li> <li>- Supporting businesses with the transition process and regulatory changes</li> </ul> <p>The risk will continue to be monitored through the first quarter of 2021/22 to determine if there are any impacts on the council, and its services, and the County, as a result of leaving the EU. At this time, a review will take place to determine if the risk level can be adjusted further.</p>							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	substantial	Medium	2021/22	Likely	substantial	Medium
2022/23	Likely	substantial	Medium	2022/23	Likely	substantial	Medium
2023/24	Likely	substantial	Medium	2023/24	Likely	substantial	Medium
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>		<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>			
Continue to further develop understanding and coordinate preparations through the Council EU Transition working group		Chief Officer Enterprise and Head of Enterprise and Community Animation	Ongoing	<p>Many of the negotiations on Britain leaving the EU have been outside of the council's control; the risk levels have been assessed based on the lasted information on the remaining uncertainty and will continue to be reviewed.</p> <p>A working group continues to meet, led by the Chief Officer for Enterprise. The group consists of a range of services most likely to be affected, including Environmental health, social care and People services. A specific risk register has been established and the group will continue to monitor any impacts.</p>			

			An EU Transition webpage providing information for residents and businesses has been established and information has also been shared on social media. Service level planning has continued and business continuity mitigation strategies for services to consider/implement developed. Close working with and support from the WLGA has continued.
Continued liaison and work with partners such as Welsh Government, WLGA and treasury advisers to understand and plan for any implications for the Council.	Senior Leadership Team	Ongoing	The Council has established working relationships with key partners, such as the Welsh Government, the WLGA and treasury advisers to work on understanding and planning for any potential risk to Council services. We are engaged with partners on the Gwent Local Resilience Forum Risk Group.  £45k was awarded to LA's for 2021/22 to assist in undertaking the necessary planning, co-ordination and preparation for ongoing EU transition and negotiations. A Welsh Government funded Community Cohesion grant has also been used to appoint a Community Cohesion Officer to identify and support EU citizens living and working in Monmouthshire and to help them through the transition. Funding for 2021/22 has been confirmed.
Monitor the ongoing situation regarding fresh food supplies and any effect on the fresh produce supply chain	Chief Officer Enterprise and Head of Enterprise and Community Animation	Ongoing	52% of fresh produce is imported into the UK. Any delays in customs clearance at ports could lead to food perishing whilst still on shipping containers, and this may also lead to price increases and budgetary pressures. Discussions regarding contingency measures are underway, for example, consideration of alternative menus, increasing the use of local suppliers, etc. and this will be monitored upon the return to school of pupils over the next few months.

<b>Ref &amp; Status</b>	<b>13</b>	<b>Risk</b>	Potential Risk that: The scale and complexity of the challenge could result in the authority failing to deliver on its policy commitment to reduce carbon emissions resulting in social, economic and environmental harm to current and future Monmouthshire residents and businesses				
<b>Risk Owner and cabinet Member responsible</b>		Senior Leadership Team & Cllr Jane Pratt	<b>Select Committee</b>	Strong Communities	<b>Strategic objective</b>	Maximise the potential of the natural and built environment	
<b>Reason why Identified</b>							
Tackling climate change and moving to a low carbon economy is one of the biggest challenges facing our society. Rising temperatures bring increased risks to our communities and are causing long-term and potentially irreversible damage to our planet's eco-systems, with significant local impacts such as flooding and loss of species.  If we are to stand a chance of slowing the rise in the Earth's temperature, we need to act now. In 2019, councillors were unanimous in declaring a climate emergency. The council will strive to reduce its own emissions and work with communities and local businesses to help them reduce their emissions. This will require engagement, community involvement and commitments from third parties.  When considering climate change, it is important to consider both how Monmouthshire is contributing to climate change, but also how resilient the county is to the likely impacts of climate change. Flooding, along with other extreme weather, can impact significantly on infrastructure, homes and businesses, along with disruption to community life and public services, particularly critical public services people rely on such as care services.							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Almost certain	Major	High	2021/22	Almost certain	Major	High
2022/23	Almost certain	Major	High	2022/23	Almost certain	Major	High
2023/24	Almost certain	Major	High	2023/24	Almost certain	Major	High
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>		<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>			
Deliver the Monmouthshire County Council Climate Emergency Strategy		Head of Policy and Governance	Timescales as per strategy	A climate emergency was declared by Council in May 2019, followed by a strategy and action plan in October 2019. The strategy describes the ten objectives in place to reduce the council's carbon emissions to net zero by 2030, and Council agreed that the action plan will be an evolving document as new technologies develop and other opportunities arise.  A member-led Climate Emergency working group has been established to take responsibility for ensuring the action plan continues to progress. The working group met for the first time in January 2020, and has used technology to continue meetings during the Coronavirus lockdown. There is already clear progress against 53 of the 68 actions. For example, attracting significant funding to progress circular economy initiatives such as repair cafes and the library of things, along with Active Travel routes; decarbonisation of our pension fund - the proportion of the fund invested in fossil fuel industries has reduced from 9.10% in 2018 to 2.35%, and 21.7% of the fund is now invested in a low carbon tracker. However, some actions are proving more difficult. Some of the EV fleet vehicles that need to be bought or leased, such as refuse and cleaning vehicles, have been tested and do not yet have the range and performance capability to deal with Monmouthshire's geography and topography. Restrictions connecting potential new energy generation to the national grid will limit our ability to develop new solar farms, and restrictions on site capacity at existing depot sites will delay our ability to introduce electric vehicles.			

			<p>It is clear that COVID-19 has caused delays to progressing some Climate Emergency aspirations, and it has created some uncertainty over funding. Furthermore, the pandemic is likely to impact on the economic, social, environmental and cultural well-being of the county, and there is a need to investigate this impact and adapt/develop the strategy accordingly. For example, we have seen changes to the way we work, the amount we travel, how we manage greenspaces and the way we now integrate active travel.</p> <p>There is also a growing recognition nationally and internationally of the need to build climate change into a green recovery. Work has started on establishing a new strategic Environment Partnership Board, comprising of multi-agency partners who have a role to play in addressing issues in relation to biodiversity, climate change and other environmental matters. It is anticipated that this partnership will have the ability to support the council's Climate Emergency work by complimenting and maximising opportunities to take collective action in relation to carbon reduction, etc.</p> <p>Work to reduce carbon emissions at a regional level continues through the work of Climate Ready Gwent, for example, on electric vehicle charging, hydrogen feasibility and Carbon Literacy training. This work is likely to be strengthened through the proposed development of a Gwent PSB, Wellbeing Assessment and Wellbeing Plan. Further regional collaboration on decarbonisation is also taking place with Cardiff Capital Region partners.</p>
Prepare and adapt for the impact of climate change.	Senior Leadership Team	Ongoing	<p>In recent years, council services have considered what the potential risks to their services are, in order to start thinking about how to adapt to these risks. The Replacement Local Development Plan has a key role to play in making sure our communities are sustainable and resilient to the impacts of climate change. Changes to national planning policy on flooding are still awaited, but officers intend to take a precautionary approach, avoiding all built development on greenfield sites at known flood risk.</p> <p>WG has produced The National Strategy for Flood and Coastal Erosion Risk Management in Wales, and in response, Monmouthshire will be producing an updated Local Flood Management Plan during 2021/22.</p> <p>Much of the work to coordinate emergency responses is organised through the Gwent Local Resilience Forum (LRF). We will continue to work with partners on the LRF to make sure that we are prepared for severe weather events.</p> <p>Severe flooding in winter 2020 has caused considerable damage to homes and networks in certain areas of the county. Work is continuing to repair this damage, although some of these efforts have been hindered by the Covid-19 pandemic. The impact of the floods continues to be reviewed and any potential mitigations identified. Measures to increase proactive maintenance and gully cleansing have been agreed.</p>

<b>Ref &amp; Status</b>	<b>14</b>	<b>Risk</b>	Potential Risk that: The spread of Coronavirus (COVID-19), and the emergence of variants of concern, will impact on staff and residents health and cause delays or reductions in the Council's service delivery				
<b>Risk Owner and cabinet Member responsible</b>	Strategic Leadership Team & Cabinet	<b>Select Committee</b>	Adult Select	<b>Strategic objective</b>	All		
<b>Reason why Identified</b>							
<p>COVID-19 is a new strain of coronavirus first identified in Wuhan City, China in December 2019. Public Health Wales is working closely with the Welsh Government, and the other UK public health agencies, to carefully monitor the situation and implement the planned response, with measures in place to protect the health of the public. In January 2021, the UK COVID-19 alert level was upgraded to level 5 (the highest level), 'epidemic is in general circulation; transmission is high or rising exponentially and there is a material risk of healthcare services being overwhelmed'. In February 2021, the UK COVID-19 alert level was lowered to level 4 'a COVID-19 epidemic is in general circulation; transmission is high or rising exponentially' and Welsh Government are monitoring the situation carefully to determine if lockdown measures can be reviewed.</p> <p>The pandemic has posed a significant and unprecedented challenge to our way of life and how the Council continues to provide a range of vital services. The need to preserve life and stop the spread of the virus, while continuing to support communities, has meant that a lot of our usual work has been re-purposed or paused. The impact of the pandemic could lead to an increase in staff absence due to illness or self-isolation. This could result in a lack of capacity to respond to other major incidents, should they occur, and also cause a shortage in capacity to respond to agreed priority services. The delivery of social care services is essential and achieved through a dedicated service model, which could be impacted by the reduction in staff numbers. The Test, Trace and Protect protocol continues to operate, and presents a potential risk if large numbers of staff are required to self-isolate. Its impact will continue to be monitored.</p> <p>A developing concern is the occurrence of COVID-19 mutations and the impact these will have on vaccination efficacy and case rates. Evidence suggests that the mutations seen so far have resulted in changes to the virus that can increase the ease and rapidity of spread in the community, and impact on the effectiveness of vaccine.</p>							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Almost certain	Major	High	2021/22	Almost Certain	Substantial	High
2022/23	Almost certain	Major	High	2022/23	Likely	Substantial	Medium
2023/24	Almost certain	Major	High	2023/24	Likely	Substantial	Medium
<b>Mitigating Actions</b>							
Mitigating Action	Responsibility Holder		Timescale	Mitigation action progress			

<p>Implement the council's strategic response via the Emergency Response Team, in conjunction with the Gwent Strategic Coordinating Group – the multi-agency group that consists of key partner agencies that play a role in mitigating the impacts of the outbreak</p>	<p>Strategic Leadership Team</p>	<p>ongoing</p>	<p>The main element of the council's response was via the Emergency Response Team (ERT) which was formally stood down in May 2020. The multi-agency structures established to respond continue to meet with an MCC representative sitting on the Strategic Coordinating Group (SCG) and relevant Tactical Sub Groups. A Monmouthshire Council Covid Coordination Group continues to meet weekly maintaining oversight of Covid-related issues, with the Council's Strategic Leadership Team continuing to respond as necessary. The ERT Covid risk register has formally been 'closed', with risks now being managed through the Strategic Risk Register and business plans for ongoing updates.</p> <p>A revised purpose has been established, along with revised strategic aims, which provide direction to all council activities specifically related to the Covid-19 pandemic. This has been through two updates, as the situation has developed, and now sits at its third iteration, entitled the Winter Strategy. This will provide guidance on council direction until March 2021, with the next iteration scheduled for publication during the spring..</p> <p>Regular updates are being provided to all staff via the Hub, with the latest information on the status of the outbreak and ways to contain its spread. This includes a wealth of information pertinent to the ongoing fluid situation.</p>
<p>Implement, and continue to refine, the Council business continuity plans and strategies</p>	<p>Strategic Leadership Team</p>	<p>ongoing</p>	<p>Heads of Service are updating plans to prioritise service delivery.</p> <p>There has been considerable focus on the Business Continuity strategies and alternative methods of service delivery since the beginning of the Covid-19 pandemic. Limited work has been undertaken to update business continuity plans and, in areas where these were deemed to be lacking, strategies and dynamic changes to service delivery have been implemented as a matter of urgency.</p>
<p>Monitoring measures that need to be put in place to keep priority service areas functioning in the county, in particular:</p> <ul style="list-style-type: none"> <li>i. Emergency response</li> <li>ii. Social care particularly in adult services and</li> <li>iii. Operational capacity to maintain essential services.</li> </ul>	<p>Strategic Leadership Team</p>	<p>ongoing</p>	<p>Staff absence rates initially increased but have since reduced. This is being closely monitored for the impact on priority services. Where necessary, staff have been redeployed to ensure service delivery is maintained at acceptable levels. Redeployment has primarily taken place amongst staff whose primary role has ceased due to service restrictions or closures. Service statuses are being monitored by each directorate and any issues, risks or escalations are being reported.</p> <p>Testing for the virus is now available for all staff and their family members who are symptomatic. We are continuing to implement the robust protocol for testing to facilitate staff to return to work.</p> <p>Test, Trace and Protect protocol has been established and is being monitored closely to determine the impacts on staffing levels, should a large number of staff be identified as requiring 10 days self-isolation. Business Continuity strategies continue to be updated to ensure services can continue if staffing levels are significantly affected.</p>
<p>Deliver with partner agencies an effective Test Track and Protect system to identify virus outbreaks quickly and contain them</p>	<p>Head of Public Protection</p>	<p>ongoing</p>	<p>Alongside Gwent partners, the council is contributing to the operation of the COVID-19 Test, Trace and Protect scheme. This aims to trace and contact residents who have been in contact with the virus to provide advice and request they self-isolate to try and minimise the spread of the virus.</p> <p>Monmouthshire has partnered with Aneurin Bevan University Health Board, Public Health Wales and neighbouring local authorities to collaborate on a Gwent-wide approach. This 'mutual support' model has been key in swiftly dealing with cases anywhere within the Gwent area, with staff deployed from neighbouring areas to assist those in greatest need. Posts are made up of redeployed staff, EHO and newly recruited members. Funding for the TTP scheme has been secured until the end of September; plans beyond this point are uncertain.</p>
<p>Work with partners on measures aimed at maintaining a reduced level of transmission and respond rapidly to a resurgence of COVID-19 cases identified via Trace, track and Protect. Use data supplied by PHW to monitor and respond appropriately to indicators that indicate an increase in community transmission.</p>	<p>Strategic Leadership team</p>	<p>Ongoing</p>	<p>Welsh Government and the Gwent Strategic Coordinating Group (SCG) continue to respond appropriately – with Monmouthshire County Council engagement as necessary. A series of agreed stand down criteria for the SCG has been agreed and continues to be monitored. Until these criteria have been met and SCG risks are either mitigated, transferred or tolerated, the multi-agency response will remain active and maintain an on-going response.</p>
<p>Work with the NHS to roll-out a COVID vaccination programme</p>	<p>Strategic Leadership team</p>	<p>July 2021</p>	<p>The council continues to work with ABUHB to support and coordinate the rapid roll out of the UK/WG vaccination strategy, and to utilise the vaccination supply currently available. Ongoing developments with regards to the distribution of vaccinations and increasing availability is being monitored and responded to.</p> <p>Residents in a care home for older adults and staff working in care homes for older adults, along with front line health and social care workers, are in the top priority groups for the COVID-19 vaccine roll out. Working with ABUHB, all residents and staff of care homes for older people have been offered vaccinations. The vaccine has also been offered to all front line social care workers in the Council.</p>
<p>Continue to monitor the ongoing emergence of mutations to COVID-19 and adopt local and national protocol as it develops to mitigate the risks associated with the new variations.</p>	<p>Strategic Leadership team</p>	<p>ongoing</p>	<p>Arrangements are in place to manage increased surge community testing and arrangements are also being developed for Mass Community testing to address the current dominant Covid strain and Variants of Concern.</p>



<b>Ref &amp; Status</b>	<b>15</b>	<b>Risk</b>	Potential Risk that: The coronavirus pandemic will have a considerable economic impact resulting in business closures and job losses				
<b>Risk Owner and cabinet Member responsible</b>		Frances O'Brien & Cllr Bob Greenland	<b>Select Committee</b>	Economy and Development	<b>Strategic objective</b>	Thriving and well connected county	
<b>Reason why Identified</b>							
The relaxation, reintroduction and changes to lockdown measures could result in business closures, job losses and increased unemployment. The removal of or changes to financial safeguards such as the furlough scheme and the availability of grants, could make it harder for local businesses to survive. The impacts to the hospitality and tourism sector and their supply chains could impact the economy of Monmouthshire.							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2021/22	Likely	Major	High	2021/22	Likely	Substantial	Medium
2022/23	Likely	Major	High	2022/23	Likely	Substantial	Medium
2023/24	Likely	Major	High	2023/24	Likely	Substantial	Medium
<b>Mitigating Actions</b>							
<b>Mitigating Action</b>		<b>Responsibility Holder</b>	<b>Timescale</b>	<b>Mitigation action progress</b>			
Continue to administer grants to businesses efficiently and effectively whilst WG funds are available to do so.  Continue to provide advice and support to businesses through our networks, officers and social media platforms.		Head of Enterprise & Community Animation	Ongoing	Support has been provided to local businesses, wherever possible, and specifically through the administration and timely payment of all of the COVID-19 grants since the pandemic started.  The Council has strived to ensure businesses are aware of the support available and continued to provide business advice and support throughout, including holding regular meetings of the Monmouthshire Business Resilience Forum and livestreaming events. The Council continues to present evidence to the Welsh Local Government Association and Welsh Government to highlight those businesses impacted significantly by the pandemic, in terms of being forced to close or suffering reduced trade, but are not eligible for Welsh Government support.			
Work with the local business community in re-opening our Town Centres		Head of Placemaking, Highways and Flooding	Ongoing	Work has taken place to support Monmouthshire's town and village centres, and the businesses that reside within them. Work continues to adapt our main town centres to support them and ensure their safe operation. Considerable consultation has taken place to seek the opinions of our residents and to gather ideas about how our town and village centres could look in the future to inform this. Currently non-essential shops are closed as part of coronavirus regulations. Further support will be considered based on the latest guidance and evidence as it develops.  On-going consultation continues with the local Chambers of Commerce via the Monmouthshire Business Resilience Forum.  The Council is expanding its regeneration capacity and will seek to maximise use of, and access to, grant funding and financial support to support businesses and our town centres.  The replacement Local Development Plan will contain new policies aimed at supporting the future of our high streets. In the meantime, flexibility will be applied, where appropriate, to support the vitality and viability of our town centres.			
Agree a coherent marketing and communications plan with our local business community via the Monmouthshire Business Resilience Forum.		Head of Enterprise & Community Animation	Ongoing	There is an ongoing communications campaign encouraging businesses to apply for grants, alongside wider promotion of government business and job retention programmes. Further marketing and communications will be considered based on the latest guidance and evidence as it develops, for example, a developing Spring-focused 'Shop Local, Shop Monmouthshire' campaign .			

<b>Ref &amp; Status</b>	<b>16</b>	<b>Risk</b>	Potential Risk that: The coronavirus could have a disproportionately negative impact on the well-being of some sections of our communities, resulting in increased poverty and inequality				
<b>Risk Owner and cabinet Member responsible</b>		Frances O'Brien & Cllr Sara Jones	<b>Select Committee</b>	All	<b>Strategic objective</b>	All	
<b>Reason why Identified</b>							
There is evidence that the economic impact of the virus disproportionately affects low income households including those working in lower-paid sectors, which can exacerbate issues of poverty and inequality. Those on lower incomes could be at higher risk of unemployment due to business closures and potential redundancy. Lockdown measures have seen businesses close, recreation activities limited, and education mechanisms altered drastically. There is a possibility that there is a latent homeless need (e.g. rent arrears, landlord wishing to sell) in Monmouthshire that could emerge when Government brings temporary private sector non-eviction rules and the Furlough/job support measures to an end at some point in the future. Those on lower incomes are also less-likely to have access to technology and outdoor spaces. There is also evidence that the pandemic has a bigger impact on the well-being of those in more deprived communities. Analysis has shown the association between deprivation and the risk of COVID-19, and evidence has shown age, underlying health conditions and ethnicity, along with other factors, is associated with greater risk and impact of COVID-19. The impact of the pandemic on families could result in financial hardship, and related issues such as food poverty and homelessness.							
In addition, Welsh Government homeless policy changes through the Phase 2 Planning Guidance for Homelessness and Housing Support, whilst positive, has created challenges relating to the availability of temporary and permanent accommodation, the type and quality of accommodation and the range of housing support available necessary to meet current and emerging homeless need.							
<b>Risk Level (Pre-mitigation)</b>				<b>Risk Level (Post-mitigation)</b>			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level

2021/22	Likely	Major	High	2021/22	Possible	Substantial	Medium
2022/23	Likely	Major	High	2022/23	Possible	Substantial	Medium
2023/24	Likely	Major	High	2023/24	Possible	Substantial	Medium
Mitigating Actions							
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress				
Continue to promote access to benefits, including spreading council tax payments over longer periods	Assistant Head of Finance	Ongoing	An online resource has been compiled with partners which aggregates all sources of potential poverty related support into a single place. This has been successfully promoted on social media and shared with partners and all schools.				
Undertake data modelling to identify communities at greatest risk and use this to target pro-active responses such as commissioning of services	Head of Enterprise & Community Animation and Head of Policy & Governance	As per action plan	<p>A Tackling Poverty and Inequality Action Plan has been developed and approved by Cabinet in March 2021. Data modelling using GIS has informed the production of the action Plan. The action plan provides details of the proposed activities for the next two years and the targets by which success will be measured</p> <p>Close working with partners is being undertaken to track data in real time to help understand the emerging situation and act accordingly (e.g. the number of food bank parcels issued, referrals for housing support, nature or queries to Citizens Advice, use of RSL hardship funds).</p>				
As part of the Council's continued commitment to Social Justice, review evidence and plan activity related to poverty in Monmouthshire.	Head of Enterprise & Community Animation	As per strategy	<p>The third iteration of the social justice strategy was approved by Cabinet in March 2021. The strategy has been developed in consideration of the impact, changes and learning as a result of the pandemic, and sets out a new direction for strategy and the council's service areas, in particular the Community Support Network (which forms part of the Community and Partnership Development Team's activities). The strategy also demonstrates the continued commitment to work in partnership, at national, regional and local community level, to implement the policy interventions, approaches, support and methods to improve outcomes for people and communities.</p> <p>Whilst the Aim of the Strategy will remain the same, rather than a broad programme of work, this third phase of the Strategy will provide policy coherence for a number of targeted individual action plans. These have been produced following consideration of the rapidly changing situation as a consequence of the pandemic, and will continue to help promote equitable prosperity in Monmouthshire. The action plans include Tackling Poverty and Inequality, Food Development and Homeless Transition.</p>				
Implement systems to meet the requirements of the new Phase 2 Homeless Transition Plan	Head Of Placemaking, Housing, Highways and Flooding	As per Homeless Transition Plan	<p>During the pandemic, the level of demand for homelessness accommodation increased as Welsh Government mandated all councils to ensure nobody sleeps rough or is at risk of sleeping rough. Welsh Government released the Phase 2 Planning Guidance for Homelessness and Housing Related Support, which sets out their future homeless policy intentions. The core of the policy is rapid rehousing and to provide long-term accommodation with support if needed. The necessity to provide temporary accommodation continues to increase, and many applicants need specialist accommodation and housing support, which largely is not available in Monmouthshire. Furthermore, arising issues with placements is not uncommon and the risk of placement breakdown is relatively high. Unfortunately, not all support needs can currently be met through the existing Housing Support Grant Programme, which is scheduled for re-commission in April 2023.</p> <p>The Council's Phase 2 Homeless Transition Plan, as part of the wider Social Justice strategy, seeks to address the identified issues listed above, and help to transform homeless services in Monmouthshire. A request for Phase 2 Homeless grant funding was made to Welsh Government in June 2020 to help facilitate a number of the proposals, which are all now operational. Whilst this funding is welcomed, its availability was only until 31st March 2021. An uplift by Welsh Government to the Housing Support Grant allocation has enabled the Council to maintain the Phase 2 Grant funded projects to continue beyond 1st April 2021. The Housing Support Grant uplift will also facilitate additional homeless support provision in the County, although the uplift is insufficient to meet all identified homeless support needs. In addition, the Council's Budget Pressure's Mandate process for 2021/22 will also facilitate additional funding for homelessness. The Homeless Transition Plan provides details of the proposed activities for the next two years and the targets by which success will be measured.</p>				

Risks removed from the Whole Authority Strategic Risk Register

Risk	Mitigating Action Update	Reason for removal
<p>Potential Risk that: The authority cannot deliver its services due to potential internal/external factors resulting in service disruption due to lack of Business Continuity planning</p>	<p>Emergency Planning has developed a list of priority services, and these are reviewed every two years. The pandemic has prompted a review of Priority 1 services, which has highlighted the need for a tiered BCM planning process. This process will provide guidance to departments on the stringency needed for their BCM planning arrangements, based on the priority level of their services.</p> <p>There has been considerable focus on the Business Continuity strategies and alternative methods of service delivery since the beginning of the Covid-19 pandemic. Work has been undertaken to update business continuity plans, and strategies and dynamic changes to service delivery have been implemented as a matter of urgency.</p>	<p>Discussions amongst Emergency Planning colleagues have identified the need to review business continuity arrangements at an operational level, specifically around the re-categorising of services at P2 and P3 levels.</p> <p>Work is underway to ensure those services identified as P1 have robust BCM plans in place, and this will be monitored at an operational level, with the support of the Emergency Planning team.</p>
<p>Potential Risk that: Declining recycling rates will prevent achievement of the Welsh Government target of 70% recycling rates throughout Wales.</p>	<p>A number of changes to the HWRC services are underway, necessary to meet the future statutory recycling targets, and to deliver waste services efficiently and effectively moving forward. These include the continuation of the booking system at all sites, full closure of Usk HWRC, introduction of revised opening hours of 08:00 to 16:00, and an additional day closure at Five Lanes and Llanfoist.</p> <p>In addition to this, amendments to the green waste collection service have been implemented, including changes to the container for garden waste, frequency of collection, and an increase in the annual charge for customers. This will contribute to achieving national statutory recycling targets, minimise budget pressures and provide sustainable garden waste services going forward.</p> <p>There have been considerable changes in behaviour since the start of the pandemic, which has resulted in increased recycling rates.</p>	<p>Data will continue to be reviewed to establish the impact of the pandemic on recycling rates, and to determine if any learning can be taken from recent months to improve recycling figures going forward. The first quarter of 2020/21 saw recycling rate increase to 71.1%, compared to 65.6% in the same period in 2019. Furthermore, early figures suggest that rates have continued above last year's recycling rates for quarters two and three.</p> <p>Recycling rates will continue to be monitored closely by the service. The risk will continued to be managed at a service level.</p>



### Appendix 3: Strategic Risk Management Policy – Summary

This sets out the Council’s policy and approach to strategic risk management. A copy of the full policy and guidance is available to staff and members on the council’s intranet the Hub (Finance & Performance Management section – risk assessment)

Risk Management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them or responding to them. Strategic risks are those which affect the Council as a whole. Typically these will be key risks which could significantly jeopardise the Council’s ability to achieve its objectives, statutory plans and/or provide operational services as planned.

The Council is committed to the effective management of risk. As a large public sector organisation, it is exposed to a wide range of risks and threats in delivering key services to communities. Within the Council the purpose of risk management is to:

- preserve and protect the Council’s assets, reputation and staff
- promote corporate governance and aid good management in controlling and managing risks
- support successful delivery of strategic aims, objectives and outcomes
- improve business performance and better anticipate calculated risks where these are likely in delivering improvements
- avoid unnecessary liabilities, costs and failures

The Council seeks to ensure that risk management is effective from strategic to individual services and employees. Therefore, all employees and councillors are responsible for ensuring there are good levels of internal control and risk management throughout the Council in order that the Council’s specified outcomes are achieved.

The Council uses a ‘traffic light’ system of Red/Amber/Green associated with High/Medium/Low to categorise risk levels. This is determined using the risk matrix below

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

<b>High risk</b>	The risk is <b>highly likely</b> to occur and the impact will be major. Management action/control evaluation and improvement is required coupled with continued pro-active monitoring
<b>Medium risk</b>	The risk is <b>unlikely</b> to result in a major issue, however, if it did the impact would be <b>significant or serious</b> . This risk is relatively less significant than a High risk however it needs to be closely monitored within timely management action/controls to ensure it does not escalate.
<b>Low risk</b>	The risk is <b>very unlikely</b> to occur and the impact will be <b>minor or moderate</b> at worst. Risk will be managed by seeking control improvements where practical and / or monitoring and reviewing at regular intervals

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**SUBJECT: 21<sup>ST</sup> CENTURY SCHOOLS -STATUTORY CONSULTATION TO ESTABLISH AN ALL-THROUGH SCHOOL (4-19) IN ABERGAVENNY**

**MEETING: CABINET**

**DATE: 14<sup>TH</sup> APRIL 2021**

**DIVISION/WARDS AFFECTED: All Abergavenny Wards**

## 1. PURPOSE:

- 1.1 The purpose of the report is to seek Members' permission to consult with stakeholders about the Authority's intention to establish an all-through school with a specialist provision for children with complex neurodevelopmental and learning needs in Abergavenny on the site of King Henry VIII Comprehensive School..
- 1.2 Members will be aware that agreement to proceed with the project and the associated funding will be subject to separate reports in the future. This report is to agree the school organisation route that will allow the creation of the school.

## 2. RECOMMENDATIONS:

It is recommended that Members:

- 2.1 Agree to enter into a Statutory Consultation process as set out in the School Organisation Code (a document produced by virtue of the School Standards and Organisation (Wales) Act 2013<sup>1</sup>) to obtain the views of consultees on establishing an all-through school with specialist provision for pupils between the ages of 4-19 in Abergavenny;
- 2.2 Agree and approve the draft Statutory Consultation Document (appendix 1) which proposes to establish the all-through school and specialist provision on the King Henry VIII Site: and
- 2.3 Agree to undertake the consultation in line with the timeline proposed under appendix 2.

## 3. KEY ISSUES:

- 3.1 The Council is committed to giving every young person in Monmouthshire the best possible start in life as set out in the Corporate Plan. At its heart is improving the educational achievement and attainment of all children and young people in the county.
- 3.2 In October 2017 Cabinet agreed the submission of the Council's Band B proposals to Welsh Government as part of the 21<sup>st</sup> Century Schools Programme. A major part of the proposal is to establish an all-through school on the King Henry VIII School site in Abergavenny.

<sup>1</sup> <https://gov.wales/sites/default/files/publications/2018-10/school-organisation-code-second-edition.pdf>

- 3.3 An all-through school combines at least primary and secondary phases of education and potentially nursery and sixth form phases within a single institution. It provides continuous education for pupils. The school is led and managed by one Headteacher, a single governing body and funded as one school.
- 3.4 Deri View Primary School is included within the proposal. If the proposal proceeds the school would form the primary element of the new all-through school and the existing Deri View site and buildings would be repurposed to provide accommodation to meet the increasing demand for pupils wanting to learn through the medium of Welsh and attend Ysgol Gymraeg Y Fenni which would relocate. The relocation of Ysgol Y Fenni to the Deri View site will require a further statutory consultation process. This will be introduced to the Councils workstream when this process alongside the full business case has concluded. If all options proceed as envisaged this will create a vacant site at St Davids Road, Abergavenny.
- 3.5 We believe that the proposed school will need to include facilities for:
- 30 FTE nursery pupils
  - 420 primary pupils
  - 1200 pupils aged 11-16,
  - 200 6<sup>th</sup> formers,
  - The new school will provide accommodation for 71 pupils with complex neurodevelopmental needs (16 Primary and 55 secondary)<sup>2</sup>.
- 3.6 The proposed sizing of the new school has been considered in light of rising numbers of students at King Henry VIII and proposed housing developments in the Abergavenny area. There will be a further consultation considering the catchment areas in Abergavenny town and the surrounding area.
- 3.7 Since the original scoping of the provision in 2017 further work has been undertaken. The proposal now includes the relocation of the Flying Start<sup>3</sup> and the expansion of a specialist provision to support pupils with complex neurodevelopmental disorders<sup>4</sup>. There is already a Special Needs Resource Base (SNRB) at Deri View School and this proposal would continue that provision to Key Stages 3,4 and 5 building on small class provision already offered at King Henry VIII Comprehensive School.
- 3.8 There will be nursery provision on site, our proposal is that this will be a non-maintained setting and therefore not subject to any statutory consultation process. There are benefits associated with non-maintained settings such as their ability to provide wrap-around childcare. This will be tested as part of the consultation exercise.
- 3.9 Extensive discussion has taken place between Officers and Monmouthshire's Welsh Education Forum (WEF). The outcome of these discussions is that the proposal to include a Welsh medium stream at Key Stages 3 & 4 has been removed. The WEF has consistently stated a preference for a fully immersive experience for Welsh learners (as experienced at the primary phase). The Council is preparing its new

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<sup>2</sup> These numbers have been arrived at following consultation with the access unit at Monmouthshire County Council and the planning department.

<sup>3</sup> Flying Start is the Welsh Government's targeted Early Years programme for families with children under 4 years of age who live in some of the most disadvantaged areas of Wales

<sup>4</sup> These include children with disabilities that affects their behaviour, memory, or ability to learn. Examples include dyslexia, ADHD, learning deficits and autism.

Welsh in Education Strategic Plan (WESP). The new WESP has an extended timeline, from three to ten years. This will afford the Authority a longer-term planning horizon to develop and promote its Welsh medium provision. As a part of the early considerations for the new WESP Officers are committed to reviewing the potential of establishing a SNRB and Key Stage 3 provision for Ysgol Gymraeg Y Fenni within the Deri View site. Torfaen County Borough Council extended Ysgol Gyfun Gwynllyw and places will be available to accommodate pupils from Ysgol Y Fenni. Senior officers are in early discussions with neighbouring authorities to pursue a collaborative arrangement to provide Welsh medium secondary provision as a part of any future 21<sup>st</sup> Century Schools Band C proposals.

- 3.10 Evidence suggests that the construct of an all-through schools has a beneficial impact on school life. This includes but is not limited to, the day to day management of the school, professional development of staff (especially in light of the recently enacted Curriculum for Wales) and on educational experiences and outcomes for pupils. Some all-through schools have also seen significant drops in exclusions and improvement in behaviour. There have also been examples of minimising the dip in performance that pupils typically experience in the transition between Key Stage 2 and years 7 and 8. This is due to the school having an excellent awareness of prior learning and achievement.
- 3.11 All learners would belong to one educational establishment, however, it is important to note that whilst there would be opportunities for sharing facilities and resources, all-through schools provide access to separate facilities for learners of different ages e.g. separate teaching accommodation, different start and finish times as well as separate areas to use during break times.
- 3.12 The development of all-through schools aligns with the Council's Social Justice Strategy and commitment to addressing inequalities within the County to help turn lives around. All-through schools bring several potential benefits to children and young people who are disadvantaged by poverty and inequality. It is widely accepted that all-through schools are able to raise attainment by establishing continuum of education from 3-19, minimising dips in performance during transition and using improved data tracking allowing for better monitoring of progress and outcomes to inform future planning.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 One of main benefits of the proposal in its current form is the redevelopment of a school that is no longer fit for purpose which will allow children to access the new curriculum in appropriate accommodation. The inclusion of a 3-19 offer alongside the extension of the specialist provision has the potential to benefit those groups who would be considered vulnerable learners.
- 4.2 A further benefit of the proposal is the expansion of Welsh medium provision in the north of the County. If the proposal proceeds Deri View Primary School will vacate their current site for Ysgol Gymraeg Y Fenni to relocate. This will enable them to grow and supports the Welsh Government's goal to achieve a million Welsh speakers by 2050.
- 4.3 This proposal will benefit children with complex neurodevelopmental and learning needs by reducing travelling to other schools and enabling them to remain in their local school and community.

## 5 OPTIONS APPRAISAL

- 5.1 The attached consultation document outlines five options for achieving the organisational structure of the new school. These are set out below.
- i) Option 1: Do nothing and maintain the status quo
  - ii) Option 2: Establish an all through school with suitable ALN provision on the King Henry VIII site and cease to maintain King Henry VIII and Deri View Schools
  - iii) Option 3: Establish an All through school with suitable ALN provision and Welsh Medium stream at Key Stage 3,4 & 5 on the King Henry VIII site and cease to maintain King Henry VIII and Deri View Schools
  - iv) Option 4: Extend the age range of King Henry VIII and incorporate Deri View Primary School.
  - v) Option 5: Extend the age range of Deri View and incorporate King Henry VIII Comprehensive School
- 5.2 In order to achieve our stated aim of establishing Monmouthshire’s first all-through school we believe that closing both schools and establishing a new school is the fairest and most equitable approach. There is a risk that if one school has its age range extended and one school closes it could be perceived as a takeover whichever option of 4 or 5 was selected. The change management around the establishment of the new school is likely to be extensive and it is incumbent upon the Authority to select an organising route that creates as a great a sense of fairness as possible. Therefore, Option 2 is the Authority’s preferred option.
- 5.3 The consultation process will run over the next eight months and will include initial consultation phasing and the publication of Statutory Notices. Below is the timeline for activity. The Authority will undertake a wide range of engagement activities with a full range of stakeholders. Currently public health regulations preclude the large-scale community engagement events which have been a feature in the past however Officers will continue to monitor the situation and seek as many meaningful engagement opportunities as possible.

Cabinet Report and consultation paper in public domain	31 <sup>st</sup> March 2021
Completion of strategic brief	31 <sup>st</sup> March 2021
Cabinet	14 <sup>th</sup> April 2021
Publication of formal consultation document	26 <sup>th</sup> April 2021
Appointment of Contractor and design team	May / June 2021
Deadline for submitting comments to proposals	6 <sup>th</sup> June 2021
Report on Consultation to Cabinet	7 <sup>th</sup> July 2021
Planning Process commences	September 2021
Statutory Notices Published	September 2021
Final Cabinet decision on proposal	November 2021

## **6 REASONS:**

- 6.1 The Council has a responsibility as part of the School Organisation Code 2018 to consult with appropriate stakeholders when considering any significant school reorganisation proposals.
- 6.2 The proposed change will address the Council's commitment to develop and establish innovative approaches to securing better outcomes for children and young people.

## **7 RESOURCE IMPLICATIONS:**

- 7.1 The total capital investment to establish the all-through School will deliver approximately £50.2m into the Abergavenny area. The proposal is part of the Councils 21<sup>st</sup> Century Schools Band B Programme, the cost of which will be funded 65% by Welsh Government and 35% by the Council. This will be subject to a separate report to Council in due course.
- 7.2 The revenue budget for the proposed all-through school would be constructed in line with the current school funding formula ensuring equitable distribution of finance based on pupil need.
- 7.3 The proposed all-through school could also benefit from economies of scale and avoid cost duplication.
- 7.4 There are no direct revenue financial implications associated with this report as the consultation process will be built into the present work programme of officers within Children and Young People Directorate.

## **8 CONSULTEES:**

CYP DMT  
SLT  
Executive Member for CYP and Monlife  
Cabinet

- 8.1 As part of the preparations for this report Officers have undertaken informal briefing sessions with the staff and Governing Bodies of both Deri View Primary School and King Henry VIII School.

## **9 BACKGROUND PAPERS:**

School Standards and Organisation (Wales) Code 2013

## **10 AUTHOR:**

Cath Saunders  
21<sup>st</sup> Century Schools Programme Manager

## **11 CONTACT DETAILS:**

**Tel:** 07595647637

**E-mail:** cathsaunders@monmouthshire.gov.uk





## APPENDIX 2

<b>Consultation Stage</b>	<b>Date</b>
Cabinet agree to start formal consultation	<b>14<sup>th</sup> April 2021</b>
Formal Consultation Process	<b>26<sup>th</sup> April 2021 – 6<sup>th</sup> June 2021</b>
Cabinet meeting to receive the consultation report	<b>7<sup>th</sup> July 2021</b>
Cabinet consider recommendations on proposed way forward and agree to publish statutory notices	<b>7<sup>th</sup> July 2021</b>
Statutory Notices are published	<b>2<sup>nd</sup> September 2021 – 30<sup>th</sup> September 2021</b>
Final decision by Cabinet	<b>3<sup>rd</sup> November 2021</b>
Proposals Implemented	<b>1<sup>st</sup> September 2023</b>

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## **CONSULTATION DOCUMENT**



### **Establishment of all-through School (4-19) and Specialist Provision for Pupils with Complex Neurodevelopmental and Learning Needs in Abergavenny**

April 2021

## **OVERVIEW**

I am pleased to present this consultation document setting out the Councils 21<sup>st</sup> Century Schools Band B proposals for education in Monmouthshire and in particular the Abergavenny area.

This consultation document relates to the proposal to establish an all-through (4-19) school in Abergavenny. Consultees should note that the provision for nursery pupils are included in the Council's overall proposals however the proposed provision for Early Years is for a non-maintained setting i.e. the accommodation will be provided by the Council but the setting will be delivered by a private provider and is therefore not subject to a statutory process

The Council is committed to developing and establishing innovative approaches to securing better outcomes through increased continuity in pupil learning through seamless phase to phase transition and a joined up strategy to learning, pastoral care and support. This is your opportunity to comment on the Councils proposals within its Band B 21<sup>st</sup> Century Schools Programme ensuring the young people of Abergavenny are equipped with the skills and qualifications they need to succeed.

To progress our proposals, the Council has to undertake a consultation process for school reorganisation. This formal consultation document provides opportunity for all stakeholders to contribute to a school reorganisation proposal for the Abergavenny area. It is your chance to ask questions and make comments that will be considered when the Cabinet decides how to proceed.

The Council will consult with a wide range of individuals and groups about the proposal and the list of Consultees is shown in appendix 1

There will be a number of consultation events, listed within the appendices of document, where the proposal will be explained. These consultative events are organised so that you can ask questions and make comments that will be recorded and taken into account in the decision making process. The consultation will run from 26<sup>th</sup> April 2021 and conclude on 6<sup>th</sup> June 2021

You may also provide your views by completing the [online consultation form](#) or by emailing [strategicreview@monmouthshire.gov.uk](mailto:strategicreview@monmouthshire.gov.uk)

I hope you will take full advantage of both the information contained in the document and the arranged 'drop in' sessions so that you have access to all the information and plans, as well as opportunity to ask questions and engage in discussion about the proposals set out in the document.

I look forward to seeing you at the sessions

Kind regards

Will McLean  
Chief Officer  
Children and Young People  
Monmouthshire County Council

## **1. Introduction**

Monmouthshire County Council (the Council) has a statutory duty to secure sufficient and suitable school places for children within its County, and in doing so ensure that resources and facilities are efficiently utilised to deliver the educational opportunities that our children deserve.

This document represents the Council's responsibilities as part of the School Organisation Code 2018 (a document produced by virtue of the School Standards and Organisation (Wales) Act 2013)<sup>1</sup> to consult with appropriate stakeholders when giving consideration to any significant school reorganisation proposals.

The purpose of this document is to provide information on the Council's proposal to establish an all-through school with specialist provision for children with Complex Neurodevelopmental and Learning needs (referred to from here on in as the specialist provision).

An all-through school combines at least Primary and Secondary stages of education and at times also Nursery and Senior Phase within a single institution, and provides continuous education for its pupils throughout phases. The school often occupies a single site and has one governing body. Evidence suggests that All through schools have beneficial effects on various aspects of school's day to day running, professional development of staff, and on the educational experience and outcomes of their pupils. Further information on all-through schools is included within this document.

At its meeting in October 2017, Cabinet agreed the submission of its Band B proposals to Welsh Government as part of the 21<sup>st</sup> Century Schools Programme. A significant part of the proposal involves the establishment of an all-through school on the King Henry VIII School site. Further development work has identified the requirement to relocate the Flying Start Provision and establish a Special Needs Resource Base as part of the new school.

The proposed School will include facilities for 1200 pupils (aged 11-16), 200 6<sup>th</sup> form, 420 primary pupils, 30 FTE Nursery pupils and 30 Flying Start places. The accommodation will provide accommodation for 71 (16 primary and 55 secondary) pupils with complex neurodevelopmental and learning needs within the school. For the reasons outlined in the Overview above, Early Years provision is not included as part of this Statutory Consultation process.

The proposed school will be established in a new building which will be funded in collaboration with Welsh Government as part of the 21<sup>st</sup> Century Schools and College Programme.

The proposed new school will be a modern educational and community facility, designed in such a way as to be adaptable to evolving learning and teaching

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<sup>1</sup> <https://gov.wales/sites/default/files/publications/2018-10/school-organisation-code-second-edition.pdf>

approaches as well as maximising the possibilities for community use. It will comprise of:

- Learning environments and technologies that are agile and respond to differentiated pedagogical approaches, preferred learning styles and individual requirements.
- Facilities that can easily adapt to accommodate a range of curriculum pathways, support personalised learning plans, relevant to the lives of children and young people, particularly those at risk of disengagement.
- Tailored support for all learners with ALN.
- Adult learning opportunities as discreet provision or alongside Post 16 students.
- Learning environments which facilitate different models of school and curriculum organisation including those where learners progress according to their stage not age.
- Collaborative provision across the school estate through a sharing of new specialist facilities and blended learning options.
- An environment that facilitates partnership working with the local community to enhance curriculum provision, work related learning and enterprise.
- A school where multi-agency teams efficiently and effectively work together to identify and address barriers to engagement, support and achievement.
- The provision of anywhere, anytime access to learning through extended day and ICT provision so students can refresh, catch up and extend their learning at a pace and time that is right for them.
- The creation of learning communities within a school enabling students to be well known.
- A school building that is easy to manage by teaching and support staff, that has a spacious and naturally well-lit teaching and working environment with low energy and renewable energy sources.
- A building capable of being used in the evenings and on weekends, providing services that complement the requirements of the adjoining Leisure Centre.

The Council is in the process of undertaking a feasibility study and creating school designs which promotes its vision for 21<sup>st</sup> Century schools. The Council's design philosophy will allow the school to deliver the following aspirations:

- The delivery of a learning and teaching environment where pupils will be inspired to achieve and maximise their aspirations
- Excellent outcomes for pupils.
- Excellent overall levels of attendance for pupils.
- Excellent transitional arrangements from primary to secondary to further education and workplace.
- Provision of smart, agile and responsive ICT provision.
- A sustainable building meeting 21<sup>st</sup> Century school standards.
- Effectively support the delivery of the Curriculum for Wales
- Provision of an integrated teaching and learning environment for all which is supportive to all the pupils needs. Where ALN provision is fully immersed into the whole school environment.



- Provision of a quality and targeted vocational offer which meets the local needs as well as strategic needs throughout the County.
- To provide a more effective, robust and secure infrastructure to deliver excellent teaching and learning, inclusion, wellbeing and equity
- To provide a robust Change Management Programme for staff as part of their Continued Professional Development.
- To develop an efficient HR structure that is able to meet the challenges of a 21<sup>st</sup> Century learning and teaching environment.
- To create a Professional Learning Community based on a common pedagogical approach.
- To provide an environment which encourages closer working within the schools' cluster, a sharing of resources, staff teaching and learning opportunities, an environment where primary and secondary teachers can work together in ensuring the pupils learning pathway is seamlessly planned.

This document allows interested parties to understand the detail behind the Council's proposals, and provides an opportunity to contribute by asking questions, putting forward comments and observations, or suggesting alternative proposals that they feel should be considered.

## **2. Consultation Arrangements**

The Council proposes to establish an all-through School, with specialist provision, in the north of the County on the King Henry VIII Comprehensive School site. To achieve this the Council will close Deri View Primary School and King Henry VIII Comprehensive School, both of which are situated in close proximity. The proposal includes the relocation of Flying Start and development of a Provision to accommodate seventy-one pupils aged 4-19 with complex neurodevelopmental and learning needs.<sup>2</sup>

The proposed development will provide accommodation for a thirty place full time equivalent (FTE) Nursery and wrap around childcare. The nursery facility will be a non-maintained setting and therefore there is no requirement to include as part of this statutory consultation.

The proposal is for the new school to open from 1<sup>st</sup> September 2023 which would result in Deri View and King Henry VIII Schools closing on 31<sup>st</sup> August 2023. The new accommodation for the proposed school will be completed in May 2024 and all pupils will relocate in readiness for September 2024.

The Council is now engaging in a statutory consultation process with all interested parties to ensure that any decision taken by the Council is one that is informed. Your views on the proposed changes are very important to us, and we would like you to engage with us throughout this consultation. Therefore, the Council will ensure that there are appropriate opportunities for you to have your say, particularly if the proposals impact on either you personally or your children.

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<sup>2</sup> Complex neurodevelopmental and learning needs is defined as disabilities in the functioning of the brain that affects a child's behaviour, memory or ability to learn. E.G Dyslexia, ADHD, learning deficits and autism

The timescales for the formal consultation aspects of these statutory proposals are:

Statutory Consultation Period commences	Statutory Consultation Period concludes	Period of consultation
26 <sup>th</sup> April 2021	6 <sup>th</sup> June 2021	6 weeks

### **2.1 Formal consultation process**

The formal consultation process represents an opportunity for people to learn about the proposal, ask questions and make comments that will be recorded and considered when the Council determines whether or not proposals are to be implemented.

The Council seeks to engage with a wide range of stakeholders on the proposals outlined in this consultation document. A full list of the consultees can be found under Appendix 1.

As part of the consultation process, the Council intends to hold consultation sessions with pupils, staff, governors, parents from both schools and members of the community to ensure engagement with all interested parties who may wish to learn more about the proposal. Council Officers will be in attendance to explain the proposals in detail and answer any questions and ensure all comments/views made are recorded.

In addition to the above, any views, comments, or questions on the proposals can be submitted to the Council by:

- Completing the online consultation questionnaire available via [www.monmouthshire.gov.uk/statutoryconsultation](http://www.monmouthshire.gov.uk/statutoryconsultation)
- Emailing [strategicreview@monmouthshire.gov.uk](mailto:strategicreview@monmouthshire.gov.uk).

Completion of the questionnaire will enable us to undertake detailed analysis of the feedback we receive from consultees.

**Important:** This consultation will not make any assumptions, so whether you are for or against the proposed changes, please take this opportunity to have your say.

If you have any questions on the proposals please contact the Access Unit on 01633 644508 or by emailing [strategicreview@monmouthshire.gov.uk](mailto:strategicreview@monmouthshire.gov.uk).

It is important to note that any unfavourable comments made during the consultation period will not be treated as objections to the proposals but will be accepted as adverse comments. Objections to the proposals can only be accepted after the consultation period has concluded and should the Council determine to proceed with the proposals by way of publishing statutory notices.

If you wish to object, you will need to do so in writing should the Council enter into a statutory objection period. If consultees submit a request during the objection period, asking for a response submitted at the consultation stage to be treated as an objection this will be accepted.

## **2.2 Consultation with Learners**

The views of Learners are extremely important to the Council and therefore children and young people will be provided with opportunities to contribute to this consultation process. The Council has produced a summary version of this consultation document which will be made accessible for all children and young people affected by this proposal.

The Council will also hold sessions with the children and young people on roll at Deri View Primary School and King Henry VIII Comprehensive School where this is felt to be appropriate and practicable. Consultation with children and young people will be supported by key professionals and their views captured and considered in any reports that may determine our way forward.

## **2.3 Conclusion of the Formal Consultation process**

The opportunity to respond to the proposals outlined within this consultation document will conclude at midnight on 6<sup>th</sup> June 2021. The Council's Cabinet will then be provided with a Consultation Report analysing the views shared by consultees during the formal consultation process and determine whether or not they wish to proceed with the proposal. A copy of the consultation report will be published at least 2 weeks before any statutory notices are published.

If the decision is taken by the Council's Cabinet to proceed with the proposal, a statutory notice will be published. The Council will allow for a statutory notice period lasting 28 days from the date of publication to enable consultees to express their views in the form of supporting or objecting to the proposals.

The Council's Cabinet will then consider the responses received during the statutory notice period in the form of an objection report and will then make the final decision as to whether or not to proceed with the proposal.

The proposed timetable for decision making following the formal consultation process is:

<b>Stage of process</b>	<b>Key date</b>
Cabinet consider the results of the consultation and determines whether to proceed with proposals	7 <sup>th</sup> July 2021
Council publish statutory notice and enter into objection period	2 <sup>nd</sup> September 2021
Cabinet consider the objection report and determine whether or not to implement the proposals	3 <sup>rd</sup> November 2021

## **2.4 Implementation of the Proposals**

Should the outcome of the statutory process outlined in this document conclude that proposals are to proceed as presented, the all-through school will open from 1<sup>st</sup> September 2023 and Deri View Primary School and King Henry VIII Comprehensive School will close with effect from 31<sup>st</sup> August 2023. The pupils will move into the new accommodation between May and September 2024.

## **2.5 Consultation process timeline**

<b>Consultation Stage</b>	<b>Date</b>
Cabinet agree to start formal consultation	<b>14<sup>th</sup> April 2021</b>
Formal Consultation Process	<b>26<sup>th</sup> April 2021 – 6<sup>th</sup> June 2021</b>
Cabinet meeting to receive the consultation report	<b>7<sup>th</sup> July 2021</b>
Cabinet consider recommendations on proposed way forward and agree to publish statutory notices	<b>7<sup>th</sup> July 2021</b>
Statutory Notices are published	<b>2<sup>nd</sup> September 2021 – 30<sup>th</sup> September 2021</b>
Final decision by Cabinet	<b>3<sup>rd</sup> November 2021</b>
Proposals Implemented	<b>1<sup>st</sup> September 2023</b>

## **3. The Way Forward and Reasons Why**

The Welsh Government (WG) has a long term investment programme that will create a generation of 21<sup>st</sup> Century Schools. Through the 21<sup>st</sup> Century Schools and Colleges programme the Welsh Government, in collaboration with local government will deliver:

- Learning environments for children and young people in Wales aged 3 to 19 that will enable the successful implementation of strategies for school improvement and better educational outcomes;
- A sustainable education system through better use of resources to improve the efficiency and cost-effectiveness of the education estate, and which enhances local public service provision; and
- A 21<sup>st</sup> Century Schools standard for all schools in Wales which reduces recurrent costs, energy consumption and carbon emissions.

For further information on 21<sup>st</sup> Century Schools visit

<https://gov.wales/21st-century-schools-programme>

## **4. Background**

The Council is committed to improving the educational achievement and attainment for all children and young people in in the county through the provision of an inclusive education system that places the learner at the centre.<sup>3</sup>

Through our work with schools, parents and key partners, we seek to:

- Secure equality of access to education for all children and young people
- Deliver a high quality and inclusive curriculum for all learners
- Educate our children and young people in their local communities whenever possible
- Support children and young people and their families to enable them to live a happy and fulfilling life
- Provide meaningful opportunities for learners to access support when they need it and return to their community school as soon as they are able
- Meet the needs of children and young people now and be suitably adaptable to meet changing needs in the future

The aims above link directly to our Directorate core values, which aspire to ensure that all of our children and young people will:

- **Be ready for school** - through engagement with our Early Years and Flying Start programmes.
- **Be in school** - supported by our Access and Education Welfare teams.
- **Be well behaved** - through support from our Behaviour and Inclusion teams.
- **Be well taught** - by the teachers and teaching assistants in our schools.

Over the last five years, we have made progress towards fulfilling this commitment for the majority of our children and young people.

Education remains a top priority for the Council and it is committed to delivering improved performance in educational provision in line with the requirements of the Welsh Government policy and objectives.

The Council strives to provide children and young people with the best possible start in life. Investing in all our children's learning and development, ensuring they have the environments, skills and support to flourish and be prepared for the work of the future and meet the demands of a rapidly changing world environment.

In addition to the above, the aims of our Band B 21<sup>st</sup> Century Schools and Colleges Programme are to:

- Address the condition of our school buildings and sufficiency, ensuring that the schools are of an appropriate size and design to meet the needs of 21<sup>st</sup> Century learning
- Address wider challenges of deprivation, linked both to educational outcomes and the broader indices of deprivation collated from the Welsh Index of Multiple Deprivation

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<sup>3</sup> Monmouthshire County Council Corporate Plan 2017 - 2022

- Address the issue of surplus places to try to ensure we have sufficient school places in the right place for current and future demand
- The management of surplus places is directly linked to ensuring that the authority future proofs any investment that it makes in the educational estate

The Council is committed to providing lifelong learning opportunities in an environment, which is fit for 21st Century learning, ensuring children and young people have access to a modern learning environment and high quality learning provision, to support learners to achieve their full potential.

The Council will, as part of the overall strategy for the 21st Century School Programme, embrace the authority wide change in learning and teaching. An outcome of this change will be the transformational approach to reorganisation and redevelopment of the school estate.

The Curriculum for Wales will be implemented in all schools from September 2022. This means that school will need to reorganise the curriculum into the following six Areas of Learning and Experiences, underpinned by the three cross-curricular skills of literacy, numeracy and digital competence.

- Expressive Arts
- Health and Wellbeing
- Humanities
- Languages, literacy and Communication
- Mathematics and numeracy
- Science and Technology

To support learning, the new curriculum should be organised into a continuum of learning from when a child enters education to the end of statutory schooling and teaching and learning should be directed towards achieving the following four curriculum purposes:

- Ambitious, capable learners, ready to learn throughout their lives
- Enterprising, creative contributors, ready to play a full part in life and work
- Ethical, informed citizens of Wales and the world
- Healthy, confident individuals, ready to lead fulfilling lives as valued, members of society

Many of our schools are currently delivering elements of the new curriculum in anticipation of the full rollout in 2022. However, given the need for greater flexibility and capacity; changes to what and how pupils learn will be easier to manage in an all-through environment than in a single-phase school or group of schools.

Over recent years, progress has been made to transform education in Monmouthshire. Good progress has been achieved in the areas of:

- Improving access and school places
- Reducing surplus places;
- Post 16 learning;
- Improving school attendance



- Initiatives to improve the quality of learning and teaching to support pupil progress
- Reviewing Additional Learning Needs and meeting them at the point of need and location

Should this proposal be implemented it will enable the Council to improve its school estate within Abergavenny and improve education provision in terms of curriculum, staffing and organisation whilst meeting its objectives for future education within Monmouthshire.

In considering its options and developing these proposals the Council has paid due regard to the requirements of the Future Generations Act (Wales) 2015, the United Nations Convention on the Rights of the Child (UNCRC), and recommendations from Donaldson’s ‘Successful Futures’ Report

## **5. Current provision**

### **King Henry VIII Comprehensive School**

King Henry VIII Comprehensive School is an English medium 11-18 co-educational secondary school situated in the north of the County in Abergavenny.

The School currently has a capacity of 1290 places plus 220 place sixth form. Admission Number of 219 and the number on roll as at September 2020 was 1041

King Henry VIII Comprehensive School buildings are in a poor state of repair and following a Condition Survey being undertaken in 2020, the school buildings were categorised as Condition Category D with the backlog of maintenance estimated to be around £2.5m.

### **Deri View Primary School**

Deri View Primary School is an English medium Primary School situated in the north of the County and 0.5 miles from King Henry VIII School.

The School currently has a capacity of 330 places plus nursery, Admission Number of 47 and the number of roll as at September 2020 is 276

Deri View School is a relatively modern building and following a Condition Survey being undertaken in 2020, the school building was categorised as Condition Category C+ with the current backlog of maintenance estimated to be around £110k.

Current pupil numbers (September 2020 census return) at the two schools are as follows:

	R	1	2	3	4	5	6	Total

Deri View Primary Excl. Nursery	36	38	38	38	41	42	43	276
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	7	8	9	10	11	12	13	Total
King Henry VIII Comprehensive	194	176	165	177	171	75	83	1041

Whilst pupil numbers in Deri View Primary School are relatively stable there is an anticipated increase in the number of new houses to be built in the Abergavenny area in the foreseeable future.

Numbers at King Henry VIII School have grown over the last few years and projections show that this will continue over the coming years.

In due course the Council will recommence its consultation on a new Local Development Plan (LDP) and it is anticipated that there will be significant housing growth in the Abergavenny area over the next period.

## **6. The Proposal**

The Council is proposing to establish an all-through school on the King Henry VIII School site with effect from 1<sup>st</sup> September 2023.

In order to facilitate the establishment of the all-through school in Abergavenny, the Council will cease to maintain Deri View Primary School and King Henry VIII Comprehensive School with effect from 1<sup>st</sup> September 2023.

The proposed new school building will be jointly funded by Welsh Government and Monmouthshire County Council through the 21<sup>st</sup> Century Schools and College Building Programme.

### **6.1 Background to the proposal**

In July 2017 this project was identified within the Council's 21<sup>st</sup> Century Schools Strategic Outline Plan (SOP). The SOP set the strategic vision for the Council's Band B programme within the context of the priorities, wider aims and wellbeing goals of the Council. The project fits with the objectives of the Band B programme and key drivers set out within the Council's Corporate Plan.

The case for change identified the poor state of the King Henry VIII existing building and the need to invest to provide a modern, long-term teaching and learning facility.

Since producing the SOP, the Council has identified a requirement to establish a provision for children with complex neurodevelopmental and learning needs within the

proposed new school. There is a small amount of provision within the mainstream school at King Henry VIII School however our evidence shows that there is increasing demand within the catchment area for pupils with complex neurodevelopment and learning needs.

Deri View Primary School currently has a designated SNRB for pupils aged 4 to 11 years.

As part of the option appraisal undertaken to develop the SOP there were a number of key considerations that arose that have informed the Council's decision in choosing to establish an 'all- through' school in Abergavenny. These are as follows:

- Affect change in socio economic deprivation
- Improve the provision for vulnerable learners
- A perceived regression in pupil progress as a result of transition between Years 6 and 7
- Suitability of the existing buildings do not assist the school to meet current curriculum needs, moreover inability to be adapted to meet the needs of the new curriculum
- Poor condition of the King Henry VIII building. The recent building condition surveys undertaken by Faithfull and Gould placed King Henry VIII within category D, Deri View within Category C+
- Dispersed buildings on King Henry V111 which has a material effect on pupil movement, learning adjacencies, accessibility and integration
- School's image is affected by the visual quality of the poor building stock
- The schools are environmentally poor in performance leading to uncomfortable and inflexible learning and teaching environments, high maintenance costs and running costs
- Old and failing infrastructure which is in need of replacing
- Limited lifespan on a number of the existing building stock

## **6.2 Reasons for the proposal**

An all-through school brings a number of potential benefits where transition between primary and secondary schools remain a key challenge. It is widely accepted that schools are able to raise attainment by establishing continuum of education from 3-19

In addition, the Council is proposing to establish a new all-through school for the following reasons:

- To improve educational outcomes
  - More effective transition between key phases of learning
  - More opportunities for staff to move between key stages, to further develop expertise in specific areas
  - Opportunities for pupils in all key stages to benefit from staff expertise in specific subject areas
  - Improved curricular and extra-curricular opportunities for pupils in all key stages

- To improve educational provision
  - Opportunities to develop a broad continuum of learning to meet the needs of pupils in all phases
  - Improved continuity and progression for all learners from 4 to 19 years
  - Opportunity to improve the range and quality of facilities and learning resources available to support effective learning across all phases
  - Improved opportunities for continuity of support for vulnerable groups of pupils.
  - Improved opportunities for more able and talented pupils
  
- To improve leadership and management
  - Opportunity for high quality, robust leadership across all key stages
  - Improved opportunities for the Headteacher to distribute key leadership tasks to a greater number staff across all phases of education
  - Improved opportunities for the governing body to have strategic oversight of education for pupils from 4 – 19
  
- To improve efficiency in the delivery of education
  - Potential for the school to operate more efficiently through more effective deployment of staff
  - Potential for sharing of resources and expertise across all key stages
  
- To minimise the impact of transition between key stages
  - Opportunity to provide seamless progression between each phase of education
  - Suitable facilities to support a 'stage not age' curriculum delivery model to meet the needs of individual pupils
  - Improved opportunities for continuity of support for vulnerable groups of pupils throughout their school careers.

### **6.3 Details of the Proposed All-through School**

It is proposed to design the all-through school to provide 180 Foundation Phase places, 120 primary places, 600 Intermediate phase places, 720 Key Stage 4 places and 200 Key Stage 5 places. These figures include provision for 71 place specialist provision for children with complex neurodevelopmental and learning needs (16 primary and 55 secondary). There is a requirement to establish a Provision to provide for pupils with complex neurodevelopmental and learning needs.

In traditional terms the provision will be for 1200 pupil place secondary school plus a 200 place sixth form and 420-place primary school

A nursery is proposed within the new school, accommodating 30 FTE places. It is anticipated that the nursery will be managed by a private provider and will not be under the management of the Headteacher or Governing Body. Therefore, it is not included as part of these proposals.

Should this proposal go ahead the primary element of this proposal will be derived from the relocation of the 2 form entry English medium primary provision in Deri View Primary School Abergavenny.

The former Deri View Primary School site will be refurbished and Ysgol Gymraeg Y Fenni will relocate there from its current site. This will facilitate the continued growth of Welsh medium education in the north of the County through increasing the capacity of the school. This relocation will also enable the Council to take the opportunity to explore the feasibility of delivering learning for Key stage 3 pupils from the site.

Due to the proposed increase in size should relocation of Ysgol Gymraeg Y Fenni take place a separate statutory consultation process will be undertaken.

#### **6.4 Pupils with Additional Learning Needs**

The Council does not have a single 'special school' for children with complex neurodevelopmental and learning needs (which includes autism) within the county. This has been the case since 1996, when local authorities were restructured. Monmouthshire has developed a model of specialist resource base provision within mainstream schools. This model ensures that children and young people remain close to their communities and have meaningful inclusion opportunities with their mainstream peers, whilst also benefitting from specialist teaching and resources.

Currently there is capacity in primary and secondary specialist resource base provision in Monmouthshire for over 150 children and young people with complex special educational needs including autism. Deri View Primary School has a designated KS2 specialist resource base and King Henry VIII Secondary School is resourced to provide smaller classes for up to fifty pupils with ALN.

The Council is continuing to review its specialist provision to ensure it meets current and future needs and also invest in specialist resources and training for these settings. There is increasing demand for specialist education provision in Monmouthshire and places in out of county special schools are becoming more difficult to secure. When the ALN Act is implemented in September 2021, the Council will have increased responsibility for pupils with ALN from 0-25 years.

The inclusion of a provision for children and young people with complex neurodevelopmental and learning needs in the new school would ensure that the Council has the capacity to meet the needs of more children and young people with this identified need and provide a seamless educational offer for children across a wide age range.

The proposed new school would also provide an accessible and inclusive environment for all pupils with additional learning needs, allowing children and young people with physical/medical difficulties to be more independent.

#### **6.5 Impact on other schools**

The proposed establishment of an all-through school would further enhance the links already in place between the existing primary and secondary school.

An all-through school enables the establishment of one set of policies, shared staff and a shared ethos which would support effective transition from the primary phase to the secondary phase.

Both phases would benefit from a high quality learning environment and infrastructure, including both indoor and outdoor facilities and enhanced access to 21st Century technologies to support both teachers and learners.

The proposal would maximise the benefits arising from greater continuity of provision and would offer greater potential for improving the levels of achievement for all pupils.

The development of a new school, designed and fully equipped for 21<sup>st</sup> century learning, may mean that more parents would choose to send their children or transfer them to the new school. This means that there may be an impact on pupil numbers and they may decrease in other schools within the Abergavenny area.

The introduction of an Intermediate phase may also impact on surrounding schools if parents are concerned about transition between Years 6 & .7

On transfer to secondary school, parents may choose to send or transfer their child to the new school for convenience of location, rather than to Ysgol Gyfun Gwynllyw and therefore there could be a risk that pupil numbers expected to transfer to Year 7 may increase within the new school but decline at Ysgol Gyfun Gwynllyw.

### **6.6 Quality and Standards**

The proposed establishment of the new school, would offer an exciting and attractive career proposition, and it is therefore expected that the new school would attract high quality leadership, management and teaching.

Pupils would be educated in high quality modern buildings which would be designed to support the effective delivery of the new curriculum. The removal of phases and key stages will give all teachers more freedom to work with a wider range of professionals to decide what and how pupils will learn across a whole-school continuum. The development of a common learning continuum that works for five-year olds, teenagers, and young adults has the capacity and flexibility to meet the needs and interests of all learners, including those who are vulnerable or disadvantaged and those who are more able and talented. Opportunities to do this are far greater in all-through school compared to the traditional primary/secondary model.

### **6.7 What is an All-through School?**

An all-through school is a school which provides both primary and secondary education. The school is led and managed by one Headteacher, a single governing body, and funded as one school. Whilst primary and secondary aged pupils would



belong to one educational establishment, and there would be some opportunity for sharing of facilities and resources, all-through schools continue to provide access to separate facilities for children of different ages. This would include separate teaching accommodation, different start and finish times as well as separate areas to use during break times.

All-through Schools are a model which is well established in England and is becoming increasingly popular in Wales, particularly in rural areas where it is seen as a way of ensuring the continued provision of education. The model also brings many benefits to pupils by providing seamless transition for pupils throughout all phases of education.

### **6.8 Advantages and Disadvantages of an all through school**

The advantages and disadvantages of the current proposal in respect of establishing an all-through School are summarised below:

#### **Advantages**

- Enables staff expertise and good practice to be shared across a whole school continuum
- Offers a large measure of flexibility in planning and delivering the curriculum
- Offers the opportunity to organise a wider range of staff to do things in different ways
- Promotes smoother transition between phases for the pupils arising from familiarity with the school and teachers; cross phase pedagogical practices and clearer expectations as children progress through key educational stages
- Reduces potential dips in pupil progress owing to the better coherence, continuity but also flexibility associated with cross phase teaching and learning
- Provides a strong ethos and high quality of relationships resulting from common vision and core values, continuity of experience and consistent approach in addressing any behavioural issues
- Provides a more appropriate education in relation to pupils' ability levels, as staff can contribute to policies and practices in every area across the age range, especially in encouraging more able and talented pupils, and supporting those who need additional help;
- Draws from a wider range of experience and expertise across the sectors, in order to develop pupil's learning experiences. Offers more opportunities for continued professional development
- Improves parental involvement that carries over from the primary through to the secondary stage, and increased opportunities for community engagement and development;
- Provides an enhanced range of resources \*, services and facilities that can be shared by pupils and primary and secondary age learners in different locations on the same site e.g. all weather pitch, gymnasium, laboratories etc.
- Offers better economic efficiency due to sharing of resources;

\* Sharing of resources – it is not expected that young children will share playgrounds with older pupils at break times. Foundation, Primary, Intermediate

and Secondary pupils will receive the majority of lessons in their separate areas. The pupils will only use rooms in the other sections when specialised facilities are required. These times will be timetabled, monitored and supervised at all times.

### **Disadvantages**

- Impact on staff as management of change process would need to take place.
- One or other sector of school staff may feel underrepresented
- Parents may be unfamiliar with the concept of an all-through school and may have concerns about the model
- Other primary schools in the Cluster may feel left out of activities
- May be requirement for retraining of teachers for cross phase teaching
- May involve increased traffic congestion on the King Henry VIII Site

### **6.9 Accommodation**

In May 2019 the Council declared a Climate Emergency and the agreed to strive to reduce its own carbon emissions to net zero in line with the Welsh Governments targets of 2030. It is therefore imperative that the design of the proposed new school gives particular attention to decreasing the carbon footprint.

The Welsh Government state that: 'school buildings and grounds should be designed in order to reduce the use of resources and maximise energy efficiency as much as possible whilst they are being built, during their operation and maintenance.'

Therefore, the design of the proposed new school will allow for the following:

- attractive and fit-for-purpose buildings that use sustainable sources of materials and preserve the best traditions of architecture and local building and which are efficient in energy and resources;
- adequate, high quality, well-designed buildings that can be used for a wide range of teaching and learning methods and experiences;
- first class dining facilities where pupils can enjoy healthy meals;
- fit-for-purpose provision for toilets and personal hygiene requirements;
- buildings that are accessible to the whole community;
- up-to-date facilities, to be used by pupils, staff, parents/carers and members of the community;
- safe community areas;
- indoor and outdoor sports and playing facilities available to pupils during school hours and community out of school hours

## **7. Options Considered**

A description of the options considered, how they were considered and the reasons why these options have been discounted.

Each option was scored against the following Critical Success Factors (CSF)

- Deliver a high quality and inclusive curriculum for all learners
- To deliver a sustainable and cost effective model
- Educate our children and young people and their families in their local communities whenever possible
- Meet the needs of children and young people now and be suitable adaptable to meet changing needs in the future.

The CSF were each weighted High 5, Medium 3, Low 1. Each option was then scored against the CSF and was scored on the following basis:

- 5** exceeds criteria
- 4** meets criteria
- 3** neither meets/ does not meet the criteria
- 2** partially meets the criteria
- 1** does not meet the criteria

The options for consideration ranged from:

- Status Quo
- Establish an all-through School with suitable ALN provision and close King Henry VIII and Deri View Schools,
- Extend the age range of King Henry VIII Comprehensive School to incorporate Deri View Primary School. Relocate all to a new building on the King Henry VIII site and close Deri View Primary School.

The results from the options analysis are shown below

	<b>Option</b>	<b>Score</b>
1.	Status Quo	30
2.	Establish an all-through School with suitable ALN provision and close King Henry VIII and Deri View Schools,	100
3.	Extend the age range of King Henry VIII Comprehensive School to incorporate Deri View Primary School. Relocate all to a new purpose built building on the King Henry VIII site and close Deri View Primary School.	80
4	Extend the age range of Deri View Primary School to incorporate King Henry VIII Comprehensive and relocate to new purpose built building on the King Henry VIII site	80
5.	Establish an all- through school with suitable ALN provision and Welsh Medium secondary stream and cease to maintain Deri View and King Henry VIII Comprehensive schools	20

### **7.1 Options Appraisal**

Option 1 – Do nothing and maintain the status quo. This would mean that there would be no change to the current provision.

Option 1	
Status Quo	
Advantages	Disadvantages
Minimal risk/disruption to de-stabalising existing service delivery	This option could limit the potential for delivery the new curriculum to full effect
Stability of existing arrangements remains consistent	Pupils attainment and attendance may not be as high as it could be in a purpose built 21 <sup>st</sup> century school.
	Costs to maintain the condition of King Henry VIII and Deri View would continue to be a disproportionate be drain on councils maintenance budget
	Specialist ALN provision would not be provided in KS 3,4 &5

**Option 2** – To establish an all-through School with suitable ALN provision and close King Henry VIII and Deri View Schools

Option 2	
Status Quo	
Advantages	Disadvantages
Would meet vision for learning and teaching in Monmouthshire	Impact on staff as management of change process would need to take place to allocate posts in the new school
Provide a flexible and adaptable building for learning that is future proofed and will support the delivery of personalised and independent learning	Parents may be unfamiliar with the concept of an all-through school and may have concerns about the model
Would enable staff expertise and good practice to be shared across key stages	Other primary feeder schools may have concerns about transition arrangements
Would improve transition between each key stage	Difficult to recruit staff in a period of instability
Monitoring pupil progress from 3 to 19 years of age enables staff to build up a comprehensive profile of individual children and build consistently on their achievements	Instability in the short term could impact on the continued need to improve outcomes
Consistency of approach to teaching and learning policies, curriculum planning, behaviour management, equal opportunities and special needs	Possible fear of and resistance to change amongst staff, governors and parents

A consistent vision and shared values across the schools.	All- through schools are a new concept in Monmouthshire, and parents will have concerns;
Planning and delivery of a continuous and coherent curriculum at foundation, primary, intermediate and secondary phase	
Would enable the school to run more efficiently through shared staffing, shared resources	
One Governing Body would have strategic overview over the provision of all key stages	
Ability to develop resilient leadership and management arrangements	
Opportunity to access capital investment in the future	
Potential to share best practice between staff from primary and secondary sectors	
Ability to improve quality and standards in education across both phases of education	
Ability to develop a single culture and ethos	
Specialist ALN provision would be provided in KS 3,4 &5	

### **Option 3 & 4**

To extend the age range of King Henry VIII Comprehensive School to incorporate Deri View Primary School and relocate all to a new building on the King Henry VIII site and close Deri View Primary School.

Or

Extend the age range of Deri View Primary School to incorporate King Henry VIII Comprehensive and relocate to new purpose built building on the King Henry VIII site

Option 3 &4	
Advantages	Disadvantages

Would meet vision for learning and teaching in Monmouthshire	One school may feel as if they are being 'taken over'
Provide a flexible and adaptable building for learning that is future proofed and will support the delivery of personalised and independent learning	Will be difficult to establish a consistent vision and ethos
Would enable staff expertise and good practice to be shared across key stages	Disruptive for learners at both schools
Would improve transition between each key stage	Possible fear of and resistance to change amongst staff, governors and parents
Monitoring pupil progress from 3 to 19 years of age enables staff to build up a comprehensive profile of individual children and build consistently on their achievements	Impact on staff as management of change process would need to take place to allocate posts in the new school
Consistency of approach to teaching and learning policies, curriculum planning, behaviour management, equal opportunities and special needs	Instability in the short term could impact on the continued need to improve outcomes
A consistent vision and shared values across the schools.	Other primary feeder schools may have concerns about transition arrangements
Planning and delivery of a continuous and coherent curriculum at foundation, primary, intermediate and secondary phase	
Would enable the school to run more efficiently through shared staffing, shared resources	
One Governing Body would have strategic overview over the provision of all key stages	
Ability to develop resilient leadership and management arrangements	
Potential to share best practice between staff from primary and secondary sectors	



Ability to improve quality and standards in education across both phases of education	
Ability to develop a single culture and ethos	
Specialist ALN provision would be provided in KS 3,4 &5	

**Option 4** To establish an all-through School with suitable ALN provision and Welsh Medium stream at KS 3,4 and 5 and cease to maintain King Henry VIII and Deri View Schools

Option 4	
Advantages	Disadvantages
Children and young people will be educated within their local community	The site is too small and restrictive to accommodate the ALN provision and WM stream. WM provision is secured at Ysgol Gyfun Gwynllyw
As option 2	Would not provide an immersive education for WM pupils
	Key Stage 3,4&5 pupils will still have to travel to Ysgol Gyfun Gwynllyw in Torfaen
	As option 2

## **7.2 The Preferred Option**

The Council' preferred option is Option 2, to establish an all-through School on the King Henry VIII School site and close Deri View Primary School and King Henry VIII Comprehensive School. The Council understands there are some disadvantages associated with the proposal but feel that the advantages far outweigh the disadvantages

The governing body and leadership team of the new school, when appointed, will do everything possible to mitigate the risks and would work hard to achieve the advantages. The Headteacher will ensure staff understand their role in the school, prepare well for change and build upon the strengths of the existing schools.

## **8. Details of Affected Schools**

- The names, locations and categories of all schools likely to be affected by the proposals

School Name	Language Category	School Type	Capacity	*AN	Age Range	Pupil Numbers Sept 2020
Cantref Primary School	English Medium	Community	210	30	3-11	209
Deri View Primary	English Medium	Community	330	47	3-11	276
Gilwern Primary	English Medium	Community	210	30	4-11	215
Goytre Fawr Primary	English Medium	Community	210	30	4-11	170
King Henry VIII Comprehensive	English Medium	Community	1290	210	11-19	1041
Llanfoist Fawr Primary School	English Medium	Community	210	30	4-11	206
Llantilio Pertholey VC Primary	English Medium	Voluntary Controlled	210	30	4-11	183
Llanvihangel Crucorney Primary	English Medium	Community	77	11	4-11	68
Our Lady and St Michaels RC Primary	English Medium	Voluntary Aided	210	30	4-11	186
Ysgol Gymraeg Y Fenni	Welsh Medium	Community	257	36	3-11	228

\* AN = Admission Number

### **8.1 Analysis of NOR at schools affected by the proposals**

The following table shows the number of pupils that have been attending schools affected by the proposals since January 2016, based on PLASC data and excluding nursery pupils

School Name	Capacity	AN	Current NOR	PLASC 2019	PLASC 2018	PLASC 2017	PLASC 2016
Cantref Primary School	210	30	209	210	210	209	209

<b>Deri View Primary</b>	330	47	276	254	262	253	258
<b>Gilwern Primary</b>	210	30	215	203	206	198	192
<b>Goytre Fawr Primary</b>	210	30	170	195	193	176	173
<b>King Henry VIII Comprehensive</b>	1290	210	1041	951	973	956	960
<b>Llanfoist Fawr Primary School</b>	210	30	206	210	210	208	196
<b>Llantilio Pertholey VC Primary</b>	210	30	183	201	204	202	203
<b>Llanvihangel Crucorney Primary</b>	77	11	68	68	63	57	54
<b>Our Lady and St Michaels RC Primary</b>	210	30	186	179	177	174	178
<b>Ysgol Gymraeg Y Fenni</b>	257	36	228	230	234	222	213

## **8.2 Projected Need**

The Council utilises a range of data to analyse the forecasted demand on school places across the County. Information supplied by Aneurin Bevan Health Board (ABHB) relating to newborn children within the County enables us to review the demand levels and ensure appropriate provision is in place for those children entering into the Primary and Secondary School system.

The information in the table below demonstrates that pupil numbers in the area are increasing over the next period of time. The Projected figures within this document include figures from known housing developments however the Council will shortly consult on a new Local Development Plan (LDP) which will identify additional sites suitable for housing development in the area. The Council anticipates that these additional developments will further increase pupil numbers which the proposed new school will be able to accommodate.

### **8.3 Projected Numbers at affected schools**

#### **Primary Schools**

The projections included for the affected schools below have been formed on the basis of the current information that is available to us. This will include current numbers on roll, live birth information available through Health, and any known housing developments that have received planning permission.

The school numbers below are formed on the basis of a cluster projection model, which ensures that there is an appropriate number of school places at schools within the cluster to accommodate any potential oversubscription at individual schools. The projections also model a percentage of young people electing to attend Welsh Medium Education, formed on the basis of current trends, which could of course change and impact on the number attending English / Welsh Medium school(s).

In addition to the above, the projections for the secondary element of the new school are formed on the basis of our aspirations to continue to improve the key stage 2 and key stage 3 transition rates.

The following table show the projected numbers on roll at Deri View Primary and King Henry VIII Comprehensive School.

<b>School</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<b>Deri View Primary</b>	298	305	296	302	303
<b>King Henry VIII Comprehensive</b>	1068	1100	1128	1168	1193

The following table show the projected numbers on roll at schools that could be affected by the proposals.

<b>School</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<b>Cantref Primary School</b>	210	210	210	210	210
<b>Gilwern Primary</b>	211	203	195	195	191
<b>Goytre Fawr Primary</b>	168	157	153	146	141
<b>Llanfoist Fawr Primary School</b>	210	210	210	210	210

<b>Llantilio Pertholey VC Primary</b>	190	191	180	173	166
<b>Llanvihangel Crucorney Primary</b>	71	65	69	59	56
<b>Our Lady and St Michaels RC Primary</b>	186	195	196	186	182
<b>Ysgol Gymraeg Y Fenni</b>	253	252	256	264	279

## 9. Impact of proposals

The following section provides data on the quality and standards of education in the schools affected and the likely impact the proposals will have on the quality of Education

### 9.1 Impact on surplus places

The below table shows the expected impact on surplus places with Abergavenny town schools, modelled against the projections detailed under section 8 of this document.

<b>School</b>	<b>September 2021</b>	<b>September 2022</b>	<b>September 2023</b>	<b>September 2024</b>	<b>September 2025</b>
Total expected Numbers on roll	<b>1558</b>	<b>1566</b>	<b>1543</b>	<b>1540</b>	<b>1541</b>
Total proposed capacity	1697	1697	1697	1890	1890
<b>Combined English and Welsh Medium</b>					
<b>Total Surplus Places</b>	<b>139</b>	<b>131</b>	<b>154</b>	<b>350</b>	<b>349</b>
<b>Surplus %</b>	<b>8.1%</b>	<b>7.7%</b>	<b>9%</b>	<b>18.5%</b>	<b>18.4%</b>

**Note:** New capacity for Ysgol Gymraeg Y Fenni (420) and the new school (420) has been applied in September 2024

The below table shows the forecasted surplus places position for the secondary element of the new school:

School	Sept 2021	Sept 2022	Sept 2023	Sept 2024	Sept 2025	Sept 2026	Sept 2027
New school (secondary)	1068	1100	1128	1168	1193	1199	1176
Capacity	1290	1290	1290	1400	1400	1400	1400
<b>Surplus places</b>	<b>222</b>	<b>190</b>	<b>162</b>	<b>232</b>	<b>207</b>	<b>201</b>	<b>224</b>
<b>%</b>	<b>17.2</b>	<b>14.7</b>	<b>12.6</b>	<b>16.5</b>	<b>14.7</b>	<b>14.4</b>	<b>16</b>

**Note:** New capacity for the new school has been applied in September 2024

### **9.2 Staff employed at affected school**

There are currently 51 staff employed at Deri View Primary School and 149 staff employed at King Henry VIII. The Council is confident that the majority of staff will transfer to the new school however it will be for the temporary Governing Body to determine whether the posts of Headteacher and Deputy Headteacher will be dealt with internally by ring fencing to at risk employees or by placing a national advert.

Should this proposal proceed and there is a need for compulsory redundancies, staff will be offered the opportunity to express an interest for voluntary redundancy and these requests would be considered in the first instance.

Where there is a need for compulsory redundancies, the Council's protection of employment policy will be followed.

### **9.3 Quality and standards of education**

The outcomes of the most recent inspection outcomes and the national categorisation as of January 2020 for the eight primary schools and one secondary school affected by the proposal are included below.

In September 2017, the Estyn common inspection framework for schools changed from judging schools against three key questions, current performance, and prospects for improvement to using five inspection areas (IA). This means that a direct comparison is not possible between schools inspected up to 31<sup>st</sup> August 2017 and from 1<sup>st</sup> September 2017.

#### **Outcomes of Most Recent Estyn Inspections and National Categorisation**

Previous Inspection Framework (September 2010 and August 2017).

### Cantref Primary School

Inspection date	Outcomes	Provision	Leadership and Management	Overall Performance		Follow-up
				Performance	Prospects for Improvement	
2014	Good	Good	Good	Good	Good	No

Cantref Primary School has been in green support category for the last three years, indicating that the school has received the least amount of support to maintain standards over this period.

### Gilwern Primary School

Inspection date	Outcomes	Provision	Leadership and Management	Overall Performance		Follow-up
				Performance	Prospects for Improvement	
2014	Good	Good	Good	Good	Good	LA Monitoring

Gilwern Primary School has received minimal support for the last three years and is moving towards being self-sustaining and self-improving.

### King Henry VIII School

Inspection date	Outcomes	Provision	Leadership and Management	Overall Performance		Follow-up
				Performance	Prospects for Improvement	
2014	Adequate	Adequate	Adequate	Adequate	Adequate	Significant Improvement

Following the Estyn Inspection in December 2014 the school was placed in the category of Significant Improvement. Following a further Estyn Inspection in June 2016 the school was judged to have made sufficient progress and therefore removed from the list of schools requiring significant progress. In January 2019, the latest national categorisation for schools across Wales places King Henry VIII Secondary School in the 'green' support category for the second year in succession. This indicates that the school requires the least amount of support to improve standards further and is supporting other schools across the region

### Llanfoist Fawr Primary School

Inspection date	Outcomes	Provision	Leadership and Management	Overall Performance		Follow-up
				Performance	Prospects for Improvement	
2015	Good	Good	Good	Good	Good	LA Monitoring

Llanfoist Fawr Primary School has received minimal support for the last three years and is moving towards being self-sustaining and self-improving. The school



successfully federated with Llanvihangel Crucorney Primary School in September 2018.

### Llanvihangel Crucorney Primary School

Inspection date	Outcomes	Provision	Leadership and Management	Overall Performance		Follow-up
				Performance	Prospects for Improvement	
2015	Good	Good	Good	Good	Good	No

Llanvihangel Crucorney Primary School has received minimal support for the last three years and is moving towards being self-sustaining and self-improving. The school successfully federated Llanfoist Fawr with Primary School in September 2018.

### Our Lady and St Michael's Roman Catholic Primary School

Inspection date	Outcomes	Provision	Leadership and Management	Overall Performance		Follow-up
				Performance	Prospects for Improvement	
2016	Good	Adequate	Adequate	Adequate	Adequate	Estyn Monitoring

In the latest national categorisation for schools across Wales, Our Lady and St. Michael's Roman Catholic Primary School is in a limited support category for the second year in succession and is an improvement from an enhanced level of support in 2017/18, indicating that the school requires less support to improve standards further. Estyn removed the school from the list of schools requiring monitoring in 2017.

### Llantillio Pertholey Church in Wales Primary School

Inspection date	Outcomes	Provision	Leadership and Management	Overall Performance		Follow-up
				Performance	Prospects for Improvement	
2016	Adequate	Adequate	Adequate	Adequate	Adequate	Estyn Monitoring

Llantillio Pertholey Church in Wales Primary School has received a high level of support in 2019/20. This follows a period of enhanced levels of support and indicates an upward and improving trend. Estyn removed the school from the list of schools requiring monitoring in 2018.

### Ysgol Gymraeg Y Fenni

Inspection date	Outcomes	Provision	Leadership and Management	Overall Performance		Follow-up
				Performance	Prospects for Improvement	
2017	Good	Good	Good	Good	Good	No

Estyn invited the school to submit an Excellent Practice Case following the inspection in 2017. In the latest national categorisation for schools across Wales, Ysgol Gymraeg Y Fenni is receiving a low level of support for the second year in succession.

New Inspection Framework (September 2017 onwards)

**Deri View Primary School**

Inspection date	Standards	Wellbeing and Attitudes to Learning	Teaching and Learning	Care, Support and Guidance	Leadership and Management	Follow-up
2018	Adequate	Good	Adequate	Good	Adequate	Estyn Review

Deri View is categorised as needing an enhanced level of support in 2020, which is above that of the previous two years and indicating a declining trend in securing improvements. Estyn removed the school from the list of schools requiring monitoring in 2020.

**Goytre Fawr Primary School**

Inspection date	Standards	Wellbeing and Attitudes to Learning	Teaching and Learning	Care, Support and Guidance	Leadership and Management	Follow-up
2019	Good	Good	Good	Good	Adequate	Estyn Review

The level of support in Goytre Fawr has varied significantly during the last three years. However, the school is on an improving trajectory, and in 2020 has received a low level of support. The school has been removed from the list of schools in Estyn Review.

Changes to school performance reporting means that we are unable to provide information about the academic performance of individual schools. This includes outcomes from teacher assessment and external examinations.

**9.4 Welsh in Education Strategic Plan (WESP)**

This proposal supports our vision to build sustainable and resilient bilingual communities across the county and the delivery of our goal to educate more of our children through the medium of Welsh as outlined in our current WESP.

The relocation of Ysgol Y Fenni will increase the capacity of our Welsh-medium primary places from 317 to 420 in the Abergavenny area. This will ensure that we have sufficient places available to meet the increasing trend for demand in the primary sector in this area for the next five years and is in line with our proposal in our WESP.

Ysgol Gyfun Gwynllyw is a Welsh Medium secondary school situated in the County of Torfaen and is the secondary school to which pupils at Ysgol Gymraeg Y Fenni transition. Recently, Torfaen Council have consulted on a plan to develop the site at Ysgol Gyfun Gwynllyw into a 3 to 19 school and increase capacity in the secondary sector. This proposal is likely to have an impact on the demand for primary places in the Abergavenny area as it becomes established. This means that the additional primary capacity created is likely to be sufficient to manage increased demand for longer than the original five-year plan.

In the light of this proposal, the increase in capacity in Ysgol Gyfun Gwynllyw would assure sufficient capacity to meet the demand from Monmouthshire for a longer period than initially anticipated. As a result, we have had an opportunity to review our proposal for a Welsh-medium stream within the proposed 4 to 19 provision and consider the feedback and concerns raised about the need for a fully immersive environment to nurture Welsh language development in a predominantly English speaking area. In order to achieve this, we recognise that we need to be more ambitious in our planning. Consequently, alongside other partners, we propose to develop a Welsh language only provision to secure an effective and sustainable learning pathway for all of our learners wishing to continue their education through the medium of Welsh. We would look to develop this through Band C and within the life of the new WESP 2021 -2031.

## **10. Finance and Capital Costs**

The total cost of the project is £45.4m of that Monmouthshire County Council are required to contribute 35%, (£15.89m) with 65% being funded by Welsh Government. The proposed spend is £44.4m for the 3 – 19 school with the remaining £1m to be spent on the Deri View site for refurbishment.

The running costs for the new school are anticipated to be in line with the existing two school with the exception of the rates. The current funding (excluding any funding for Additional Learning needs are detailed below:

	Pupil Led	Premises	Post 16	Total
King Henry VIII	£3,144,035	£866,368	£698,046	£4,708,449
Deri View	£728,314	£327,110	N/A	£1,055,424

Included in the premises costs are rates funding of £118,770 (King Henry VIII) and £31,833 (Deri View) and these are expected to double with the new build. The funding formula only delegates funding for statutory building maintenance costs for the first 5 years. With Ysgol Y Fenni moving to the Deri View site this will result in a saving for the premises funding on the current site.

The net costs are

	Rates	Building Maintenance	Net
King Henry	+£118,770	- £42,059	+£76,711

Deri View	+£31,833	-£15,217	+£16,616
Total			+£93,327
Net saving on Ysgol Y Fenni premises costs			-£64,550
Total Increase in costs			£28,777

## **11. Home to School Transport**

Nothing in this proposal will change school transport arrangements, eligibility or accessibility. Home to school transport will be provided in line with the current policy and details of the policy can be found on the following link

<https://www.monmouthshire.gov.uk/school-transport-home-to-school>.

## **12. Admission Arrangements**

There are no plans to change the Council's policy on admission of children to schools as a result of this proposal. Detailed information regarding admission arrangements is contained in the Council's Starting School booklet, and this information can also be viewed on the Council's website

<https://www.monmouthshire.gov.uk/applying-for-a-school-place/>

## **13. Risks and counter measures**

	<b>Risk Description</b>	<b>Counter Measures</b>
<b>1</b>	There will be staffing implications in that, for example there will be need for only one Headteacher. Staff will be concerned about the security of their jobs	The temporary governing body will, as soon as possible, once the statutory procedures are completed, address the staffing issues. In practice governing bodies seek to ensure as much continuity in the staffing as possible in these situations.  The protection of employment policy will be followed and extensive support available through the Council's HR services to support staff affected.
<b>2</b>	Education instability for pupils affected	Transition arrangements will be agreed with both schools and put in place to ensure minimum disruption.
<b>3</b>	Some parents may prefer to send their child to two or three schools rather than to one all-through school. All-through	Factors such as the appeal of a modern 21st Century School with the latest education facilities and the availability of free transport (where eligible) could be

	schools are a new concept of education provision to many parents and there may be concerns.	important considerations for many in making their choice.  Existing all-through schools in Wales are considered to be a success. Other local authorities are adopting a similar approach across Wales, England and Scotland.
4.	Public and school's opposition to change, delays or stops some or all improvements being realised. (A single objection could delay or stop the process).	Positively engage with the schools and public at appropriate times during the development of the proposal. Statutory consultation is required for these proposals because the Council wishes to establish a new school and cease to maintain Deri View and King Henry VIII Schools
5.	Pupils' education may be disrupted, as the new provision is developed on an existing "live" school site	Disruption will be kept to an absolute minimum. The council has experience of working on "live" sites and will ensure that there is full cooperation from the contractor.
6.	Failure to gain planning approval.	Ensure early engagement with Planning and Highways.
7.	Pupil numbers may not materialise and surplus places could increase	Pupil projections and surplus places will be monitored regularly throughout the development of the proposal and into the future.

## **14. Community Impact / Equality Impact Assessment**

### **14.1 Community Impact Assessment**

Community Impact Assessments are a structured way for the Council to fully understand the implications of its decisions and whether they are detrimental or discriminatory to certain groups or sections of the community. They help the Council to consider the impact of its decisions and policies within and between communities more generally. The Community Impact Assessment process ensures that the Council's decision making process is robust and impacts on all communities within Monmouthshire are fully considered in Council business. By carrying out impact assessments, the Council is working to promote equality for all our service users, employees and the wider community.

### **14.2 Equality Impact Assessment**

The Council recognises that people have different needs, requirements and goals and will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job

applicants and workforce. The Council will also work to create equal access for everyone to our services, irrespective of ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-beliefs, use of Welsh language, BSL or other languages, nationality, responsibility for any dependents, or any other reason which cannot be shown to be justified.

An Equality Impact Assessments has been undertaken and can be found at [Appendix 3](#)

## **15. Likely Benefits to Learners**

The principal change to children and young people in Deri View and King Henry VIII will be an improvement in the quality of the educational provision, and this should have a significant impact on educational performance of the pupils.

The Welsh Government and the Council has adopted the UN Convention on the Rights of the Child which is expressed in seven core aims that all children and young people:

- have a flying start in life;
- have a comprehensive range of education and learning opportunities;
- enjoy the best possible health and are free from abuse, victimisation and exploitation;
- have access to play, leisure, sporting and cultural activities;
- are listened to, treated with respect, and have their race and cultural identity recognised;
- have a safe home and a community which supports physical and emotional wellbeing;
- are not disadvantaged by poverty.

We consider that this proposal benefits the children in the communities of Abergvenny.

## **14. Early Education, Flying Start and Childcare**

### **14.1 What is the statutory duty of the Local Authority?**

The Local Authority has a statutory duty to ensure all children are able to access their entitlement to early education from the term following their third birthday. In Monmouthshire we have a mixed market of LA maintained and private non-maintained early years' provision. Non-maintained settings often have greater flexibility in terms of opening hours and lengths of sessions, hence they are more able to meet the demands of working families with the added benefit that they can access their early education and wrap around childcare in one setting so there are less transitions for children.

Part of the catchment for this school falls within a Flying Start area; families living within this area are entitled to free childcare from the term following their child's second birthday.

#### **14.2 What will be provided?**

There will be a large childcare facility on site that will house a non-maintained setting providing early education, Flying Start childcare and wrap around childcare for children aged 2-5 years. This provision will offer 30 places in the morning and 30 places in the afternoon.

In addition, there will be a training room and office space for multi-agency use, including Health professionals.

### **15. Frequently Asked Questions**

#### **Why has a decision been taken to close my child's school?**

No decision has been taken, the Council is seeking stakeholder's views on the preferred option.

#### **If the proposal is implemented what is the likely timeframe for the establishment of a temporary governing body?**

Should the Council's Cabinet decide to implement the proposal a Statutory Notice will be published in the Autumn term of 2021 which will be subject to a 28-day objection period, after which an Objection Report will need to be completed with a temporary governing body being established towards the end of the Autumn term 2021. Should this occur, a range of stakeholders would be represented on the governing body, including parents, teachers, support staff, local authority representatives and community partners.

#### **Is the proposal realistic and will it happen?**

The Council believes the proposal is realistic in relation to the proposed new build on the King Henry VIII school site. Extensive work is being undertaken to determine the viability of the site.

#### **What does an Intermediate phase mean and why does the Council want to introduce an Intermediate phase into the new school?**

The proposed school will be designed to be split into 5 specific phases rather than the traditional primary and secondary phase. The five phases are as follows:

Foundation Phase = Reception, Years 1 & 2

Primary Phase = Years 3 & 4

Intermediate Phase = Years 5,6,7 &8

Key stage 4 Phase = Years 9 &10



Key stage 5 Phase = Years 11&12

Pupils in the traditional school years 5,6,7 &8 will be part of the Intermediate phase. The proposed school will be designed to accommodate an Intermediate Phase as they are proven to be beneficial in helping pupils in this age group whose needs are proven to be significantly different from the needs of younger children or older adolescents. Traditionally a drop is seen in pupil performance between Years 6&7 and research shows that by having an Intermediate phase this can help transition and reduce the impact on children education.

**How will the children's transition be supported to ensure minimum impact upon their education?**

The temporary Governing Body with the support of the Local Authority will appoint a Headteacher for the proposed school who would then work with the existing schools to establish a transition plan to support the process.

**Will the catchment area of the school change?**

There are no plans to change the catchment area at this stage. Once the development has been completed, there may however be a need to review catchment areas in the future given other housing development that may impact on school provision in the area.

**Will school transport be provided?**

The current home to school/college transport policy provides free transport to those primary aged pupils who reside 1.5 miles or more from their catchment area school and secondary aged pupils who live 2 miles or more from their catchment school

**What about staff?**

The Council is confident that the majority of staff will transfer to the new school. The temporary Governing Body to determine whether the posts of Headteacher and Deputy Headteacher will be dealt with internally and the new HT post is ring fenced or a national advert is advertised

However, should this proposal proceed and there is a need for compulsory redundancies, staff will be offered the opportunity to express an interest for voluntary redundancy and these requests would be considered in the first instance.

Where there is a need for compulsory redundancies, the Council's protection of employment policy will be followed.

Any additional appointments required would have to be approved by the Governing Body of the new school.

**When would building work commence?**

If the proposal is approved the aim is to start building work on the King Henry VIII School site in the Spring/Summer of 2022. We anticipate the new school opening in September 2023 and all pupils moving to the new building in September 2024.

**What about the increased traffic in the area that the new school will generate Traffic and Parking congestion outside schools at the start and end of the day are acknowledged by the Council?**

A Traffic Impact Assessment (TIA) will be undertaken as part of the planning process. This will take into account traffic management on and off site.

**How safe will the pupils and staff be with construction adjacent to the existing school? How will the school manage with all the noise and dust from the building work?**

The Council has an excellent record of coordinating the building of replacement school buildings on live sites. The construction area will be completely separated from the day to day operation of the school with safety of the pupils and staff of paramount importance. Building material deliveries will be timed to miss the start and end of the school day to ensure as little disruption as possible. In terms of noise and dust this will be mitigated as best as possible and the contractor will work

**16. Other Information**

Further Information and regular up-dates on this proposal can be found on [www.monmouthshire.gov.uk/schoolreorganisation](http://www.monmouthshire.gov.uk/schoolreorganisation).

Frequently asked questions will be up-loaded weekly and put onto the Monmouthshire County Council Website.

### ***Appendix 1 – List of Consultees***

- Parents, Guardians and carers of all pupils of schools directly affected by the proposal
- Headteacher, staff and governors of schools from which pupils transfer
- Pupils/Pupil Councils of schools directly affected by the proposal
- Headteachers of all schools in MCC area
- All MCC Members
- Welsh Ministers
- All MCC Town and Community Councils
- All MCC Assembly Members representing the area served by the school
- All Members of Parliament representing MCC area
- Directors of Education of all bordering LAs – Blaenau Gwent, Powys, Torfaen, Herefordshire.
- Principal of Coleg Gwent
- Mon Life
- GAVO
- Monmouthshire Association of School Governors
- Teaching Associations
- Support Staff Associations
- Policy Officer (Equalities & Welsh Language)
- Welsh Government
- ESTYN
- Church in Wales Diocesan Trust, Director of Education
- Roman Catholic Diocesan Trust, Director of Education
- South East Wales Education Achievement Service
- Gwent Police and Crime Commissioner
- RHAG
- Mudiaid Meithrin

DRAFT



<p><b>Name of the Officer</b> completing the evaluation Cath Saunders</p> <p><b>Phone no:</b> 07595647637 <b>E-mail:</b> cathsaunders@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To establish an All through school (4-19) in Abergavenny and cease to maintain King Henry VIII and Deri View Primary School.</p>
<p><b>Name of Service area</b> Children and Young People Directorate, 21<sup>st</sup> Century Schools</p>	<p><b>Date</b> April 2021</p>

Age 81

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Children will be educated at the school from the age of 4 to 19 yoa and will not have the problem of physical transition to a school in another town/village/county and the potential of losing contact with well established friends.	No Impact	No Impact

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	A centre for Learners with Complex Neuro-developmental needs would be established for pupils from the ages of 4-19. Also any new school developments will be fully Equality Act compliant and will facilitate any need for reasonable adjustments that will enable children with a disability or / and additional learning needs to be effectively educated in the mainstream.	No Impact	No Impact
Gender reassignment	No Impact	No Impact	No Impact
Marriage or civil partnership	No Impact	No Impact	No Impact
Pregnancy or maternity	No Impact	No Impact	No Impact
Race	No Impact	No Impact	No Impact
Religion or Belief	. No Impact	No Impact	No Impact

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	The facility will be co-educational including boys and girls.	No Impact	No Impact
Sexual Orientation	No Impact	No Impact	No Impact



## 2.The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<b>Socio-economic Duty and Social Justice</b>	The schools involved have the highest level of pupils eligible for free school meals in the county. Also in the Wellbeing assessment the school catchment area was identified as being an area with high levels of economic deprivation.The investment in the 3-19 schooling model should allow for a greater positive impact on FSM students through earlier identification, targeted intervention and ongoing monitoring and tracking	N/A	N/A

## 2. Policy making and the Welsh language.

<b>How does your proposal impact on the following aspects of the Council's Welsh Language Standards:</b>	<b>Describe the positive impacts of this proposal</b>	<b>Describe the negative impacts of this proposal</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</b>
<p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p>	<p>Should the proposal be agreed Deri View Primary School will vacate their existing building. This building will then be refurbished and repurposed to enable Ysgol Gymraeg Y Fenni to relocate to it and provide additional accommodation to address the increasing demand for Welsh Medium education. As it stands Abergavenny has the highest number of Welsh speakers in Monmouthshire and this additional investment in Welsh Medium education will further increase those numbers and have a positive effect on the Welsh Language in the county. Also it will contribute positively towards the Welsh Govt target of having a Million Welsh speakers by 2050</p>	<p>N/A</p>	<p>N/A</p>

<p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>	<p>Additional number of students will increase job opportunities for Welsh speaking teachers and staff in the county and from neighbouring areas.</p>	<p>N/A</p>	<p>N/A</p>
<p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>	<p>Should the consultation document be agreed it will be distributed to stakeholders in Welsh and English as per the councils' requirement under the Welsh Language (Wales) Measure 2011.</p> <p>All communications on social media, the press and on the council website in relation to this proposal will be also be provided in a bilingual format which will promote the Welsh Language in a positive way. It will also demonstrate the councils' commitment to the Welsh Language and to Welsh medium education.</p>		





**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Increased employment opportunities within the proposed new school. Any enhanced built environment will allow students to develop skills that will allow them to be work ready. The redeveloped school will provide an opportunity for the school to be more cost effective in its operational costs. Such a significant investment in the town of Abergavenny we would seek to maximise the benefits of any procurement through social clauses and ensure that the workforce recruited for construction is as local as possible..</p>	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Should the proposal be agreed a new building will be constructed – this will be in line with the Council's net zero carbon policy. The establishment of the SNRB Key stage 3,4 &amp; 5 provision will reduce the requirement to transport children to out of county / local area placements</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>This proposal could result in more learners being able to attend a school in their community and be able to walk to school rather than being transported. Any new building will incorporate Active Travel. New cycling and walking routes to school will be developed</p>	<p>Work will be undertaken with Learners at all schools affected by the proposal to understand learner preferences for travelling to school and ensuring any decisions are in the best interests of the Learners affected by the proposals</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>Learners will remain in their communities. A new hub in Abergavenny we will seek to maximise the impact on the local community ensuring that the proposal</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	new school promotes community cohesion through access and shared usage	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	If the proposal moves ahead The Welsh Language and the Government's policy aim of One Million Speakers by 2050 will be supported by the potential for a doubling of the primary cohort educated through the medium of Welsh in the north of the County.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The cluster of schools involved has the highest level of pupils eligible for free school meals in the county and in the Wellbeing assessment was identified as being an area with high levels of economic deprivation. The investment in the 3-19 schooling model should allow greater impact on FSM students through early identification, targeted intervention and ongoing monitoring and tracking.	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>If children are able to attend a school within the community they are more likely to continue their education within the county.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>This proposal will allow for partners to work more closely together to affect change in socio economic deprivation. To work together to deliver seamless progression between keystages</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>An open review will be undertaken that seeks the views of the entire school community prior to implementation.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The redevelopment of the schools as currently proposed will allow effective interventions for children and young people. These maybe in a range of different areas, from enhanced fitness and wellbeing to more specific early interventions in learning. One of the key benefits of the 3-19 model advocated in this proposal is that the impact on learners who are eligible for free school meals.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The opportunities afforded by this proposal allow the authority to take a broader perspective of a range of challenges in this area. The proposal will allow differing groups and partners to consider how they work together and how they can maximise the impact on learners and the broader community who will use the school.</p>	



**5. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

	<b>Describe any positive impacts your proposal has</b>	<b>Describe any negative impacts your proposal has</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	With the potential redevelopment of the King Henry VIII site there may be opportunities to address some safeguarding issues with the openness of the school site and ongoing community use		
Corporate Parenting	N/A	N/A	N/A

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

Faithful and Gould condition and suitability survey including identified backlog maintenance requirements (the Proposal document cites local backlog maintenance measures)

- Free School Meal Data
- Welsh Index of Multiple Deprivation data – as set out in the Wellbeing Assessment of the eleven Monmouthshire Medium Super Output Areas (MSOA)
- Surplus places – data from MCC Access team
  - Cohort retention figures – data from MCC Access team
  - Planning Places data – MCC Access team
  - Information from the survey of parents regarding Welsh language education
  - Information re. housing development taken from the current Monmouthshire Local Development Plan (LDP)

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

One of the main benefits of the proposal in its current form are the redevelopment of a school that is no longer fit for purpose and will allow children to access the curriculum in appropriate accommodation. The inclusion of a 3-19 offer has the potential to benefit those pupils and students who would be considered as vulnerable. A further benefit of the proposal is the expansion of Welsh medium provision in the north of the County. If the proposal proceeds Deri View

Primary School will vacate their current site for Ysgol Gymraeg Y Fenni to relocate to thus enabling them to continue to grow and supports the Welsh Government's goal to achieve a million Welsh speakers by 2050. This proposal will benefit children with complex neurodevelopmental and learning needs by reducing travelling to other schools and enabling them to remain in their local school and community.

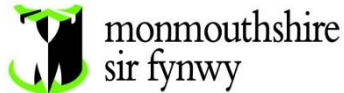
**8. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

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

**9. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.**

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Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		



**SUBJECT: LEISURE CENTRES UPGRADES TO FACILITIES**

**MEETING: CABINET**

**DATE: 14<sup>th</sup> APRIL 2021**

**DIVISION/WARDS AFFECTED: ALL**

## **1. PURPOSE:**

- 1.1 To inform Members of the requirement to upgrade the offer at Abergavenny, Caldicot and Chepstow Leisure Centres to ensure that they remain fit for purpose and attractive to customers.

## **2. RECOMMENDATIONS**

- 2.1 To support preliminary investigative works and proceed with a feasibility study for minor refurbishments and upgrades to the fitness facilities at Abergavenny, Caldicot and Chepstow Leisure Centres.
- 2.2 To pause the major scheme "Caldicot Leisure Centre Refurbishment" and place the project on hold until a return to normal operating conditions and there is some resilience built into the market. A further assessment to determine funding levels will be undertaken once customer levels are restored to pre-Covid levels to determine whether the required contribution from additional future memberships can be secured.

## **3. KEY ISSUES:**

- 3.1 Leisure facilities play an important role in improving the physical and mental health and social connectedness of local communities. They also encourage regeneration in towns and are valuable community assets. Regular physical activity can reduce the risk of many chronic conditions such as coronary heart disease, stroke, mental health problems and musculoskeletal conditions. Engagement in leisure activities contributes to mental wellbeing, by allowing people to be active and to connect with others.
- 3.2 Following the Covid pandemic, there is a heightened appreciation of the importance of physical activity in improving the health of people of all ages and forms part of a prevention strategy. The services provided by Leisure Centres will be even more important as we move towards recovery and supporting communities to return to improved fitness, activity and mental wellbeing.
- 3.3 Surveys and reports undertaken by UKactive (see appendix 1) demonstrate strong indications and confidence that customers will return to using leisure facilities when

able to do so. There is anecdotal evidence of people returning to swimming and group activities along with data showing high levels of intent to return to fitness facilities. Because of this research, various issues have come to prominence such as; facilities need to be visibly clean, reception areas may need to be self-check in and finally, customers want to be reassured that air turnovers are appropriate and adequate. Each of these points needs addressing.

- 3.4 In order to encourage customers to return to leisure centres and inspire customer confidence, we have invested in additional cleaning equipment, retrained staff, improved and increased cleaning regimes, provided additional PPE for staff, offered virtual on-line classes and invested in on-line booking and payment facilities to avoid unnecessary contact.
- 3.5 However, to facilitate the required improvements the Leisure Centres are in need of investment at three of the sites, this was planned prior to Covid outbreak and outlined in MCC Corporate Plan. The major investment in 2018/19 was a £7.4M refurbishment of Monmouth Leisure Centre with a 25m swimming pool, extensive gym, two studios, soft play and toning. Following the success of Monmouth Leisure Centre and the potential changes to the town of Caldicot, the Council went on to consider an upgrade for Caldicot Leisure Centre in 2019/20.
- 3.6 In January 2020 Council gave approval to move to the next stage to undertake a feasibility study to enable cost certainty and a business plan developed for Caldicot Leisure Centre. The anticipated cost of the refurbishment is estimated at £6.5m with the business plan based upon the authority providing funding of £3.5m and £3.0m funded by an increase in membership. Due to Covid, and the financial difficulties facing the Council, the project is on hold.
- 3.7 Council in January 2020 also agreed to approve preliminary investigative and design work of £30,000 and proceed with a feasibility study to upgrade the fitness facilities at Chepstow Leisure Centre and to remodel the café and reception areas depending upon cost.
- 3.8 Since the pandemic, we have seen an increase in membership cancellations and frozen memberships accounting for approximately two thirds of our customer base. Whilst the service is confident that it can re-recruit further memberships over time, it would be inadvisable to commence with such a significant project as the Caldicot Leisure Centre refurbishment that relies so heavily on increased membership to deliver the capital return now.
- 3.9 Provision at the three remaining Leisure Centres needs improvement to encourage both new and old customers to return. Investment is required to provide a refresh to the fitness offer and some small site improvements. These improvements will include state of the art exercise and fitness equipment, where customers will see improved functionality, increased connectivity with wearable technology and more customer

feedback to support individual's exercise goals. The improvements in the efficiency of most pieces of equipment will have a carbon reduction. Investments into improvements of the look and feel of the site will make areas cleaner, friendlier, and more customer focused. As part of the refurbishment process and supporting the climate emergency plan, we would seek to implement energy efficiency improvements and will continue to work with colleagues in Landlord Services to access and secure SALIX funding to support this.

### **Abergavenny Leisure Centre**

3.10 Members have expressed the desire to re-design and refurbish Abergavenny Leisure Centre but the major work will not be undertaken until the new school is complete in 2024 due to the constraints of the site and the need to ensure health and safety of children during the school build. It is envisaged that the new school build will provide a new sports hall, thereby enabling the Leisure Centre to reuse its sports hall as part of a new overall design. It is possible to complete the refurbishment to the upstairs health and fitness area prior to commencement of the school build.

3.11 Prior to the pandemic, Abergavenny Leisure Centre attracted well over a quarter of our total membership base and with further improvement to the fitness space and equipment the site will attract more. Taking account of the proposal to upgrade the centre in late 2024, an initial phase of the project could be undertaken and further development of the fitness offer. This proposal would seek to redesign the top floor of the leisure centre to

- Create a corridor to the changing area and new studio
- Redecoration and minor finishes to existing Consultation Room
- Refurbish and redecorate existing Male & Female changing areas and toilets
- Reconfigure various areas to provide a fitness studio creating a 47station gym and dedicated spinning studio.

3.12 The second phase of the project will take place on completion of the new school build and would include the repurposing of the sports hall, ground floor reception area and entrance and upgrading of the current wet and dry side changing facilities. More work will be required to determine current trends, demographics and local need. The adjoining school gym, would also be in scope for redevelopment at this time.

3.13 The next stage would be to produce a detailed feasibility study to develop a design which would include surveys of the site. It is estimated that it would take 6 weeks to get to this stage, with a further 2 weeks to get to RIBA 4 stage where cost certainty would be determined with construction estimated to take a further 22 weeks making 40 weeks in total. An assessment would be undertaken to prove that there is sufficient and appropriate demand for the proposed upgrades and to prepare a detailed business plan. A previous latent demand study has indicated that the site could attract a further 200 – 300 members.

## **Caldicot Leisure Centre**

- 3.14 Whilst acknowledging the preference would be to continue with the total refurbishment of the site, a refresh of the fitness equipment along with improvements to the layout of the gym and minor improvements of the swimming pool area is a more feasible option at present. Should the larger project go ahead in future the investment in this interim project would complement the larger scheme. These improvements will include state of the art exercise and fitness equipment, where customers will see improved functionality, increased connectivity with wearable technology and more customer feedback to support individual's exercise goals. Caldicot has the oldest stock of Technogym exercise and fitness equipment of all four sites and the site currently has the lowest number of exercise and fitness members.
- 3.15 The previous latent demand study has indicated that the total refurbished site could attract a further 302 fitness members. This smaller scheme is not likely to attract that level of additional membership but an increase of 102 members would be required to support the investment which seems achievable. The scheme is likely to take between 4 to 8 weeks to get to cost certainty stage with construction estimated at 16 weeks.

## **Chepstow Leisure Centre Gym and Cafe Refurbishment**

- 3.16 This scheme will look to enhance the food and beverage offer to improve dwell time and secondary spend. Where possible the scheme will seek to improve the reception areas to give a more open and customer friendly experience. The fitness facilities require an upgrade to the cardiovascular equipment with investment required into group exercise classes. This would be a similar offer to Monmouth Leisure Centre where we have seen an increased uptake for group exercise classes, increased memberships and additional part time employment opportunities. Chepstow is the site where we have the most competition in the locality and its location near to the Severn bridges is advantageous
- 3.17 Design and concept reports, architects drawings and a feasibility study are likely to cost circa £30,000. It will take 2 weeks to get to RIBA 2 stage, with cost certainty being achieved in a further 4 to 12 weeks with construction estimated at between 10 and 12 weeks, making a total of 26 weeks complete. This expenditure was approved in January 2020 and sits within the 2021/22 Capital programme.
- 3.18 Latent demand studies have not yet been undertaken for the Chepstow site, however the site would need to attract an increase in membership of 102 which appears to be achievable.

## **Summary**

- 3.19 All capital investments will need to be discussed and scrutinised at the Capital and Asset Management Working Group (CAMWG), and recommendations on

capital investment will be made by CAMWG to the Senior Leadership Team (SLT) following appraisal of the schemes' business plans for onward inclusion in the capital budget and to be considered by Cabinet and Council.

3.20 The table below indicates the estimated costs of refurbishment works required including costs of new fitness equipment. The indicative annual cost of borrowing is likely to be in the region of £118,000 and would need to secure 389 extra annual memberships to support this.

<b>Leisure Centre Scheme</b>	<b>Feasibility Cost £</b>	<b>Estimated Investment £</b>	<b>Number of Additional Memberships Required</b>
Abergavenny	30k	1,100K	187
Caldicot	10k	600k	80
Chepstow	(already approved)	600k	80
<b>Total</b>	<b>40k</b>	<b>2,300k</b>	<b>389</b>

#### **4 EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

4.1 The decision to proceed with a feasibility study and determining full costs will allow the council to minimise risk in project delivery cost. The potential investments will ensure there are more opportunities for the community to keep physically active and well. The enhanced facilities and equipment will encourage more people to use the Centres following Covid, as part of a comeback campaign to ensure our communities benefit from the best possible provision and assist with increased income opportunities post pandemic.

#### **5. OPTIONS APPRAISAL**

<b>Option</b>	<b>Benefits</b>	<b>Risks</b>	<b>Comments</b>
Do Nothing	Continue providing service.	Sites are tired and in need of updating. Increase in reactive maintenance costs. Staff and customer morale will be lower. Income will decline and loss of customers. Reputational risk to the Council.	All sites are tired in places and do nothing risks further decline in facilities and lessens the appeal to customers with local investments and competition in the surrounding areas

Option	Benefits	Risks	Comments
Improve Facilities	Update existing facilities and encourages continued patronage and attracts new members	Updated and modern equipment will contribute to ensuring that income targets are met	Future proof and will complement larger scale plans in the coming years

**6. RESOURCE IMPLICATIONS:**

- 6.1 To proceed with design and feasibility options for Abergavenny, Caldicot at a cost of £40,000 which will be funded from existing service budgets. Approval for the study at Chepstow Leisure Centre at a cost of £30,000 has already been given.
- 6.2 The indicative capital costs are estimated to be in the region of £2.3million with indicative annual borrowing costs of £118,000 which is expected to be covered by an increase in memberships but could be met from any new capital receipts should they become available.

**7. CONSULTEES:**

Departmental Management Team  
Senior Leadership Team  
Cabinet  
HR  
Landlord Services  
Finance

**8. BACKGROUND PAPERS:**

Appendix 1 - UKActive Report- "Covid-19 Impact Report – The Fitness and Leisure Sectors Path to Recovery"

**9. AUTHORS:**

Ian Saunders, MonLife Chief Operating Officer  
Nick John, MonLife Leisure Services Manager  
Marie Bartlett, MonLife Finance and Resources Manager  
Richard Simpkins, MonLife Business & Commercial Development Manager

**10. CONTACT DETAILS:**

E-mail: [iansaunders@monmouthshire.gov.uk](mailto:iansaunders@monmouthshire.gov.uk)  
E-mail: [nicholasjohn@monmouthshire.gov.uk](mailto:nicholasjohn@monmouthshire.gov.uk)  
E-mail: [mariebartlett@monmouthshire.gov.uk](mailto:mariebartlett@monmouthshire.gov.uk)  
E-mail: [richardsimpkins@monmouthshire.gov.uk](mailto:richardsimpkins@monmouthshire.gov.uk)





# COVID-19 Impact Report

## The Fitness and Leisure Sector's Path to Recovery



# FOREWORD

**Huw Edwards**  
CEO, ukactive



Our sector has shown incredible levels of resilience and fortitude following its closure in March due to COVID-19. Driven by a common goal from the onset of lockdown, the sector has shown an unwavering commitment towards working collaboratively to chart a path back to recovery. Making decisions on the best possible data and insight has been, and will continue be, integral to this resurgence and to the sustained growth of the sector. The spirit of collaboration has been apparent across all corners of the industry and it is because of this that ukactive and 4global have been able to publish this impact and recovery report. We owe a huge and special thanks to all partners involved. Without your openness, shared learnings, and a united desire to support the sector get back on its feet, we would not have been able to set this roadmap.

On 23rd April, ukactive announced a four-stage strategy to support the sector through the challenges ahead. Working with the sector to navigate uncertainty against the backdrop of an ever-changing political landscape – our ability to draw upon a variety of datasets, methodologies, and sector expertise to generate invaluable insight has been vital. This is the foundation of the ukactive Research Institute and has been the driving force and ethos behind this impact and recovery report. During a time of unparalleled uncertainty across our sector, this impact and recovery report demonstrates the duty we have to understand the impact on our sector in the lead-up to closure, recognise how society and its behaviours have changed across the lockdown period, and endeavour to look into the future to guide the sector as we lay the foundations to thrive again together.

Whilst our sector forges a new path and adapts to a new normal, we must continue to collaborate and take responsibility for working together to evolve and understand our true impact on the health of the nation. Our ability to create an environment that celebrates and rewards shared information and open innovation, to break the frame on old ways of thinking, and to trust data-driven decisions to increase the awareness and value of physical activity, to society and to government, is a commitment we must all continue to pursue.

The nation has been affected on unimaginable and unprecedented levels. In this time of uncertainty the health and fitness sector is essential to COVID-19 recovery across our communities. The importance of the nation's health in reducing risk is becoming increasingly clear, pointing towards the central role of physical activity in reducing infection and severity. This is an opportunity that we must capture, to become the constitutional cornerstone for crucial rehabilitation and to improve the health of the nation, from the youngest to the oldest in our communities. Our impact and recovery report charts the path for this and it is our data, insight and an evidence-based approach that will keep us on course to prosper together.



**Utku Toprakseven**  
Partner & Director, 4global

Within our sector we have, for many years, talked about the benefit that physical activity has on health and wellbeing. Through collaboration across the sector and powered by DataHub, we can now evidence this benefit with real-time data and insight, providing a compelling case for ongoing investment and prioritisation. This has never been more important than it is today, as our industry continues its preparations to re-open following forced closure at the hands of COVID-19. It is vital that as an industry we are able to help people build and maintain a consistent level of physical activity, to guard against risks such as COVID-19 in the future. In order to do this, we need to continue to evidence the benefit we are creating, as well as the potential impact that could be felt if delivery organisations are lost as a result of the crisis.

By combining data from a range of industry sources, as well as predictive modelling and consumer behaviour analysis, we have worked with ukactive to provide an evidence-based set of projections that will allow organisations to plan more effectively over the coming months, as well as providing evidence to demonstrate the benefit of physical activity to society as a whole. We would like to thank organisations who contributed to the report, not only in providing evidence and data from their own research, but also in being open in discussing what the future might look like for leisure centres, gyms and sports facilities alike.

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This report explores the impact that the COVID-19 virus has had on the sector in three parts:

**Part One:** looking at how participation at facilities changed in the weeks leading up to lockdown

**Part Two:** discovering what exercise and physical activity has looked like for the public during lockdown

**Part Three:** 4global modelling to understand what participation at leisure facilities could look like as the sector reopens

We'd like to thank our partners and members who have shared data and information to enable us to carry out some of the analysis work in this report.

# SUMMARY

## PART ONE: PRE LOCKDOWN

*This section of the report looks at how participation at facilities changed throughout early 2020, as the spread of COVID-19 intensified. This is analysed using a DataHub sample of over 900 leisure centres.*

- ▶ Leisure facilities enjoyed a strong start to 2020, with weekly participation tracking ahead of the 2019 equivalent for week 1 through to week 8. From week 9 onwards, year on year participation began to fall, slowly at first with a -2% drop off, but this had reached -43% by week 11, the week of the full lockdown announcement.
- ▶ This drop off was more severe for those from older age groups (with a -62% decline for the 75-84 year old group), and those from lower socio-economic backgrounds, evidenced through Mosaic profiles and deprivation index.
- ▶ Some activities saw less of a drop off, with group workouts tracking above 2019 levels right up until week 11, before seeing a drop off of -35%, compared to -45% for swimming and -56% for gym.

## PART TWO: DURING LOCKDOWN

*This section of the report collates data from across the sector to understand how people have reacted to lockdown and how their exercise and fitness behaviours have changed.*

- ▶ Across a sector sample, sales of home gym and fitness equipment have seen some big increases since the week 11 lockdown, with sales of weights equipment in week 13 (early April) over four times greater than the weekly average for 2020.
- ▶ Online classes and virtual resources have been popular, as people have adapted from exercising at physical facilities to exercising at home.
- ▶ Survey results suggest activity levels across the course of lockdown have remained relatively stable (between 3.2 and 3.3 days active per week). There have been differences in activity levels between age groups, with older age groups doing less activity.
- ▶ Walking has been the most popular activity, with home workouts both online and offline also popular. Cycling has been slowly growing in popularity.

## PART THREE: POST LOCKDOWN

*This section of the report uses 4global modelling to project what sector recovery could look like. This considers consumers confidence levels in returning to facilities and potential operating restrictions that could be in place.*

- ▶ Consumer confidence in returning to gyms and leisure facilities has been measured across a variety of surveys. 88% of respondents to a Leisure-net survey to gym members said they would use their facility the same amount, or more than before, once it reopened.
- ▶ Consumer surveys by TA6 Alliance, Sport England & Savanta ComRes and MyCustomerLens also saw high levels of readiness to return to facilities. On the timing of return plans, on average 42% of members say they are likely to return to the gym as soon as it opens.
- ▶ This has been used alongside restrictions on opening conditions (capacity reductions, activity restrictions and user group restrictions), to project what participation will look like compared to 2019 once facilities have reopened. This is based on a July 4th reopening date.
- ▶ Without COVID-19, the forecast growth of the sector in participation for 2020 was 5.7%. The COVID-19 revised forecast with no restrictions opens at -59% in the week after reopening, and with restrictions at -72% (compared to the same week in 2019).
- ▶ With no restrictions in place, the forecast participation compared to the same week in 2019 reaches -40% in week 4, -25% in week 8 and -15% in week 12. Sector recovery slows down at the start of 2021 (week 1) and saturates at -1% compared to last year.
- ▶ Modelling the demand once facilities are able to open with restrictions in place for 6 months, shows a projected return to capacity at weeks 41, 45 and 48 of 2020 (14, 18 and 21 weeks after reopening) for gym, group workout and swimming respectively.
- ▶ The projected lost visits in the year following lockdown exceed 700 million for the sector. Lost visits in the single week one year following lockdown (week 11 2021) are projected to reach 1.8 million.
- ▶ Having restrictions in place for 6 months would result in an estimated £2.1 billion loss in social value generated across the whole sector.

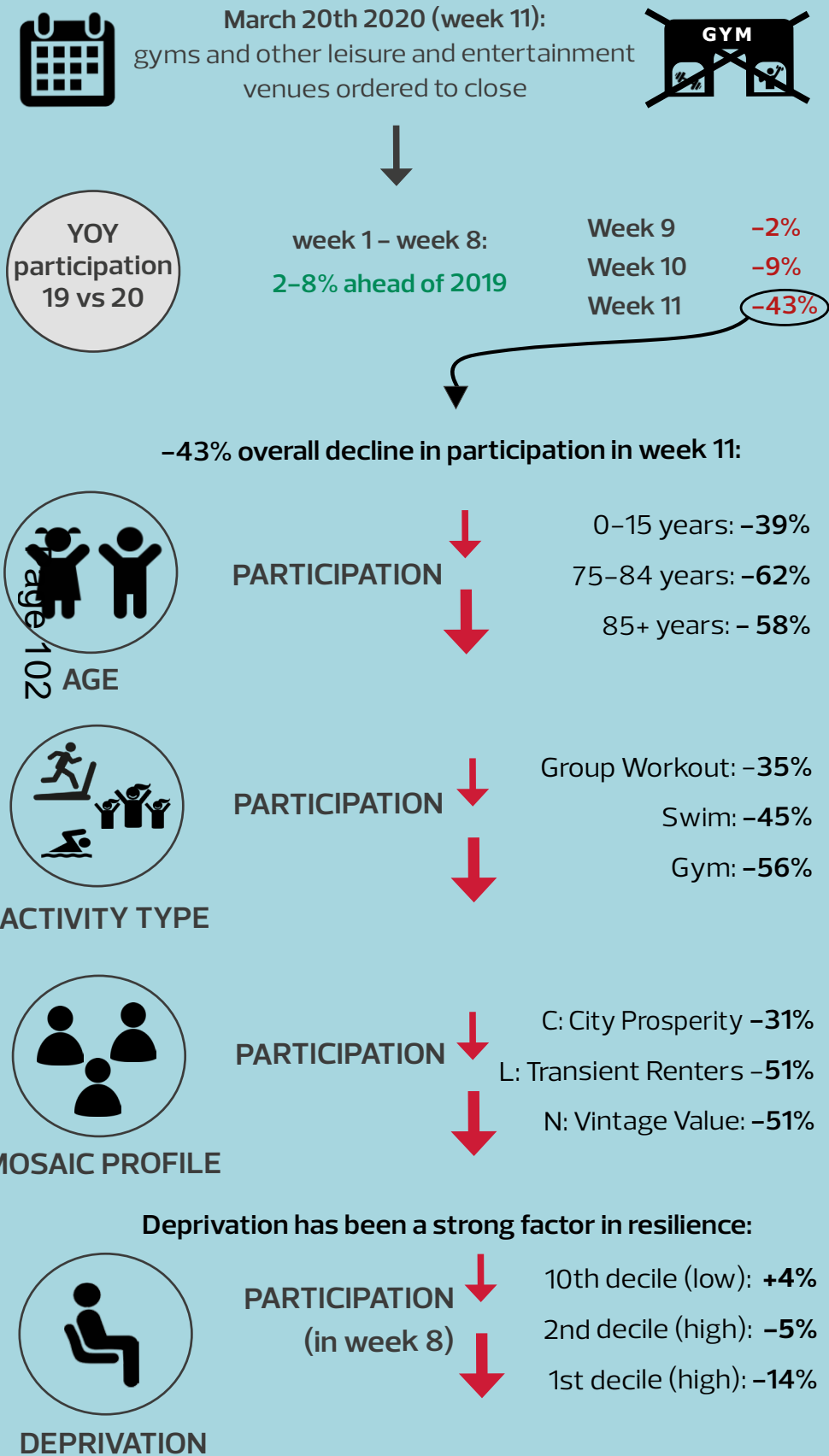
### A CALL TO ACTION: NEXT STEPS

The scenarios presented in this report have been modelled based on the assumption that no action is taken by operators ahead of facilities reopening. There are opportunities for operators to prepare for the situations that will present themselves in the coming weeks and months, both in terms of increasing consumer confidence and establishing how to ensure customers feel safe at facilities, and in re-purposing space such as sports halls and outdoor space to redistribute capacity within a facility. These steps could lead to the recovery rate improving. The model has been created using the available data at this point in time, and data inputs used in the model will continue to be updated as new information is received.



## PRE LOCKDOWN: IMPACT

Using weekly participation figures from DataHub from 2019 and 2020 to look at the impact of COVID-19 on participation before lockdown was announced.



## DURING LOCKDOWN: RESPONSE

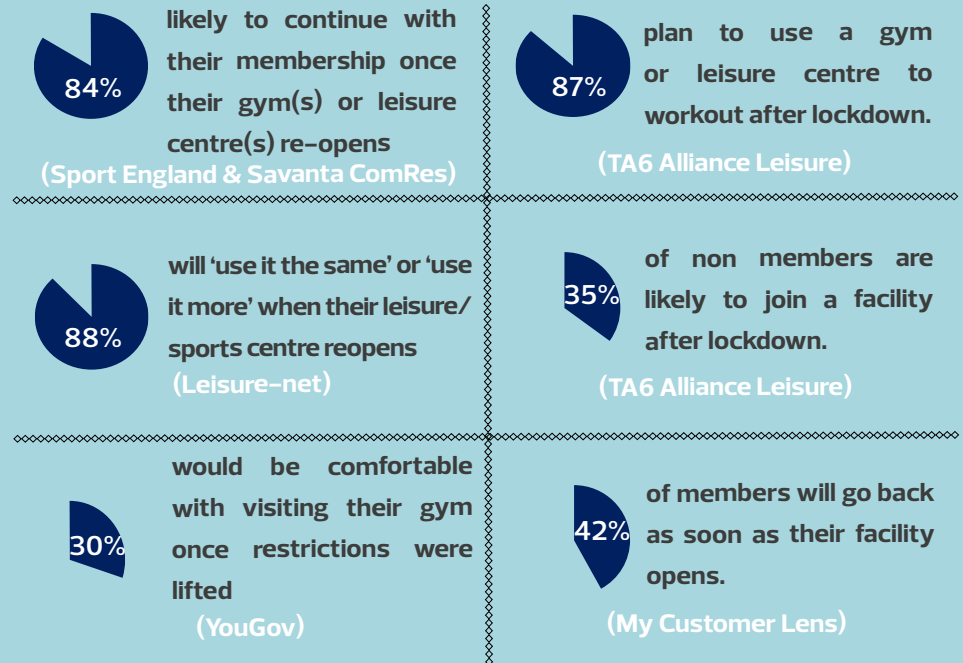
Looking at how exercise and fitness routines have changed and adapted during lockdown and what people are doing instead of visiting facilities.



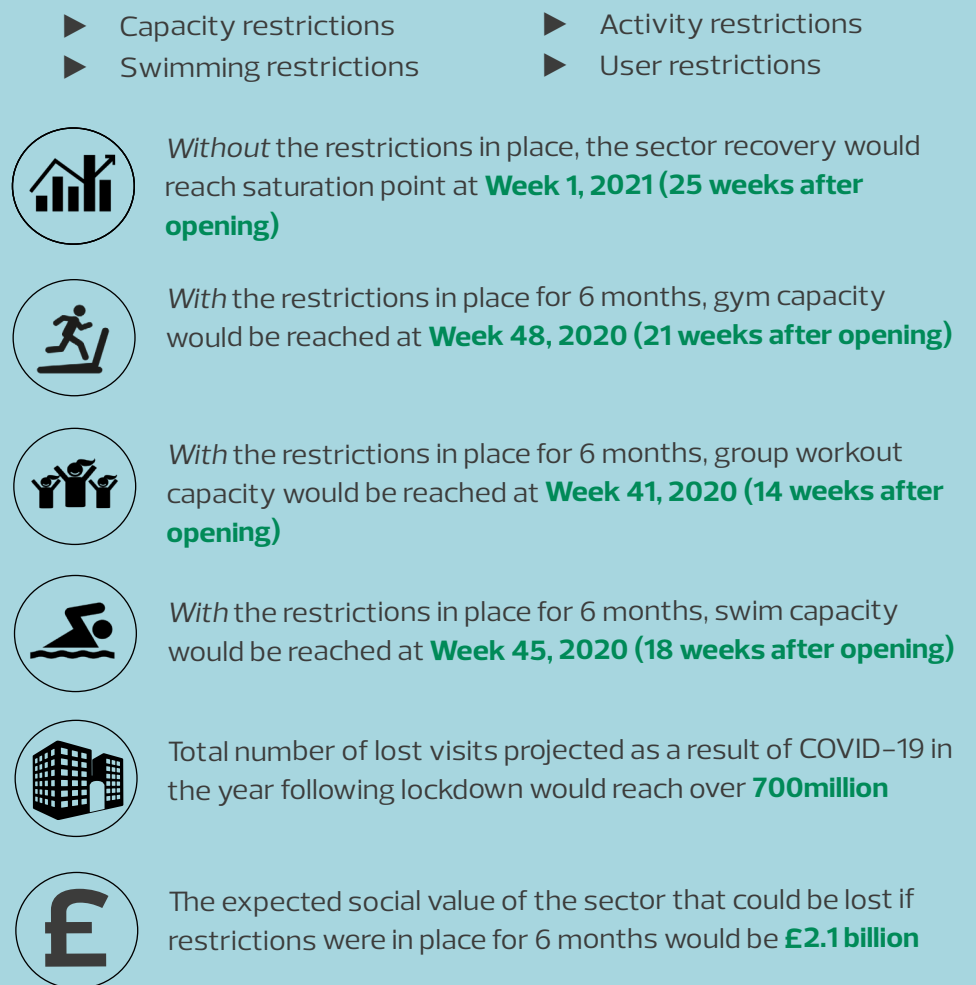
## POST LOCKDOWN: RECOVERY

Using 4global modelling to determine demand based on consumer confidence and facility restrictions

Consumer confidence survey results:



Modelling demand under potential opening restrictions:



# COVID-19 UK TIMELINE

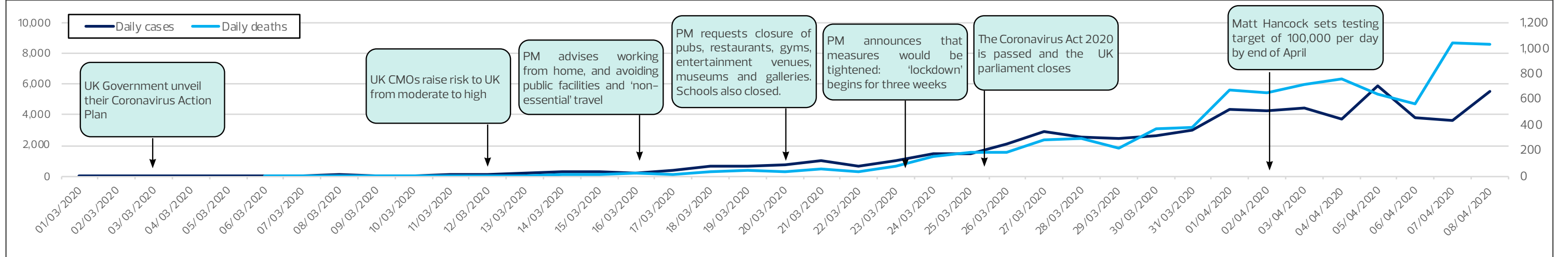
— Daily cases (left axis)

— Daily deaths (right axis)

○ Government events

● Key events

Cases	12	5	11	34	29	46	46	65	50	52	83	134	207	264	330	152	407	676	643	714	1,035	665	967	1,427	1,452	2,129	2,885	2,546	2,433	2,619	3,009	4,324	4,244	4,450	3,735	5,903	3,802	3,634	5,491	Cases
Deaths						1	1	0	1	4	0	2	1	18	15	22	16	34	43	36	56	35	74	149	186	183	284	294	214	374	382	670	652	714	760	644	568	1,038	1,034	Deaths



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1st UK fatality

London Marathon, first Six Nations match, Premier League and EFL postponed

Euro 2020 tournament postponed to 2021

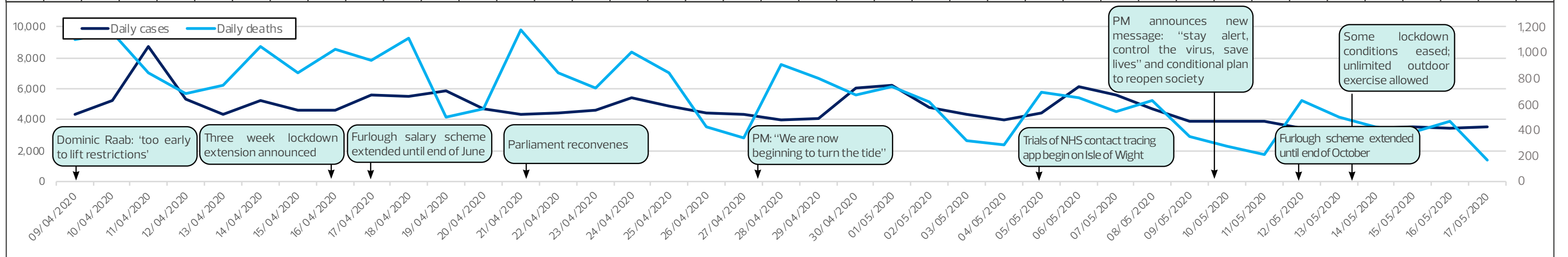
Tokyo Olympic Games postponed to 2021

Every UK household to receive letter explaining lockdown

Temporary NHS Nightingale hospital at ExCel centre opens

Queen broadcasts message to the nation; PM admitted to hospital

Cases	4,344	5,195	8,719	5,288	4,342	5,252	4,603	4,617	5,599	5,525	5,850	4,676	4,301	4,451	4,583	5,386	4,913	4,463	4,309	3,996	4,076	6,032	6,201	4,806	4,339	3,985	4,406	6,111	5,614	4,649	3,896	3,923	3,877	3,403	3,242	3,446	3,560	3,450	3,534	Cases
Deaths	1,103	1,152	839	686	744	1,044	842	1,029	935	1,115	498	559	1,172	837	727	1,005	843	420	338	909	795	674	739	621	315	288	693	649	539	626	346	268	210	627	494	428	384	468	170	Deaths



Prime Minister leaves hospital

Captain Tom Moore completes NHS fundraiser walk, raising £30m

First human trials of vaccine begin in Oxford

Deaths in care homes and community now included in counts

Bank of England warns economy could shrink by 14% in 2020

Data on cases and deaths has been extracted from the [worldometers tracker](#) which uses daily updates from the Department for Health and Social Care.

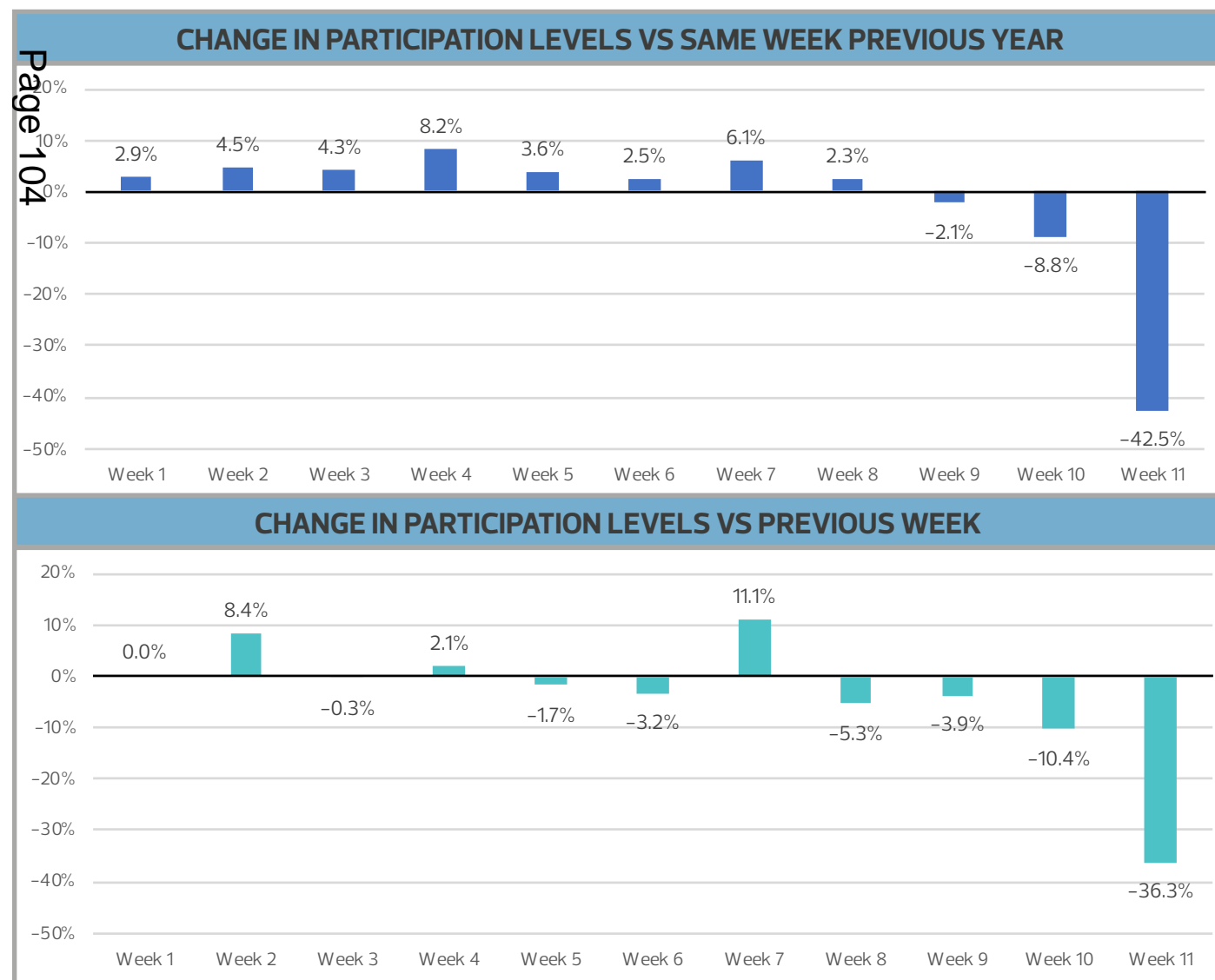
## PART ONE: PRE LOCKDOWN



*This section of the report looks at how participation at facilities changed throughout early 2020, as the scale of the crisis mounted and COVID-19 began to take a grip in the UK.*

The first cases of COVID-19 emerged on UK soil at the end of January, and although it was to be nearly three months until the nation was put under lockdown conditions, the impact on our daily lives began to show before this. Social distancing changed the way we were able to exercise, with further restrictions added when the Prime Minister ordered the closure of all gyms and leisure centres on March 20th. The data in this section is a DataHub sample from 903 leisure sites across the UK, covering 2.0 million members and 38.2 million visits. This covers the first 11 weeks of 2020, leading up to the point of lockdown, and is compared to the equivalent weeks in the previous year.

### OVERALL PARTICIPATION



These graphs show that during the early weeks of 2020, participation at facilities was ahead of last year, with weeks 1 to 8 all showing an increase in visits against 2019. This was most notable in week 4, which was 8.2% higher than 2019. Whilst weeks 5 and 6 saw participation increases compared to last year, the growth rate declined, with this timing corresponding to the first UK cases of the virus. Week 7, in late February, saw higher growth, around the time of positive government messaging on using facilities. The first week that saw a decline against last year was week 9 (commencing March 2nd), followed by a more dramatic drop off of -8.8% in week 10. By the time facilities had been ordered to close in week 11 (commencing March 16th), participation was -42.5% down on last year.

### THE DATASET

**Number of sites:** 903 leisure centres across the UK

**Number of people:** 2.0 million

**Number of visits:** 38.2 million

**Week 1:** week commencing January 6th

**Week 11:** week commencing March 16th

**Facilities ordered to close:** March 20th (week 11)

### GENDER DIFFERENTIALS

CHANGE IN PARTICIPATION VS SAME WEEK PREVIOUS YEAR											
Gender	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11
Female	6%	7%	7%	10%	6%	3%	6%	3%	-1%	-7%	-42%
Male	0%	2%	1%	6%	1%	2%	6%	2%	-4%	-10%	-43%

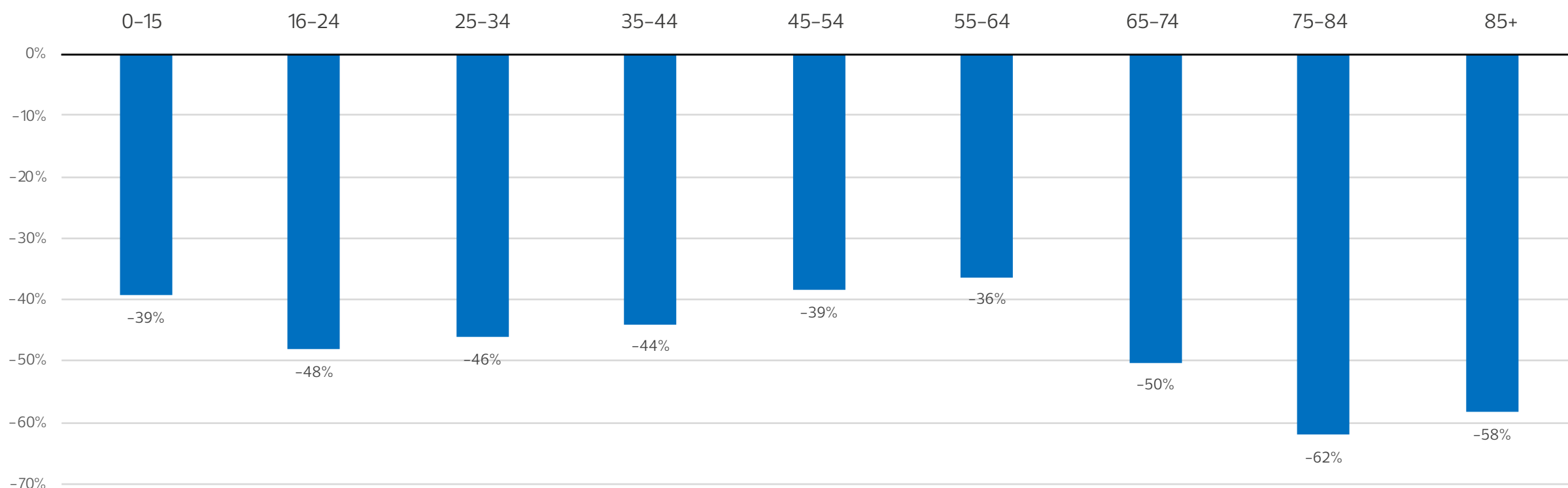
CHANGE IN PARTICIPATION VS PREVIOUS WEEK											
Gender	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11
Female	-	9%	-1%	1%	0%	-4%	8%	-4%	-2%	-11%	-37%
Male	-	8%	0%	3%	-3%	-2%	15%	-7%	-6%	-10%	-36%

Looking at differences across genders, participation in the early weeks of the year showed that visits for males and females were ahead of 2019, particularly so for females, with a 10.2% increase on last year in week 4. From week 9 onwards attendances fell compared to last year, with the drop off being slightly less for females. In terms of week on week change in participation, this dropped from week 5 for both males and females, although there was a temporary jump in week 7. From week 8 the weekly drop off was more noticeable for males at first, although for weeks 10 and 11 this was greater for females.

- >> Weekly participation in 2020 was up on 2019 until week 9, when a sharp decline began.
- >> Week on week participation throughout 2020 began declining in week 8 before falling off sharply in weeks 10 and 11.
- >> There was only small differences in the trends for males and females.

## AGE DIFFERENTIALS

CHANGE IN WEEK 11 PARTICIPATION LEVELS VS SAME WEEK PREVIOUS YEAR BY AGE GROUP



WEEK 11	
0-15	-39%
16-24	-48%
25-34	-46%
35-44	-44%
45-54	-39%
55-64	-36%
65-74	-50%
75-84	-62%
85+	-58%

## WEEK ON WEEK AGE DIFFERENTIALS

- >> Across the age groups there were some differences in participation patterns.
- >> The older age groups did experience an increase in attendance in week 9, but this was countered by the biggest drop off in weeks 10 and 11.
- >> With the exception of the 16-24 age group, there was a sizeable decrease in participation across all age groups from week 9 to week 10.
- >> The only age group that did not see a sharp drop off from week 10 to week 11 was the 0-15 group, where participation was -4% down on the previous week.

Age	Week 9	Week 10	Week 11
0-15	1%	-15%	-4%
16-24	-2%	-8%	-42%
25-34	-3%	-11%	-41%
35-44	-11%	-10%	-40%
45-54	-3%	-9%	-36%
55-64	-4%	-9%	-36%
65-74	-7%	-9%	-48%
75-84	7%	-13%	-60%
85+	8%	-22%	-54%

The graph above shows the age group trends in participation in week 11 when compared to 2019. It was the older age groups that saw the biggest drops in participation against 2019 figures. This reached -62% for the 75-84 age group and -58% for the 85+. This also corresponded with the greatest week on week drop being seen from those age bands, suggesting it is this group that had their behaviour influenced most by the emerging situation. The age groups that saw the smallest drop off were 55-64 (-36%), and 45-54 and 0-15 (both -39%). The youngest age group also had by far the smallest week on week drop off in week 11 with just a -4% reduction on the previous week.

- >> There were some differences in how the age groups responded to the COVID-19 situation.
- >> For the older age groups, the decline in participation was greatest against both 2019 and the previous week.
- >> The smallest week on week decline in week 11 was from the 0-15 age group, who saw a drop off of just -4%.



## DEPRIVATION

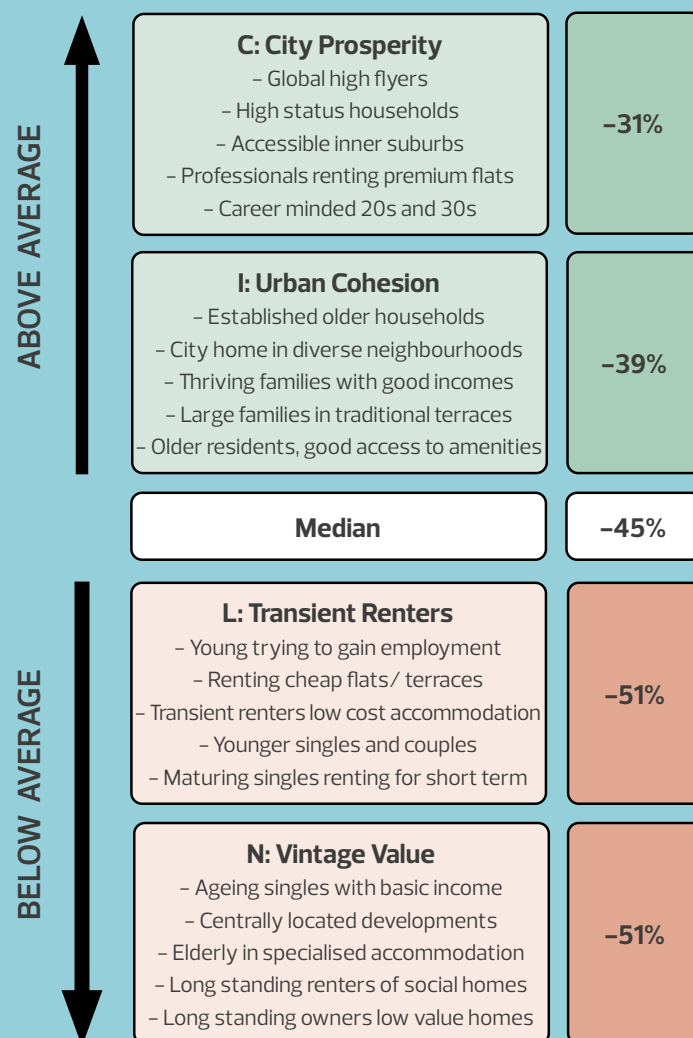
This table shows the change in weeks 8– 11 participation against 2019, for individuals within each decile of a deprivation index, where decile 1 contains the 10% of individuals with the highest levels of deprivation. Looking at weeks 8 and 9 below, the high deprivation (deciles 1–2) areas start to fall at a high rate (-14% and -5% for week 8) whereas Lower Deprivation areas stay much more resilient until weeks 10 and 11.

	HIGHEST DEPRIVATION					LOWEST DEPRIVATION				
Decile	1	2	3	4	5	6	7	8	9	10
Week 8	-14%	-5%	1%	-2%	7%	7%	15%	8%	1%	4%
Week 9	-5%	-2%	-8%	-4%	3%	1%	-3%	1%	-2%	-3%
Week 10	-10%	-10%	-10%	-10%	-3%	-5%	-11%	-6%	-10%	-12%
Week 11	-42%	-41%	-42%	-45%	-37%	-39%	-44%	-43%	-45%	-46%

## MOSAIC PROFILES

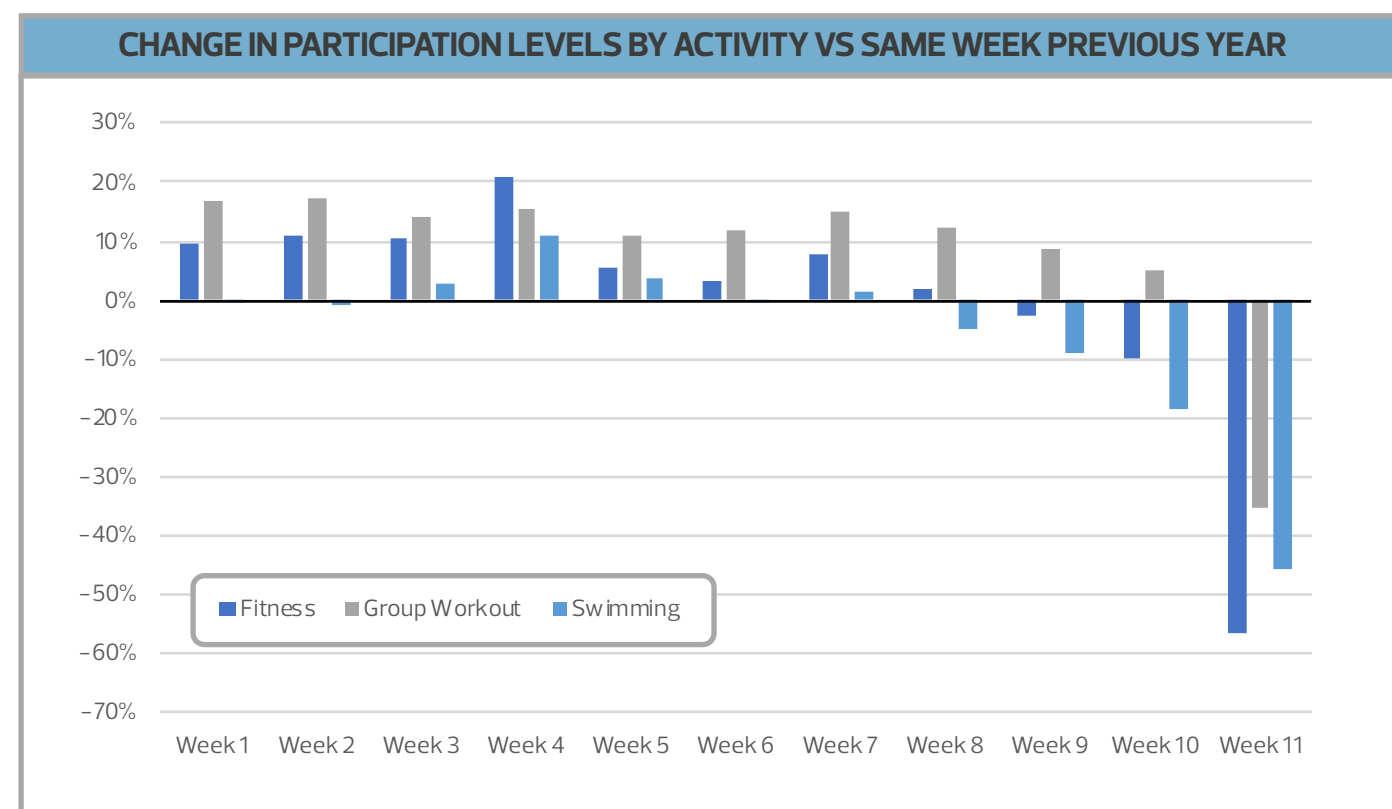
Page 100  
 Mosaic profiles divide the population into fifteen groups, based on consumer and societal trends gathered from over 450 data points. All of the individuals within the data set have a Mosaic profile assigned to them based on their behavioural and demographic characteristics. The median change in week 11 participation across all these groups compared to 2019, was -45%. The two groups that fell furthest below the average were 'Transient Renters' and 'Vintage Value'. The two groups that saw the smallest drop off were 'City Prosperity' and 'Urban Cohesion'.

The characteristics of these groups suggest that there were some disparities in reactions to the spread of the virus. City Prosperity and Urban Cohesion are two of the **most affluent** segments, while Transient Renters and Vintage Value are two of the **least affluent**. This suggests that for those from less affluent areas, there were greater barriers in place preventing them from accessing their facilities to exercise.



## IMPACT ON ACTIVITY TYPES

Within the facilities included in the data set there are three activities that drive most of the footfall: gym visits, groups workouts and swimming. The graph below shows the relative decline of these against 2019 participation. For all activities, participation was generally ahead of 2019 equivalents until week 8, where swimming fell by 5%. The following week gym visits also began to fall, with only group workouts showing a positive, but declining, increase on the previous year. This pattern continued into week 10, before all three activities saw a huge decrease in week 11, with gym visits now the worst affected with a -56% drop (compared to -35% for group workout and -45% for swimming). This may suggest that people were more willing to attend facilities for the structure of group workouts which make social distancing easier due to capacity and class size restrictions.



- >> There were some indications that those in the highest risk groups for inactivity suffered a bigger drop off in participation than those less at risk.
- >> The drop of in participation in week 11 was more pronounced for some demographic groups, with some Mosaic groups seeing a larger than average drop off.
- >> The decline in swimming participation started earliest of all activities, in week 8.
- >> Group workouts saw less of a decline in participation, with an increase in the visits every week until week 11.



## PART TWO: DURING LOCKDOWN

As facilities closed, the public were forced to adapt and make changes to their exercise routines. With time spent outdoors under limitations (at least initially), people had to find new ways to work out at home in order to maintain, or even begin, a new fitness regime. This section looks at what people have been doing in lockdown, taking data from a range of sources to understand how behaviours have changed.

Many gyms have provided online content to support their members during this time, with resources available through websites, apps and over social media. The first video in an ongoing YouTube series by 'The Body Coach' Joe Wicks, providing a daily 30 minute 'P.E. lesson' for schoolchildren, had received over 6.7 million views by the middle of May. His second video, broadcast on Tuesday March 24th, broke the Guinness World Record for highest number of livestreams, with over 950,000 households joining in.

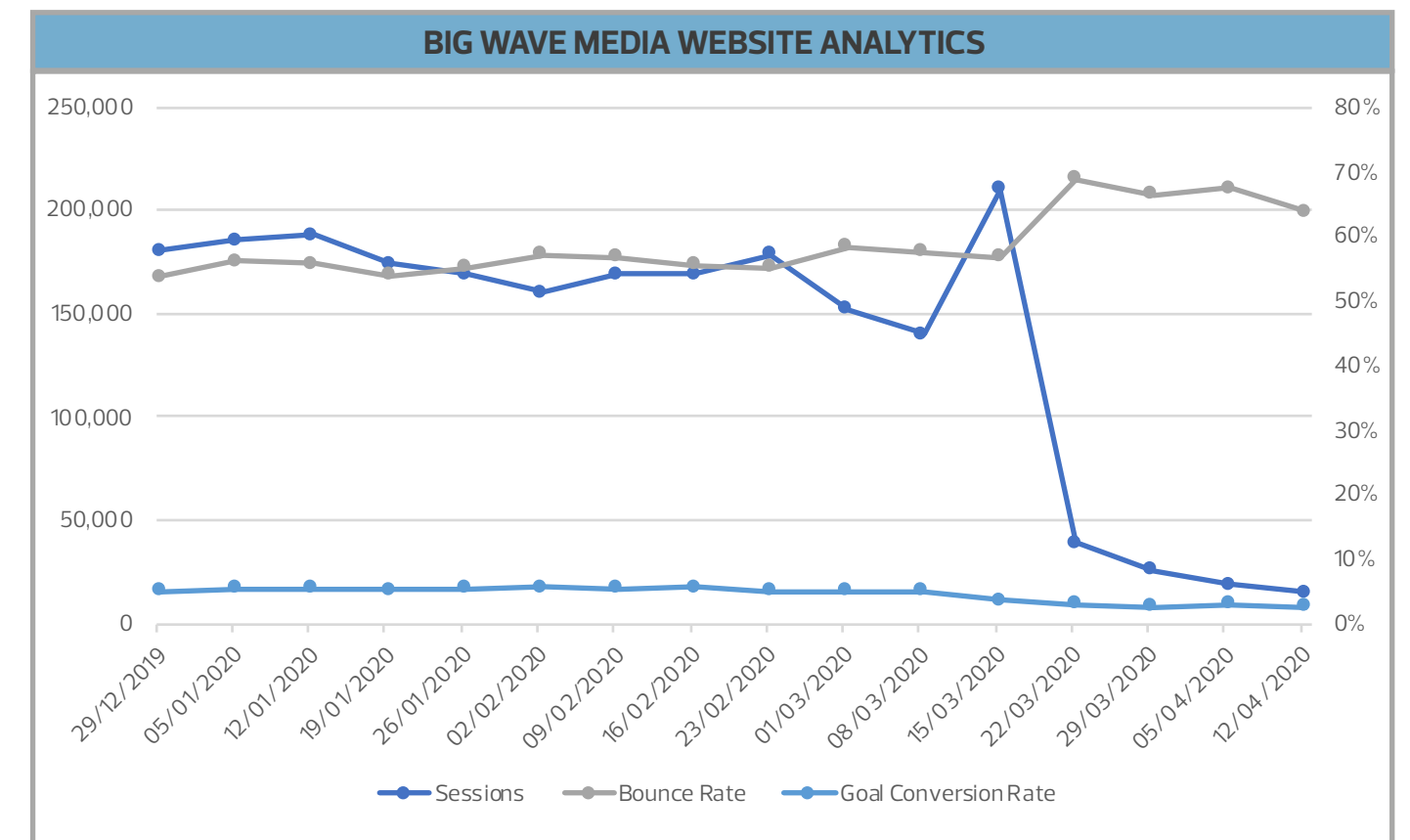
### Page 107 MoveGB: Move at Home

Since the closure of physical venues, providers have been forced to adapt their products and models, in many cases switching to online provision of activities and classes. MoveGB, a booking intermediary traditionally offering access to a range of classes and activities at various locations, launched Move at Home, an online offering providing both live streamed and on-demand workouts.

- ▶ Customers who are engaged with streaming activities are doing this on average 2.6 times a week.
- ▶ Yoga and fitness classes are proving to be the most popular activities for customers to live stream, in particular dance style workouts.
- ▶ 65% of customers who are streaming classes are doing so from instructors who are locally based.
- ▶ Content on help with live streaming is also provided, and there have been over 90,000 requests for the content on playing music whilst streaming.
- ▶ Some operators reported earning more than under the traditional model as there are no capacity constraints, meaning classes can be delivered to a greater number of people.

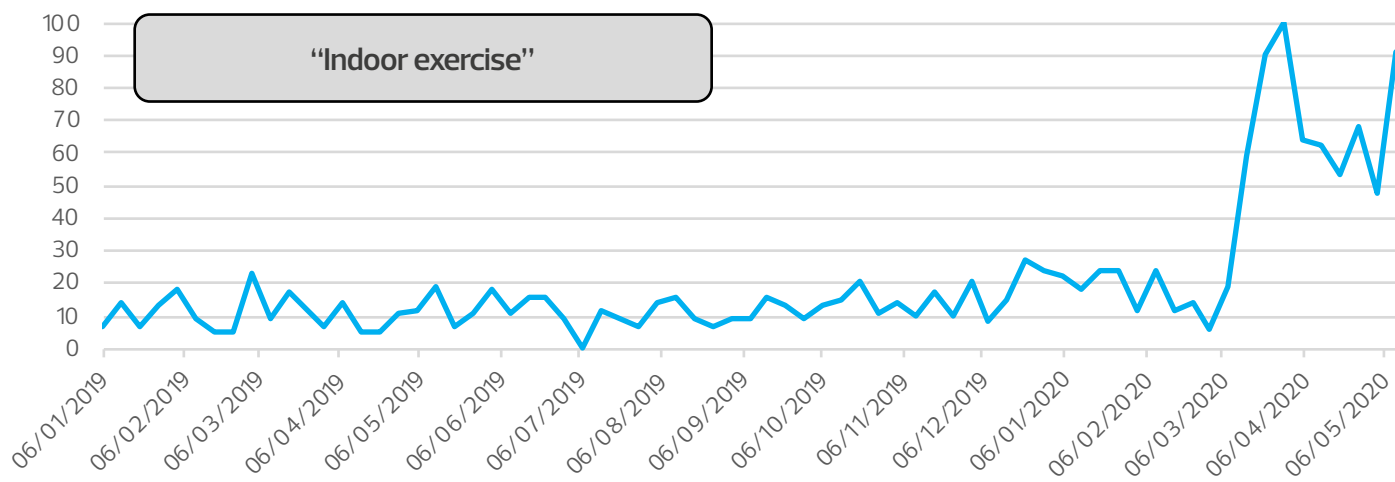
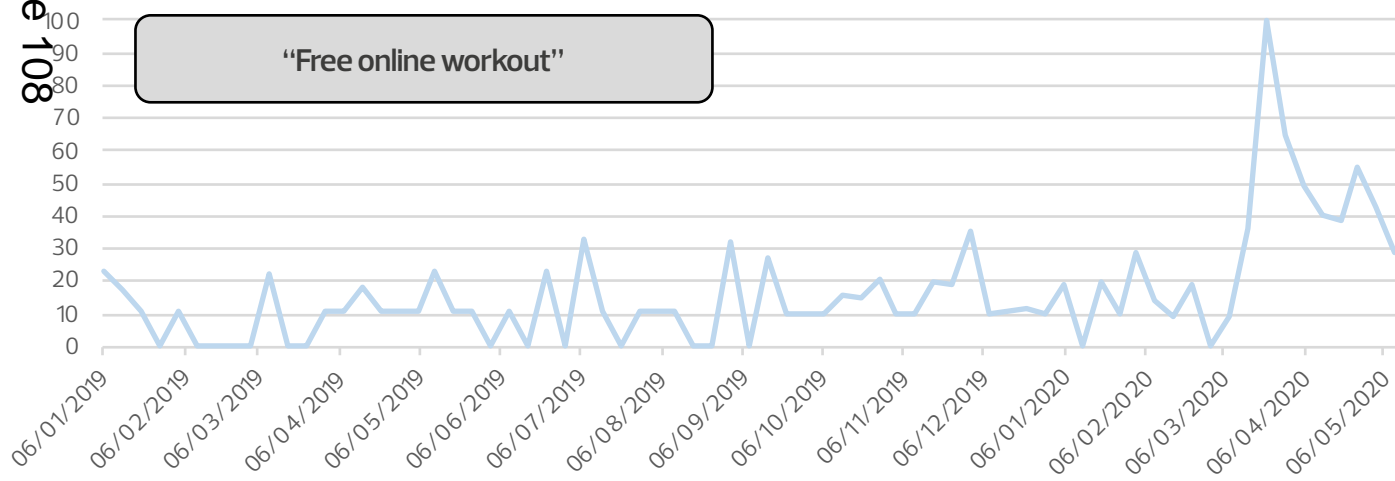
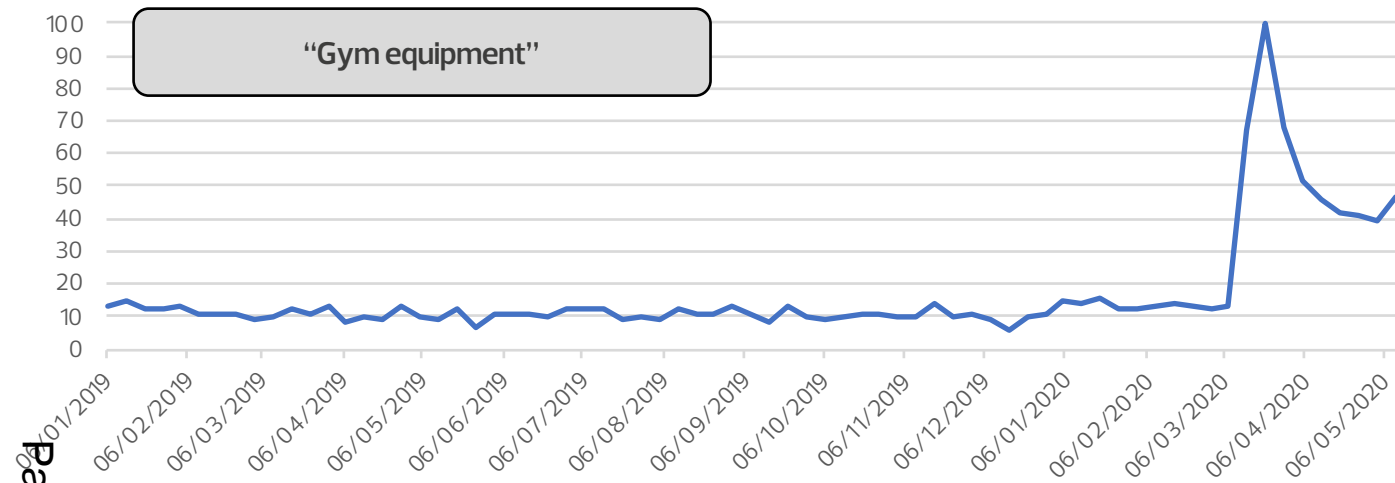
## BIG WAVE MEDIA WEBSITE DATA

The graph below is derived from data supplied by Big Wave Media, who used Google Analytics tools to track engagement with the websites of 27 leisure operators. The data shows a spike in visits to these sites, measured by the number of sessions, in week commencing 15th March, when lockdown was announced. This was followed by a steep and sudden drop off in the following weeks, when the public were unable to access these facilities. The drop in the number of sessions was accompanied by an increase in bounce rate, where a user only visits one page of a website. The bounce rate increased from week 12, perhaps driven by people only visiting homepages to see a latest status or headline update. The final metric 'goal conversion rate', which measures the percentages of visits that included a 'goal' e.g. completion of an enquiry form or download of a brochure, dropped over this time.

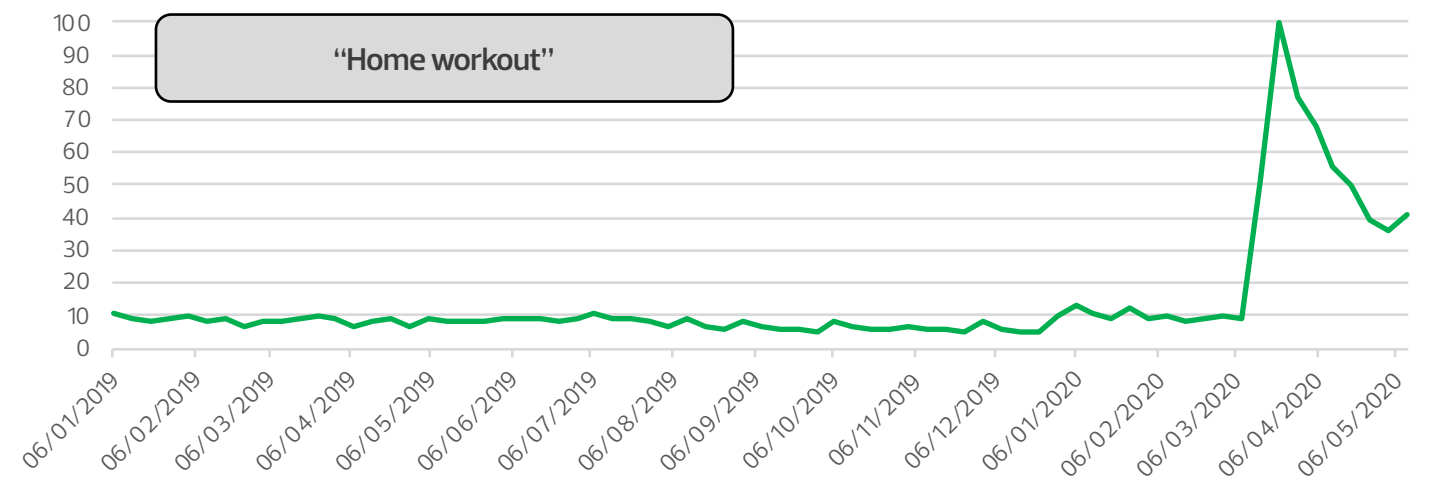
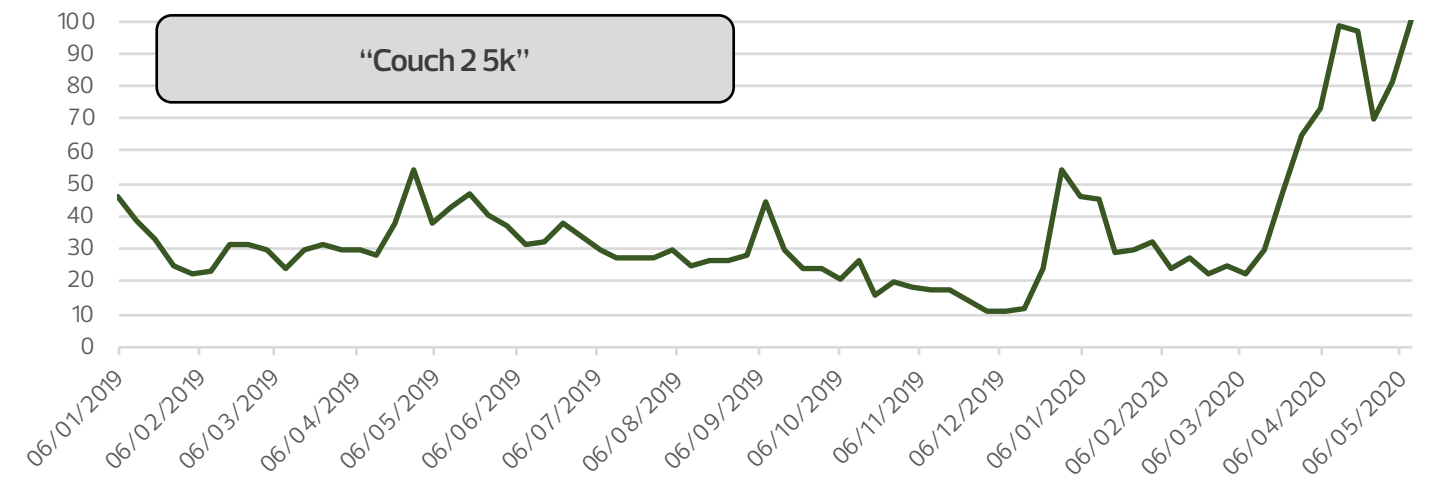
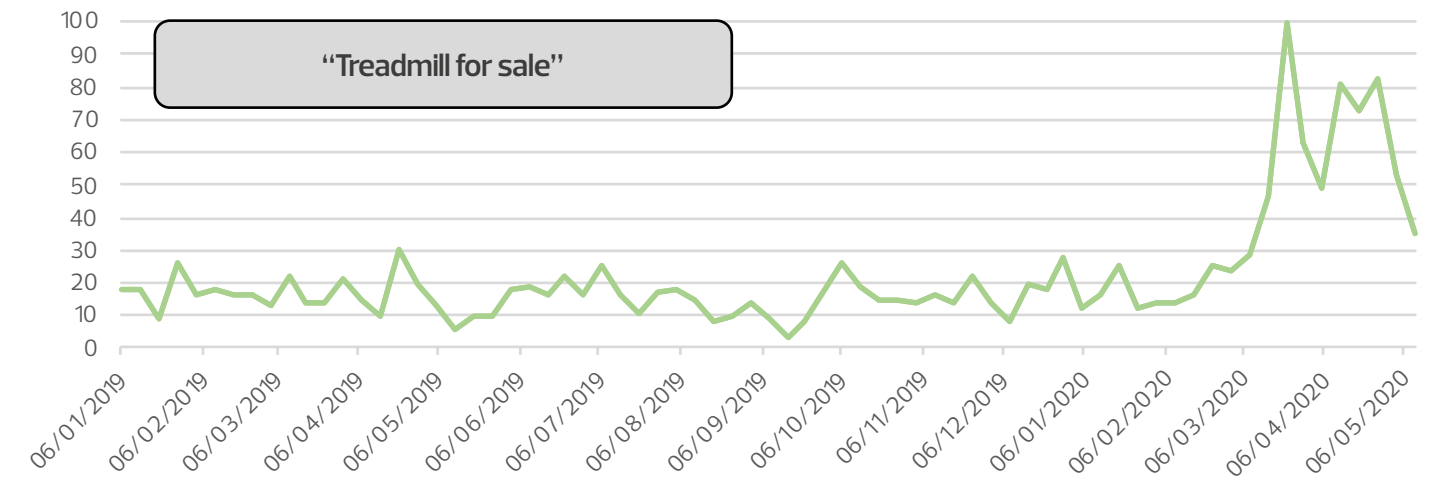


## GOOGLE TRENDS

The graphs below show the Google search frequency of a variety of home exercise related search terms. These are UK specific searches across January 2019– May 2020, and all the terms show a big increase in the relative frequency of search in March 2020. This corresponds with the time that people had to switch from exercising at a physical facility, to exercising at home, or outdoors.



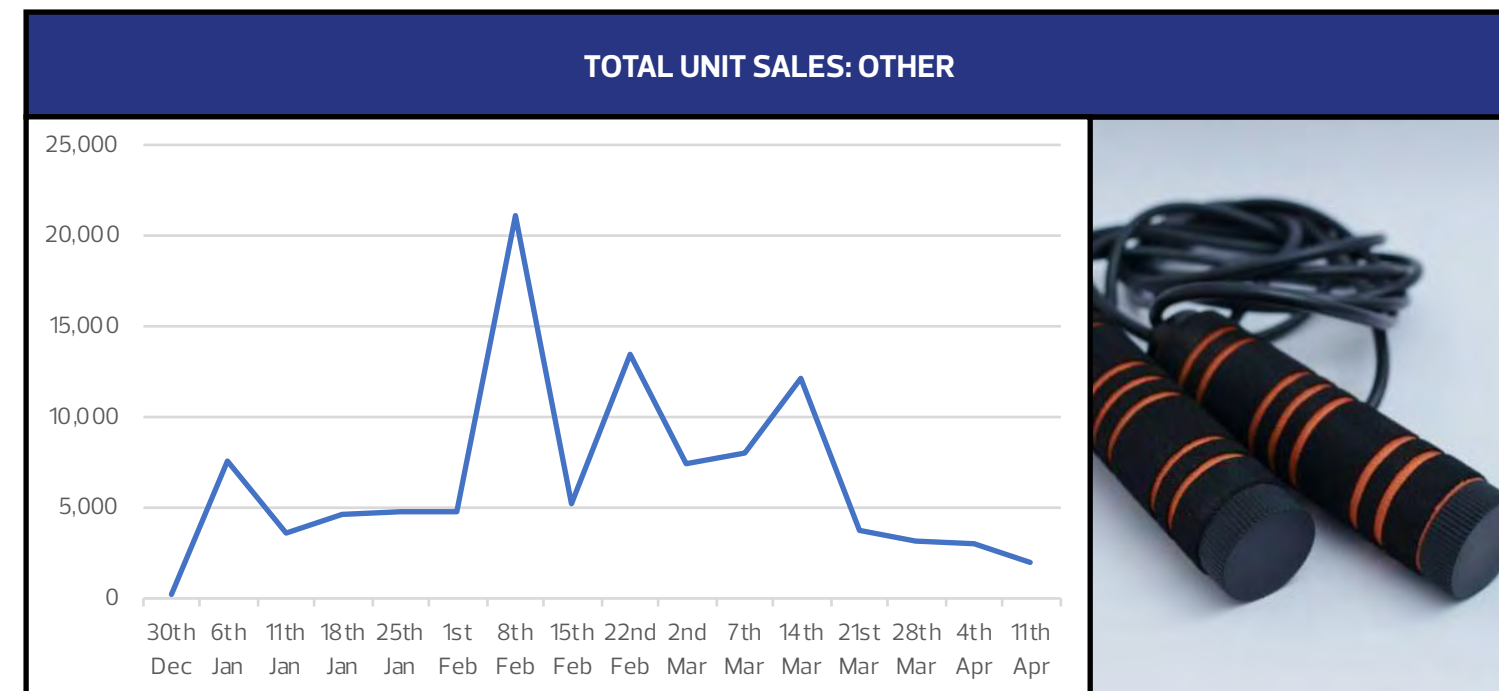
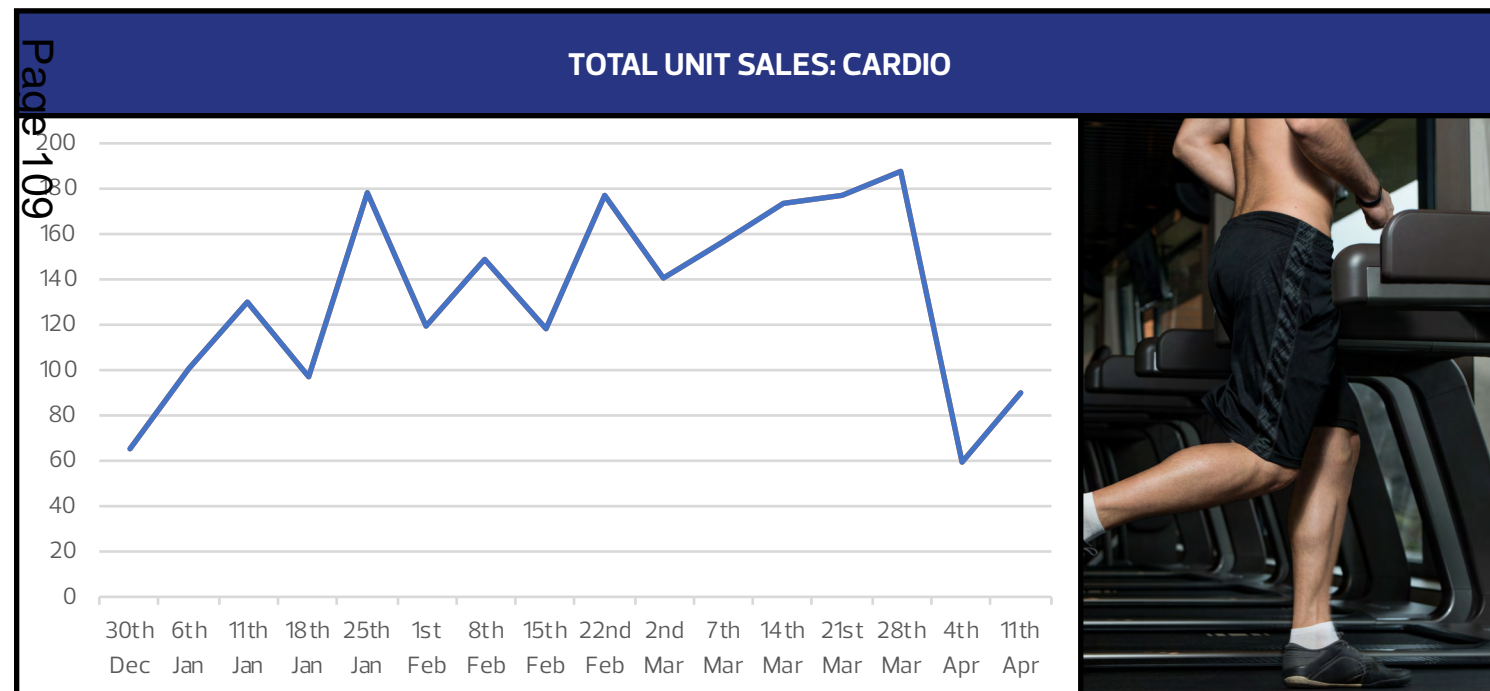
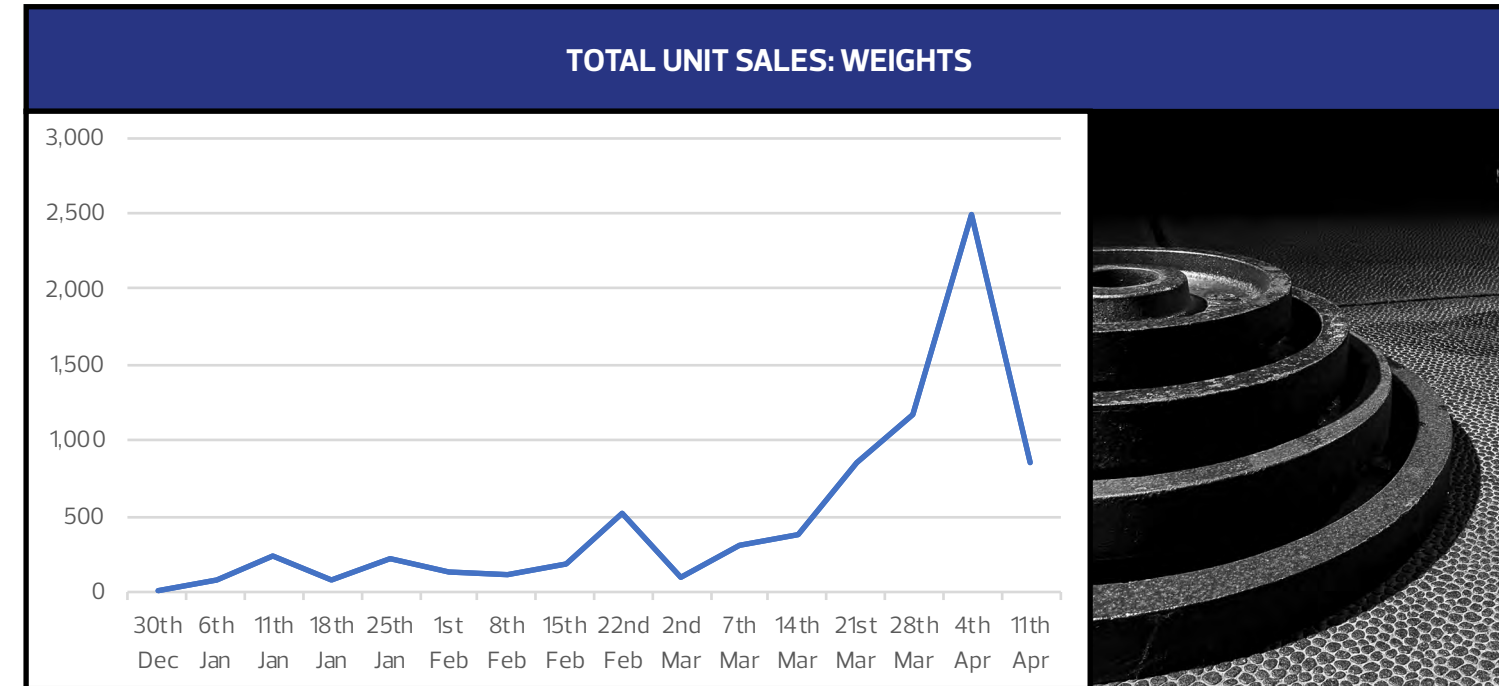
Google Trends shows the frequency that a given term is searched in Google relative to the total search volume over a period of time. A value of 100 represents peak popularity of the term, whilst a value of 50 means that the term is half as popular at that time.



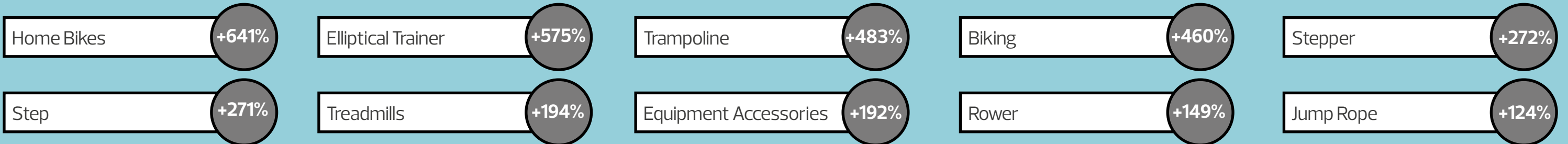
## SALES OF HOME GYM AND FITNESS EQUIPMENT

The data presented here has been aggregated from a selection of ukactive members who shared their sales data from 2020, split by equipment type. For cardio equipment, sales in 2020 reached their highest level in late March (this would be week 13 based on the timeframes from part one). For weights equipment, the peak was one week later in early April. This type of equipment showed a much steeper rise from week 11 onwards, with unit sales in week 13 over four times the weekly average across the whole time period. This more pronounced increase in weights sales rather than cardio could be due to the relative ease of storage and use of this type of equipment compared to large or bulky cardio equipment. Weights equipment will also typically be cheaper than a piece of cardio equipment.

Sales data from Decathlon shows a huge increase in year on year sales across March and April, in all category types, demonstrating the shift from facility based exercise to home based exercise that has taken place. This has been in spite of physical stores closing and retail switching to online only.



## DECATHLON SALES TRENDS: March and April 2020 vs March and April 2019

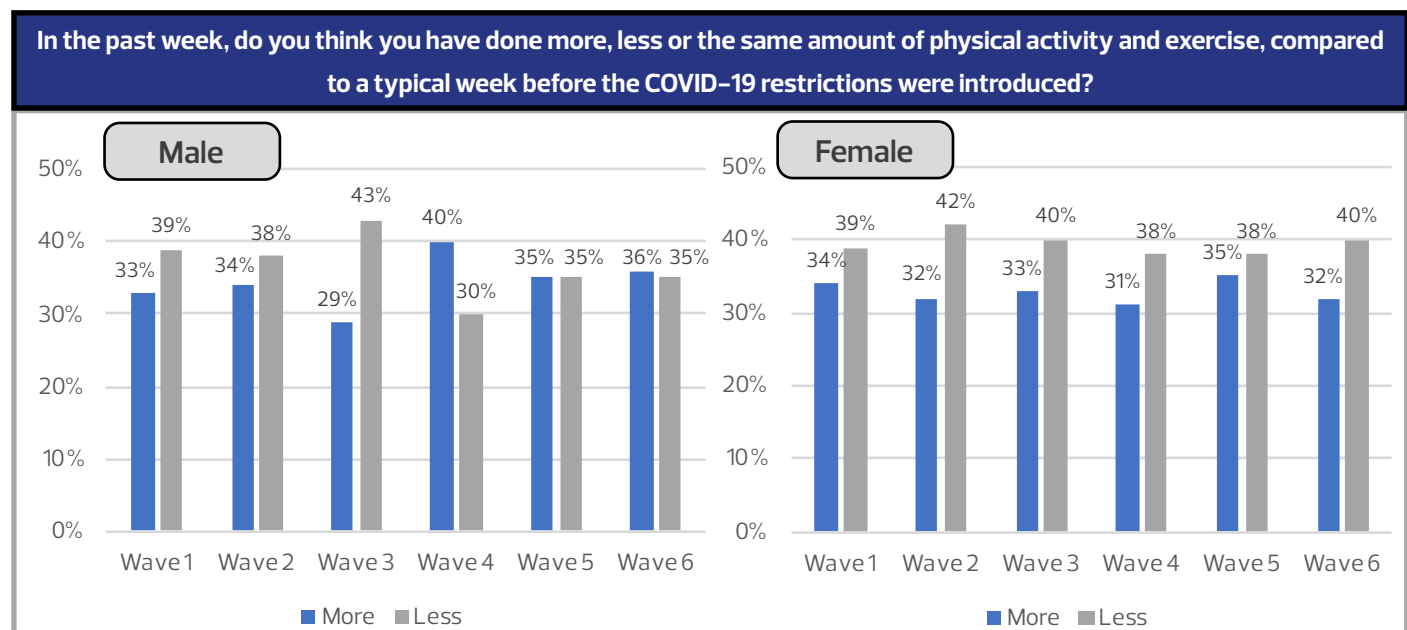
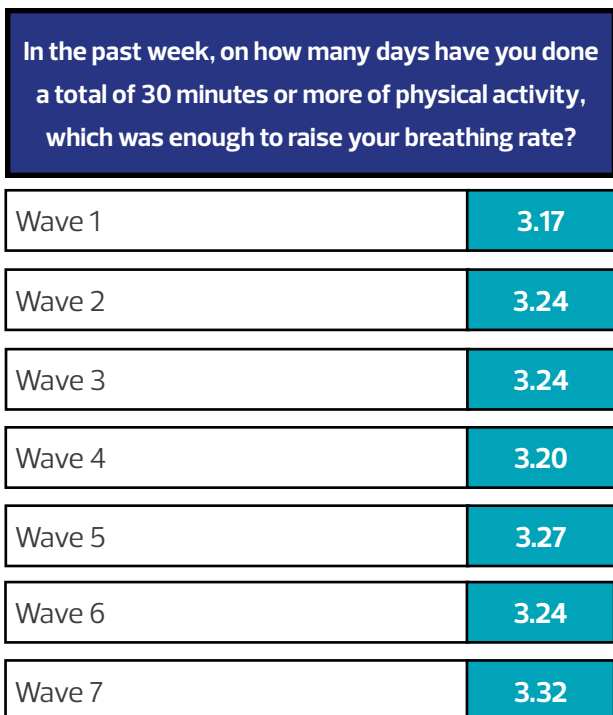


Since early April, Sport England have been running weekly tracker polls through Savanta ComRes to monitor the exercise behaviours and attitudes of the public during lockdown. These polls reach a nationally representative sample of 2,000 adults, and have taken place weekly since April 3rd. Wave 7 was the first to be carried out after the initial easing of restrictions. This section of the report looks at the results from the first seven waves, to see how activity levels are differing between demographic groups, and examine if public opinions and attitudes have changed during the course of lockdown. Full data tables are available on the Savanta ComRes [website](#), with additional analysis on the Sport England [website](#).

### OVERALL ACTIVITY LEVELS

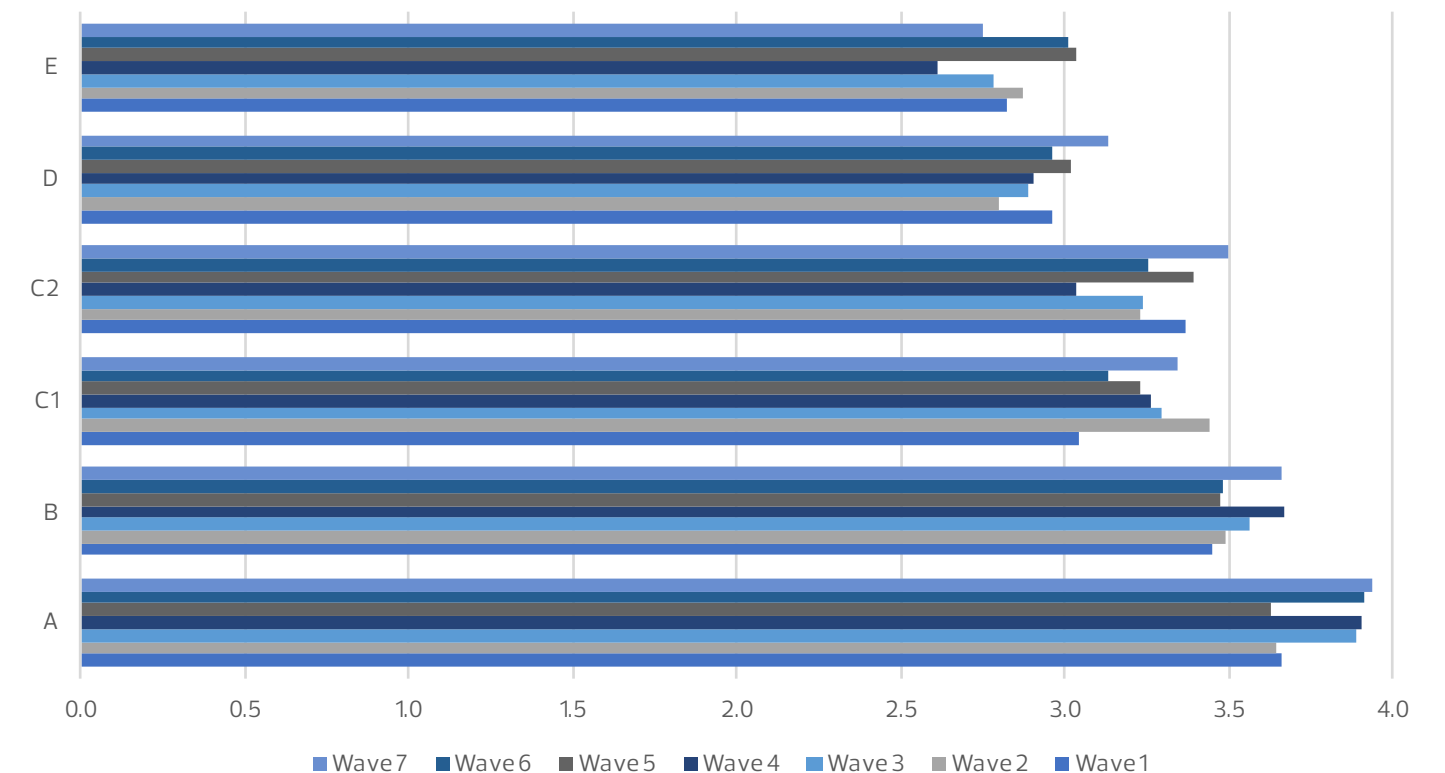
The survey explores how active the public have been during lockdown, by asking on how many days they have done 30 minutes or more of physical activity. The average results from this show activity levels have been fairly stable across the first seven waves of surveying, with an average of 3.17 days in wave 1, increasing slightly to 3.32 in wave 7.

In terms of how this differs from their normal activity levels, for females a higher percentage of respondents reported that this was less than normal, than those who said more than normal for each of the waves. For males this was generally also the case but in waves 4 and 6 a higher percentage of people reported more activity than usual, compared to less.



### DIFFERENCES BETWEEN DEMOGRAPHICS: SOCIAL GROUP

When looking at responses to the activity levels question by social groups, some patterns have started to emerge across the first seven waves. Generally, the average of active days decreases from groups A (higher/ intermediate managerial, administrative and professional) to group E (state pensioners, casual and lowest grade workers, unemployed with state benefits only). This difference was greatest in wave 4, with a difference of 1.3 days active.



### DIFFERENCES BETWEEN DEMOGRAPHICS: AGE

Activity levels across the three age groups have shown a consistent pattern in all seven waves, with younger age groups having a higher average of days active than the oldest group (55+). At wave 4 the difference between the youngest and oldest groups was 0.5 days.

	W1	W2	W3	W4	W5	W6	W7
16-34	3.4	3.4	3.5	3.4	3.3	3.4	3.5
35-54	3.3	3.2	3.1	3.3	3.4	3.3	3.4
55+	2.9	3.1	3.2	2.9	3.2	3.1	3.1

### URBAN VS RURAL

Those from rural areas are doing more activity on average than those living in urban areas. This is the case across all waves of surveying.

	W1	W2	W3	W4	W5	W6	W7
Urban (Building icon)	3.1	3.2	3.1	3.1	3.2	3.2	3.3
Rural (Tree icon)	3.5	3.3	3.6	3.5	3.4	3.4	3.5



## ACTIVITY TYPES

The survey explores the different types of exercise people are taking part in. Across all seven waves, **walking** is the most popular activity, with almost two thirds of respondents taking part in this in each wave. The percentage of people who are walking is also increasing as the waves progress. **Home workouts**, both online and offline, are also proving popular with around one fifth of respondents taking part in these. There has been consistent increases in the percentage of respondents who are **cycling**, with this having doubled from 8% of respondents to 16% across the seven waves. In terms of which online resources are being used, additional detail from wave 3 showed **YouTube** to be by far the most frequently accessed resource, with 73% of all online users having accessed this, followed by 19% for Facebook and Instagram.

Which, if any, of the following physical activities have you done in the past week?							
	Wave 1	Wave 2	Wave 3	Wave 4	Wave 5	Wave 6	Wave 7
Walking	59%	59%	60%	61%	61%	63%	65%
Home Workout: Offline	24%	22%	22%	19%	22%	19%	21%
Home Workout: Online	23%	21%	19%	20%	22%	21%	21%
Running/ Jogging	18%	16%	19%	20%	19%	19%	20%
Informal exercise	14%	15%	16%	15%	16%	15%	14%
Cycling	8%	10%	12%	11%	13%	13%	16%
Other	5%	8%	6%	5%	6%	5%	6%

On which, if any, digital platforms or websites have you found these home workouts?	
YouTube	73%
Facebook	19%
Instagram	19%
Gym website	9%
ukactive website	8%
Twitter	6%
Sport England website	4%

## REGIONAL DIFFERENCES

The tables below show the regional participation in three of the most popular activity types across the waves. There are a number of regional differences in how people are choosing to exercise during this time. Some of the most noticeable include the relative lack of people choosing to walk in London, with the lowest percentage in each wave. This is countered by the high percentages in East England in early waves, with this region having the biggest percentage of walkers in wave 1-3, reaching 71% in wave 3. Despite this, there is an appetite for running/ jogging in London, with this region having the highest percentage of participation across all waves. London also had the highest percentage of respondents taking part in online home workouts in waves 2-7, reaching a high of 32% in wave 2. Whilst these figures provide some interesting trends, they should be interpreted with caution as the sample size decreases when respondents are split between their relative regions.

	WALKING						
	W1	W2	W3	W4	W5	W6	W7
North East	62%	61%	61%	57%	64%	64%	66%
North West	62%	62%	58%	62%	59%	65%	68%
Yorkshire & the Humber	60%	58%	63%	64%	61%	61%	71%
West Midlands	59%	52%	53%	62%	63%	65%	65%
East Midlands	58%	63%	56%	61%	62%	70%	68%
East of England	69%	65%	71%	59%	62%	62%	61%
London	46%	51%	51%	52%	54%	55%	58%
South East	59%	59%	66%	66%	61%	68%	68%
South West	66%	64%	60%	65%	64%	62%	68%

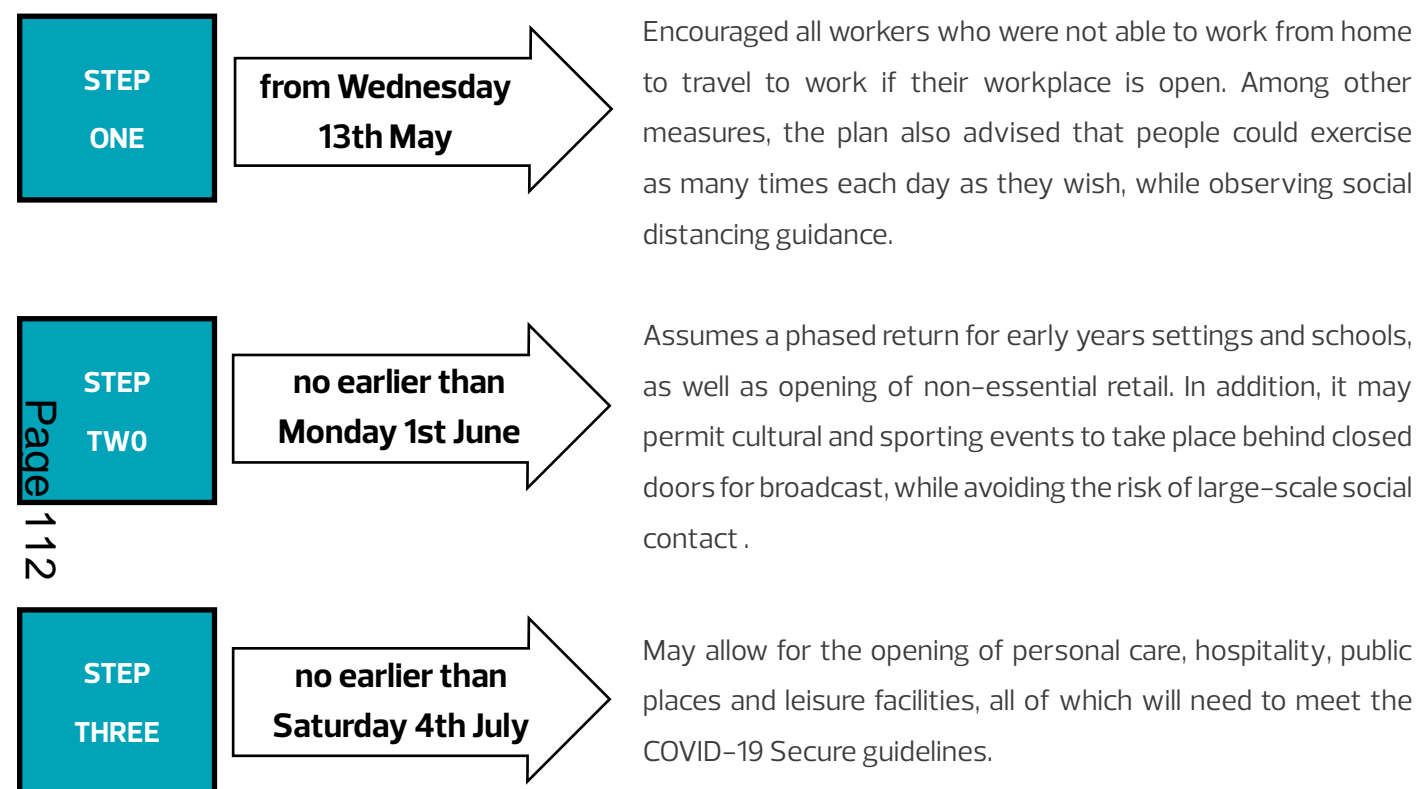
	HOME (ONLINE)						
	W1	W2	W3	W4	W5	W6	W7
North East	35%	19%	18%	14%	29%	14%	17%
North West	27%	19%	17%	18%	18%	23%	17%
Yorkshire & the Humber	16%	15%	15%	14%	16%	19%	21%
West Midlands	21%	21%	19%	16%	19%	22%	23%
East Midlands	13%	18%	19%	22%	22%	21%	18%
East of England	22%	16%	17%	18%	20%	15%	18%
London	30%	32%	26%	27%	31%	29%	29%
South East	22%	20%	17%	24%	24%	20%	23%
South West	20%	20%	18%	16%	19%	16%	19%

	RUNNING						
	W1	W2	W3	W4	W5	W6	W7
North East	23%	14%	10%	23%	18%	14%	16%
North West	16%	15%	15%	20%	15%	17%	19%
Yorkshire & the Humber	19%	11%	14%	17%	14%	13%	16%
West Midlands	16%	14%	22%	15%	18%	23%	20%
East Midlands	14%	16%	19%	18%	16%	17%	13%
East of England	17%	9%	14%	15%	14%	15%	16%
London	23%	28%	31%	30%	31%	26%	30%
South East	15%	14%	15%	19%	18%	17%	21%
South West	16%	13%	20%	17%	19%	19%	22%

## PART THREE: POST LOCKDOWN REOPENING THE SECTOR



On 12th May 2020, the UK Government issued its COVID-19 recovery strategy, which set out a plan to rebuild the UK for a world with COVID-19. As part of this plan, three steps were identified to demonstrate how social distancing measures are likely to be amended in the short term.



It is noted that, at the time of writing, step three does not clarify whether 'leisure facilities' includes sport and physical activity facilities such as gyms, leisure centres, swimming pools and other relevant indoor sports facilities. However, ukactive is committed to engaging with Sport England, DCMS and the UK Government to demonstrate that our sector is able to operate safely and effectively, and that it is vital to the long-term health and wellbeing of the country.

### ASSUMPTIONS FOR MODELLING

For modelling purposes this paper will assume the re-opening of indoor sport and physical activity facilities on 4th July and all future projections will be calculated from this point. To address the current uncertainty, ukactive and 4global, supported by DataHub, will continue to update future projections, all of which will be available [here](#). These will be updated on a regular basis and will reflect any changes to the UK Governments strategy, as well as observed changes in customer behaviour, collected through ukactive members from across the country.

## ANALYSIS PROCESS

The analysis process and subsequent modelling outputs included in this paper reflect the position of the sector at a single point in time. There are also a number of specific factors and parameters that ensure the position may be different for operators at a local level to the national picture.

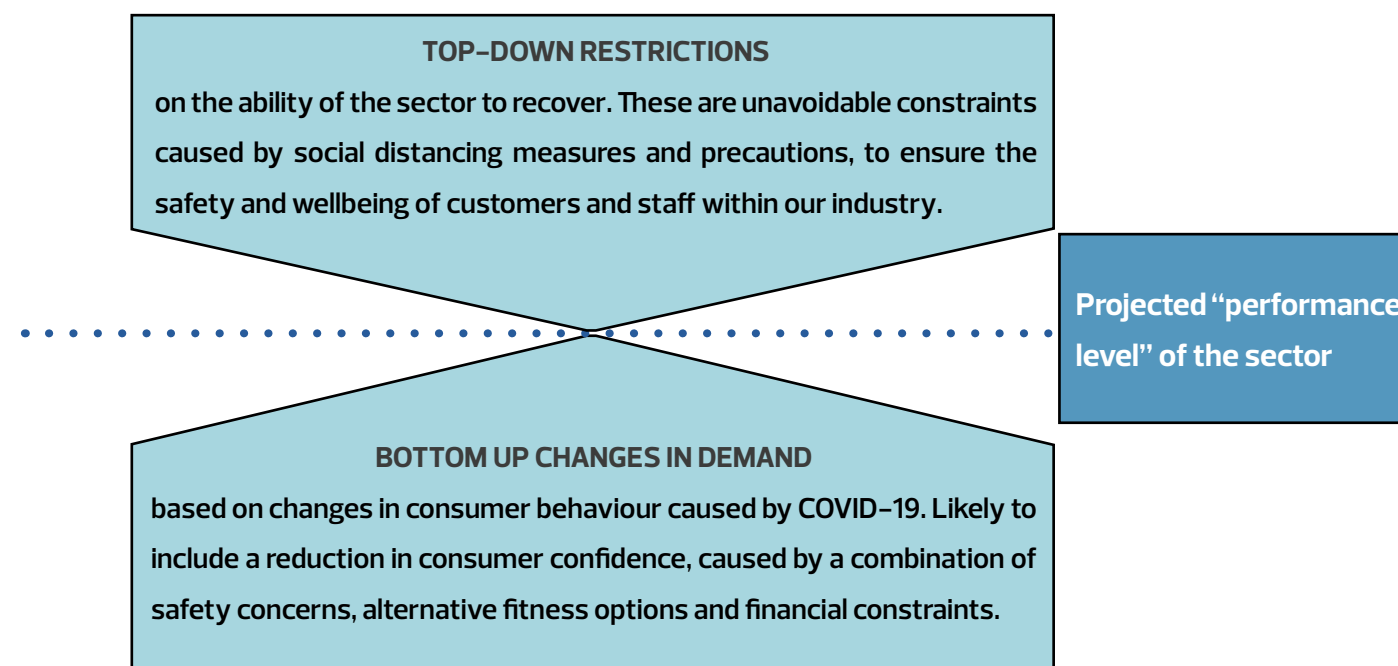
These include but are not limited to:

- >> Operational model of specific facilities and organisations
- >> Demographic and mosaic profile of the customer base
- >> Local competition within the catchment, including a change in the local market driven by COVID-19.

There will also be external influences and factors that change over time, which will have an impact on the outcome of ongoing modelling and projections. These include but are not limited to:

- >> Changes in facility restrictions imposed by the UK Government or Local Government
- >> The potential of a 'second peak' of COVID-19
- >> The changing nature of customer confidence, linked to both external events and the changing nature of the pandemic

COVID-19 is undoubtedly going to have an unparalleled impact on society as a whole, with many sectors and industries facing a future that is markedly different to life prior to the pandemic. In order to understand the impact on the sport and physical activity sector, we have considered the new external influences in two key areas; 'top-down' restrictions on the ability of the sector to recover and 'bottom-up' changes in consumer demand.



## TOP DOWN RESTRICTIONS

Based on consultation with the sector we have identified four key restrictions that, if they are implemented as part of the re-opening strategy, will have a significant impact on the capacity of the sector and the return to sustainability. These restrictions are as follows:

### RESTRICTIONS

#### ► Capacity reduction

50% reduction in capacity of all facility types, to allow suitable social distancing measures to be implemented. This has been calculated using the maximum current capacity of each facility type at any one time and includes measures such as removing every other piece of cardio equipment from usage.

#### ► Swimming restriction

No swimming lessons, primarily due to the high concurrent demand on changing facilities.

#### ► Activity restriction

No team sports, including football, hockey, cricket, rugby, to be played within leisure facilities.

#### ► User restriction

No access to users aged 70 and over.

## BOTTOM UP CHANGES

As identified in previous sections of this report, COVID-19 has caused a significant shift in people's attitudes towards sport and physical activity. These have been caused not only by a necessity for people to exercise indoors, but also by changes in life circumstances and new external pressures. The value generated by facilities and the 'traditional' sport and physical activity sector has been evidenced time and time again. Research such as [Physical Activity- A Social Solution](#) demonstrates that there will always be a place for facilities and infrastructure.

Furthermore, COVID-19 has undoubtedly sharpened the focus of the public, politicians and industry, in terms of the importance of being fit and healthy. With the Prime Minister vowing to tackle obesity, reportedly catalysed by his own experiences tackling COVID-19 in intensive care, the importance of physical activity is likely to be under the spotlight in the coming weeks and months.

## CONSUMER CONFIDENCE

While the long-term trend may be upwards, the impact of COVID-19 on our sector in the short and medium term is undeniable and, in many cases, unavoidable. Much of this impact is likely to be caused by a reduction in consumer confidence, especially in the levels of comfort that participants will have in visiting an indoor facility. Furthermore, insight from across industries has highlighted changing spending patterns and a reduction in disposable income due to redundancies or through the furlough scheme. A key area in which reducing consumer confidence is likely to impact the performance of the sector is the cancellation of monthly memberships. While the vast majority of operators instigated an immediate freeze on direct debit membership payments, the sector saw cancellation rates of between 15% and 23%. Currently, it is not known whether members will continue to cancel following the removal of restrictions, nor the impact on membership figures from the growth of online content and usage, however the model will be updated based on these parameters, as further data becomes available.

The key inputs used within the sector projections are driven by industry data and the latest available information on consumer confidence. These are summarised below:

**Starting point of the curve at the point of re-opening:** This changes by facility type, with a sector average of 41%. This is based on customer confidence survey data that identifies immediate potential return rate, adapted for specific facility types.

**Growth rate of the curve following re-opening:** This curve is generated using logistic mathematics, which is influenced by the change in consumer confidence that has been quantified during lock-down, alongside projections for how this will accelerate after re-opening. The modelling demonstrates how the resilience curve will be impacted by top-down facility restrictions.

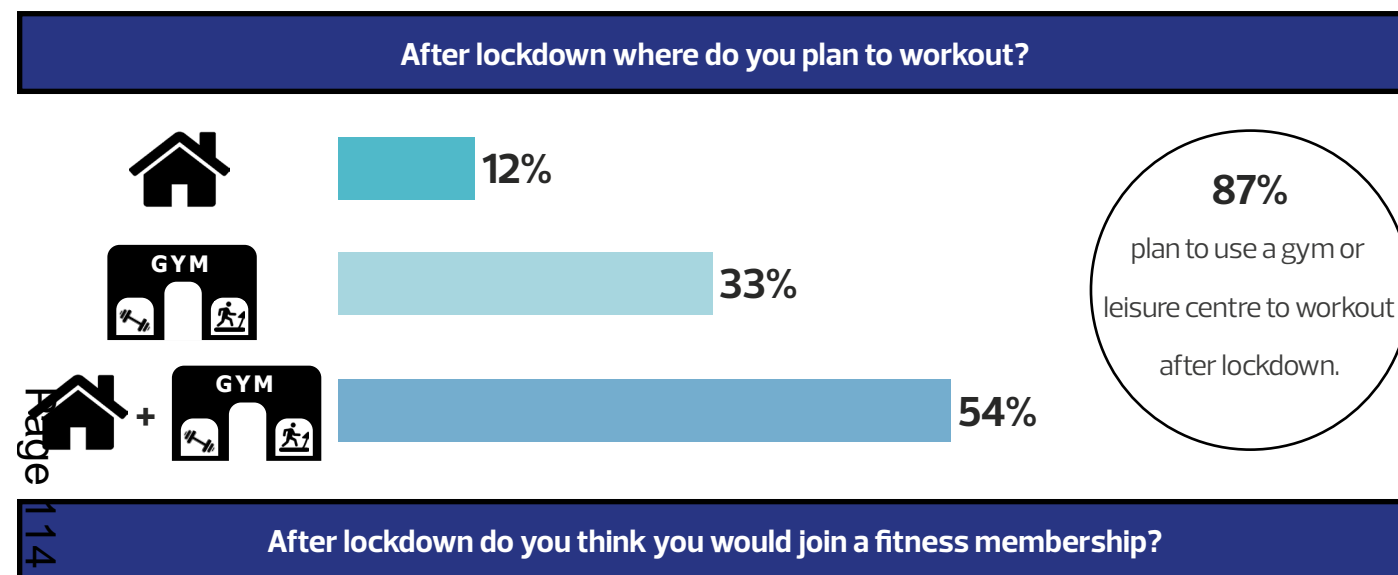
**Saturation point:** This identifies the point that the curve stops growing at a meaningful rate, which takes into consideration member survey data that quantifies the expected number of members that will return to the facility over the analysis period, as well as potential new entrants into the market.

## YOUGOV SURVEY

One of the first published data sets from consumer confidence surveys came from a [YouGov poll](#) which was undertaken on April 20th-21st, about a month after the start of lockdown. The results from these suggested that the confidence level for returning to gym environments was low, with **30%** of those who used gyms (a sample of 866) saying they would be **comfortable** ('very comfortable' or 'fairly comfortable') with visiting once restrictions were lifted. This was on a comparable level to restaurants (37% comfortable), pubs (32% comfortable) and coffee shops (36% comfortable). Although subsequent surveys and data gathering have indicated a higher level of confidence to this, it is important to consider that the reopening of facilities will need to be accompanied by a range of measures to reassure members that health and safety is of top priority.

## TA6 ALLIANCE LEISURE SURVEY

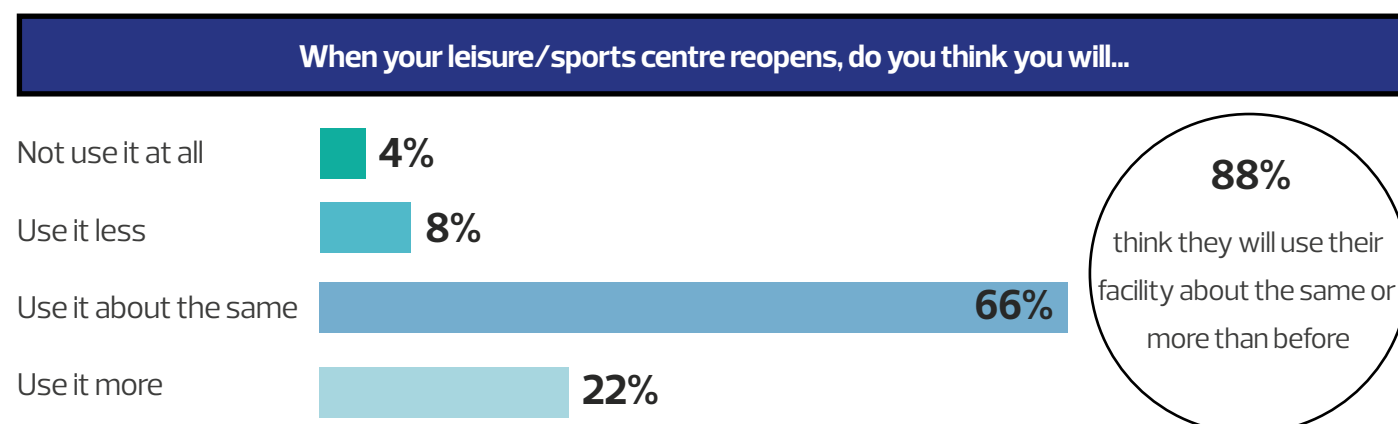
TA6 powered by Alliance Leisure work with leisure operators across the UK to improve the health and wellbeing of their customers, develop sustainable revenue streams and invest in the development of the workforce. Their [National Fitness Survey](#) conducted between 20th – 29th April gathered responses from over **4,000 members of the public** on their exercise habits both during and post lockdown. The key results relating to consumers making a return to facilities when lockdown is lifted are below; encouragingly 87% of respondents plan to use a gym or leisure facility to workout once lockdown has ended, either on it's own or in combination with working out at home.



**35%** of those who were not already members of a facility said they would consider buying a fitness membership.

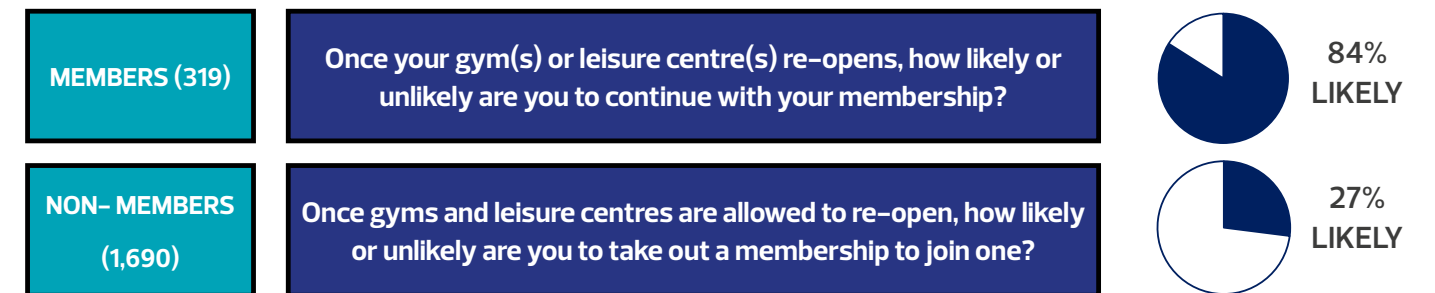
## LEISURE-NET SURVEY

Leisure-net, in partnership with 4global and Max Associates, created a customer attitude survey via the DataHub to understand how members were exercising whilst their facilities were closed, and how they intended to exercise once lockdown had been lifted. The survey was live during May and received over **60,000 responses across 43 different operators**.



## SPORT ENGLAND & SAVANTA COMRES DATA

In the fifth wave of Savanta ComRes surveying, a question on intention to return to facilities where individuals currently, or previously, held a membership was included. The results from these showed a high percentage of those who had a current membership intended to resume this when the opportunity arose, with a sizeable portion of those who had not held a membership this year likely to take one up. There has been a drop in the percentage of respondents who answered 'strongly agree' or 'tend to agree' to the statement 'I worry about leaving my home to exercise or to be active', with this figure falling during each wave of questioning. This could suggest that the public are beginning to regain confidence in leaving the relative safety of their home environment to exercise further afield.

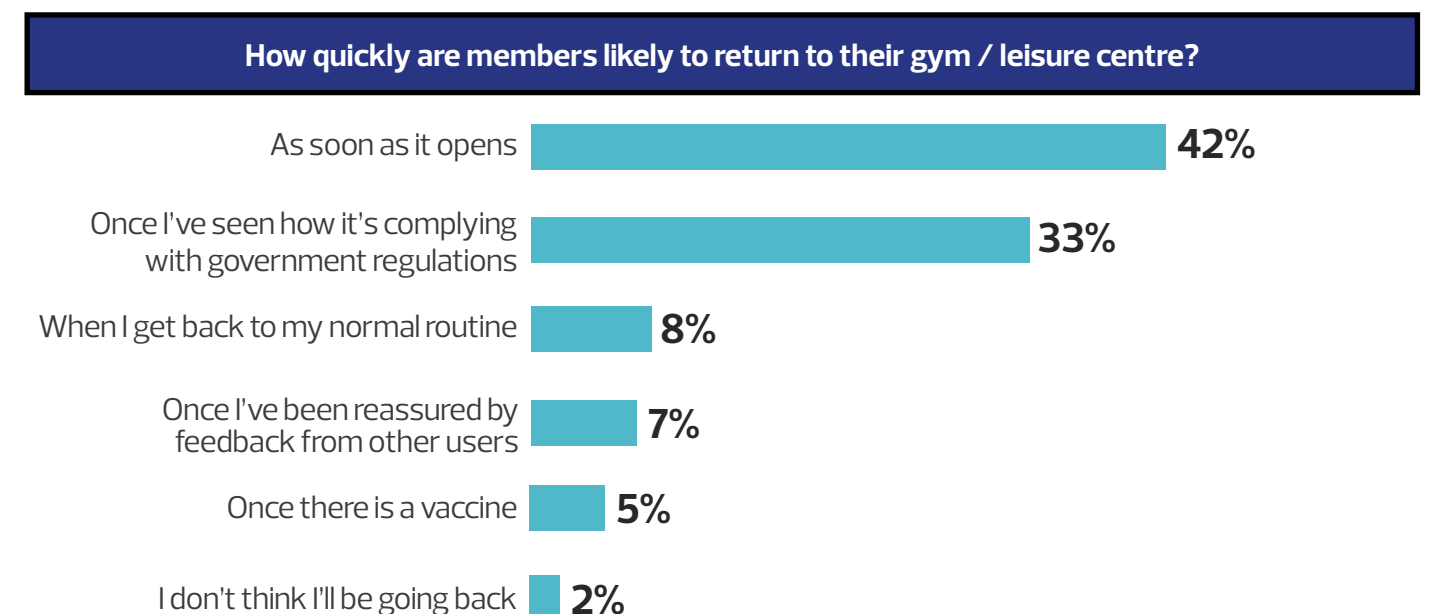


**"I worry about leaving my home to exercise or to be active"**

**Strongly Agree or Tend to Agree:** 60% → 60% → 56% → 50% → 49% → 47% → 43%

## MYCUSTOMERLENS SURVEY

MyCustomerLens created a survey to understand opinions on returning to the gym or leisure centre environment. This included an indication of when people would return. The survey received over **4,700 responses**.





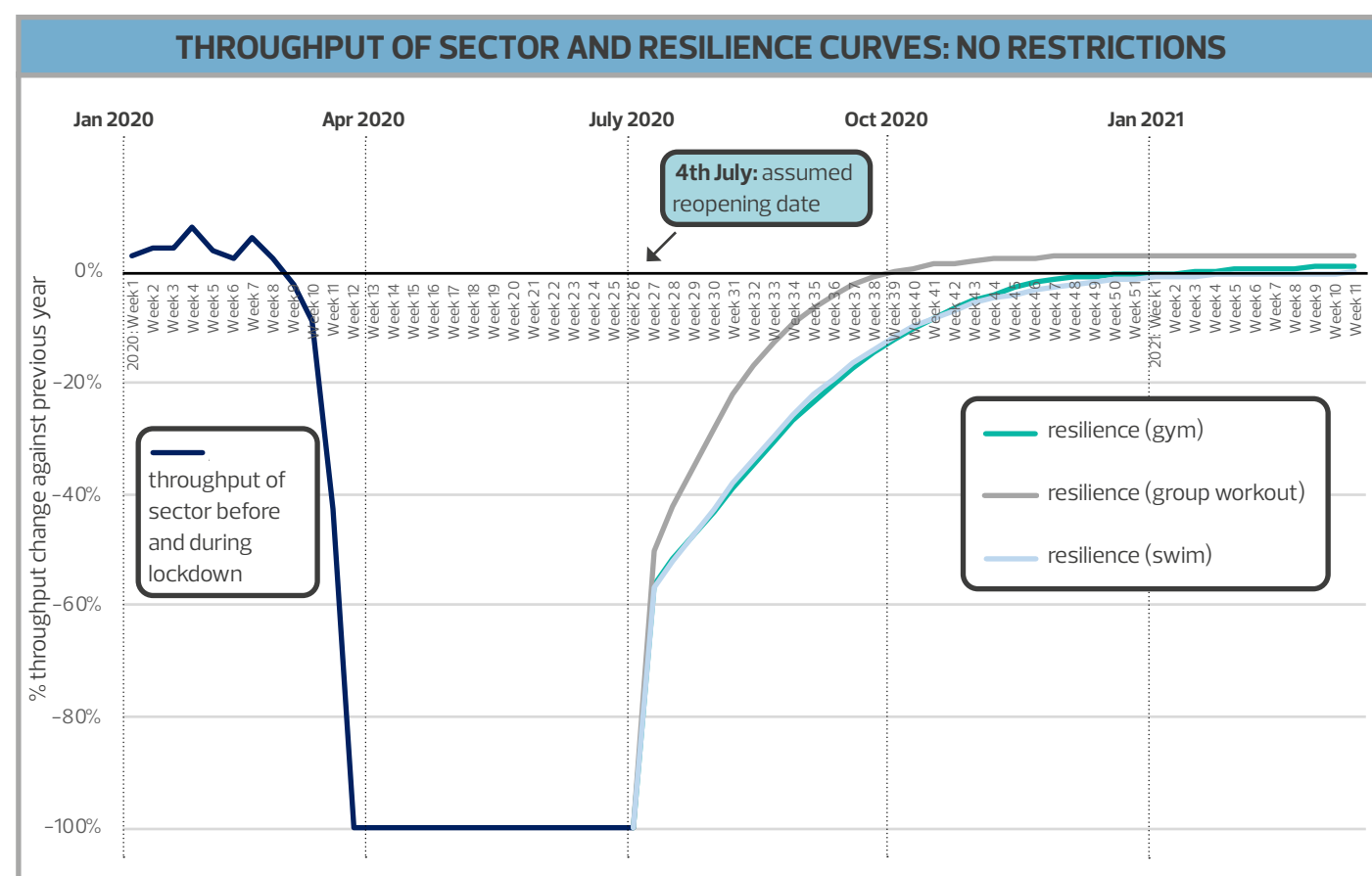
## SECTOR RECOVERY PROJECTIONS

The graphs that follow show potential recovery routes for facilities based on sector averages. Individual facility types differ, and these scenarios assume that operators do not take any additional action, either to build consumer confidence or to repurpose facilities to better fit the restrictions that are in place.

### GROWTH CURVES: WITHOUT TOP DOWN RESTRICTIONS

The growth curves used are formed using logistic mathematics, tailored using a range of data sources to predict the recovery of the sport and leisure market. The initial phase shows an exponential recovery from the lockdown period which then slows to incremental growth as time progresses. The data sets identified in the previous section combine to inform the speed of recovery, growth rate and the point at which the market growth matures and slows. We have utilised data on customer confidence, combined with data from industry-specific research projects to develop a 'resilience' curve that models the recovery of the sector, before any restrictions are considered. The graph below maps the throughput of the sector before and during lockdown (dark blue). Following the assumed opening date of July 4th, the green, grey and light blue curves show the resilience of gym, group workout and swimming respectively. The curve shows that following an initial sharp increase, the recovery of the three key facility types continue to increase at differing rates, with group workout increasing at a higher rate than the other facility types. The Y axis shows the percentage change throughput of the sector, against the same point in the previous year.

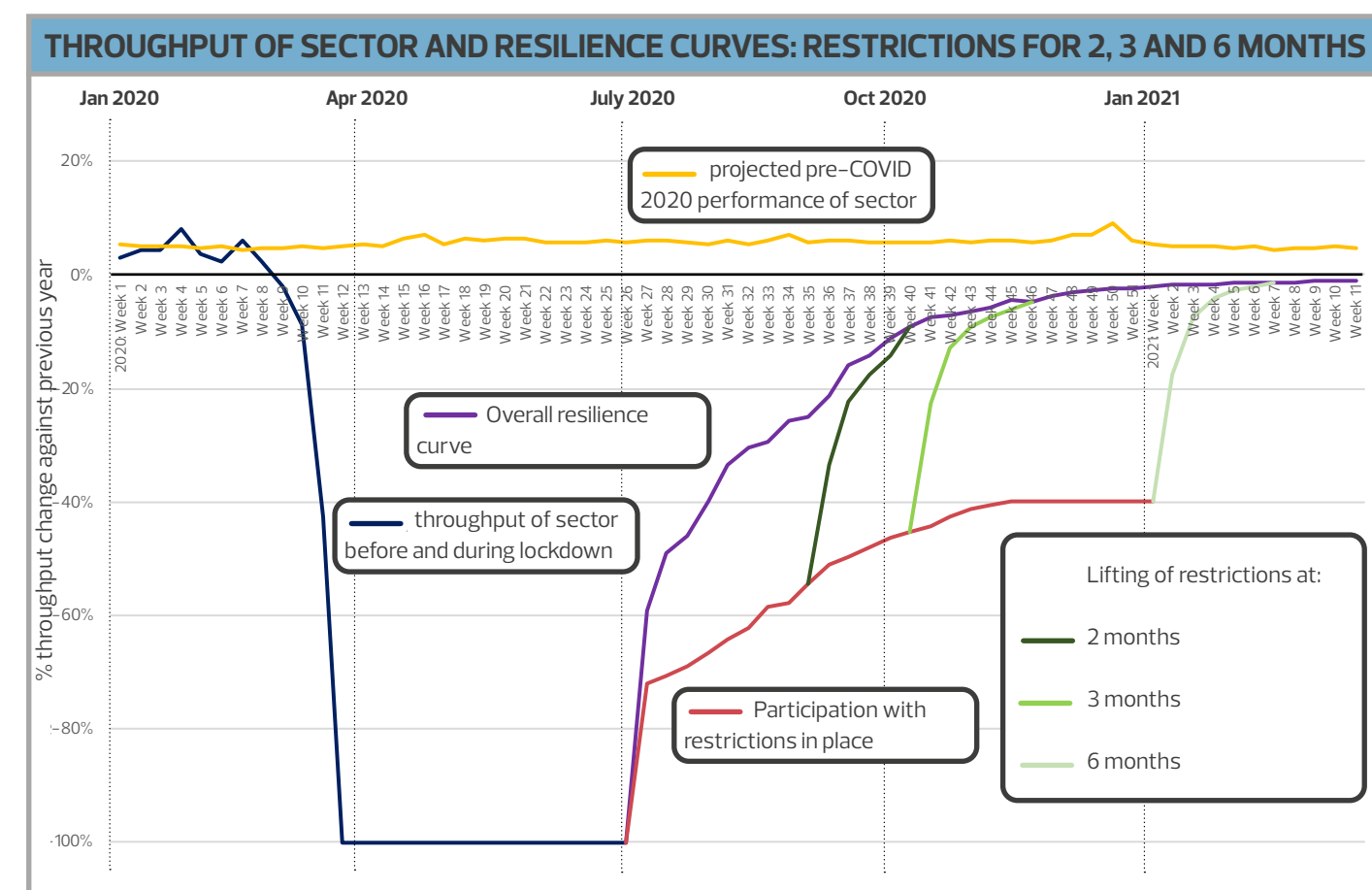
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### GROWTH CURVES: CONSIDERING THE IMPACT OF RESTRICTIONS ON SECTOR RECOVERY

While the resilience modelling projects that the sector will have a steep initial recovery, followed by a slower growth curve, we have also applied the top-down restrictions to the growth model to identify what impact this is likely to have. Depending on when the restrictions are lifted (2, 3 or 6 months), the sector is expected to have a slowed rate of growth while the restrictions are in place. This is due to a combination of capacity restrictions and the deduction of large groups of participants from expected visitor members. At each of the three scenarios (2, 3 or 6 months), demand is projected to climb up sharply, however this increase will be greater as time goes on and consumer confidence continues to grow across society.

- >> On average, visits to leisure facilities were expected to grow by 5.7% in 2020, compared with 2019.
- >> The purple resilience curve shows that without restrictions in place, at week 1 2021 the sector would stop growing and participation would have recovered to -2% of the previous years throughput.
- >> With restrictions in place for 2 or 3 months, the participation curves would join the resilience curve at week 41 and 47 respectively.
- >> With a 6 month restriction this would happen at week 8 2021. In this scenario capacity would be reached at week 45 2020.
- >> In the week of reopening (July 4th, week 27), throughput starts at -59% compared to 2019 (without restrictions)



## GROWTH CURVES: BY FACILITY TYPE

### Health and fitness facility analysis

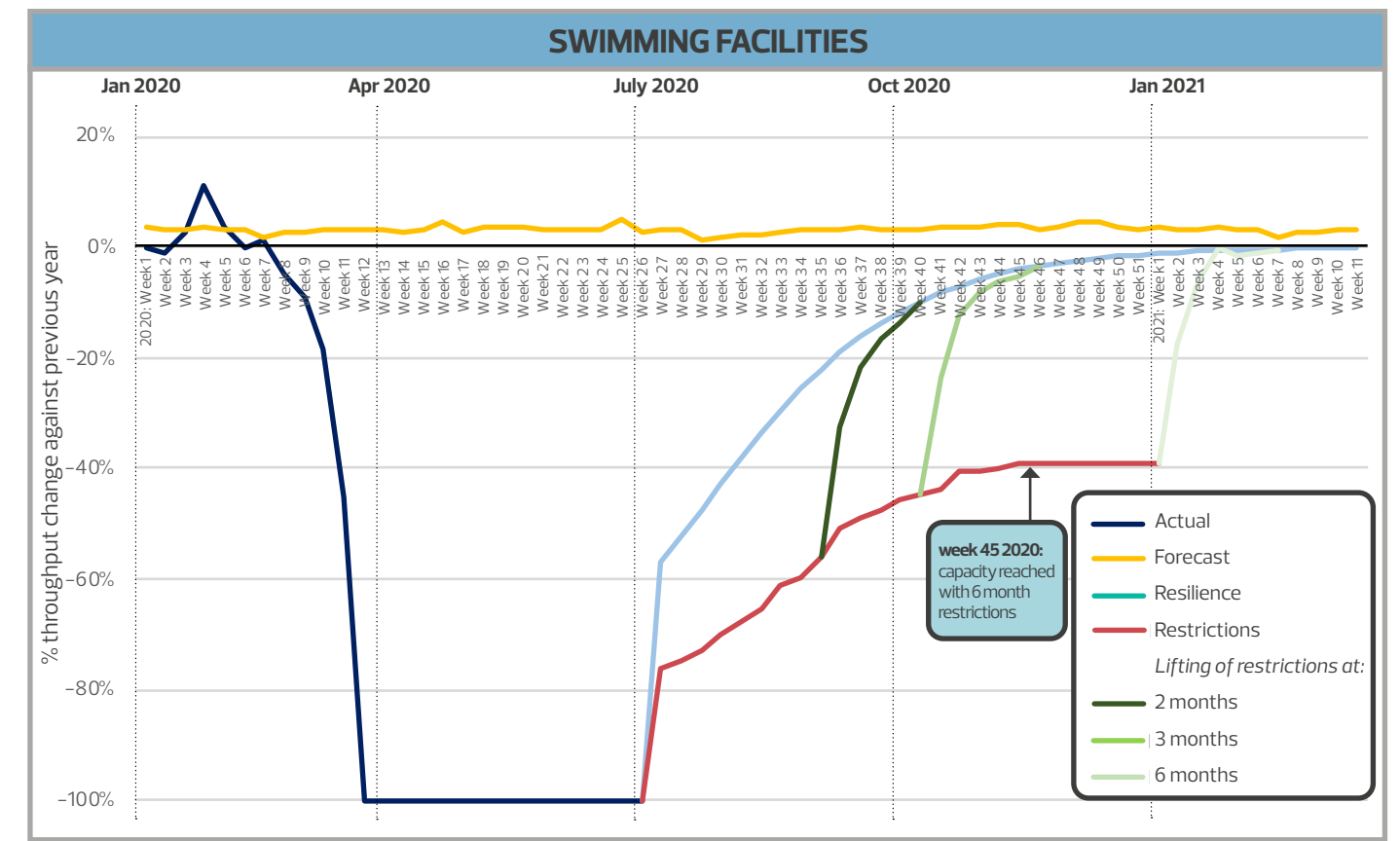
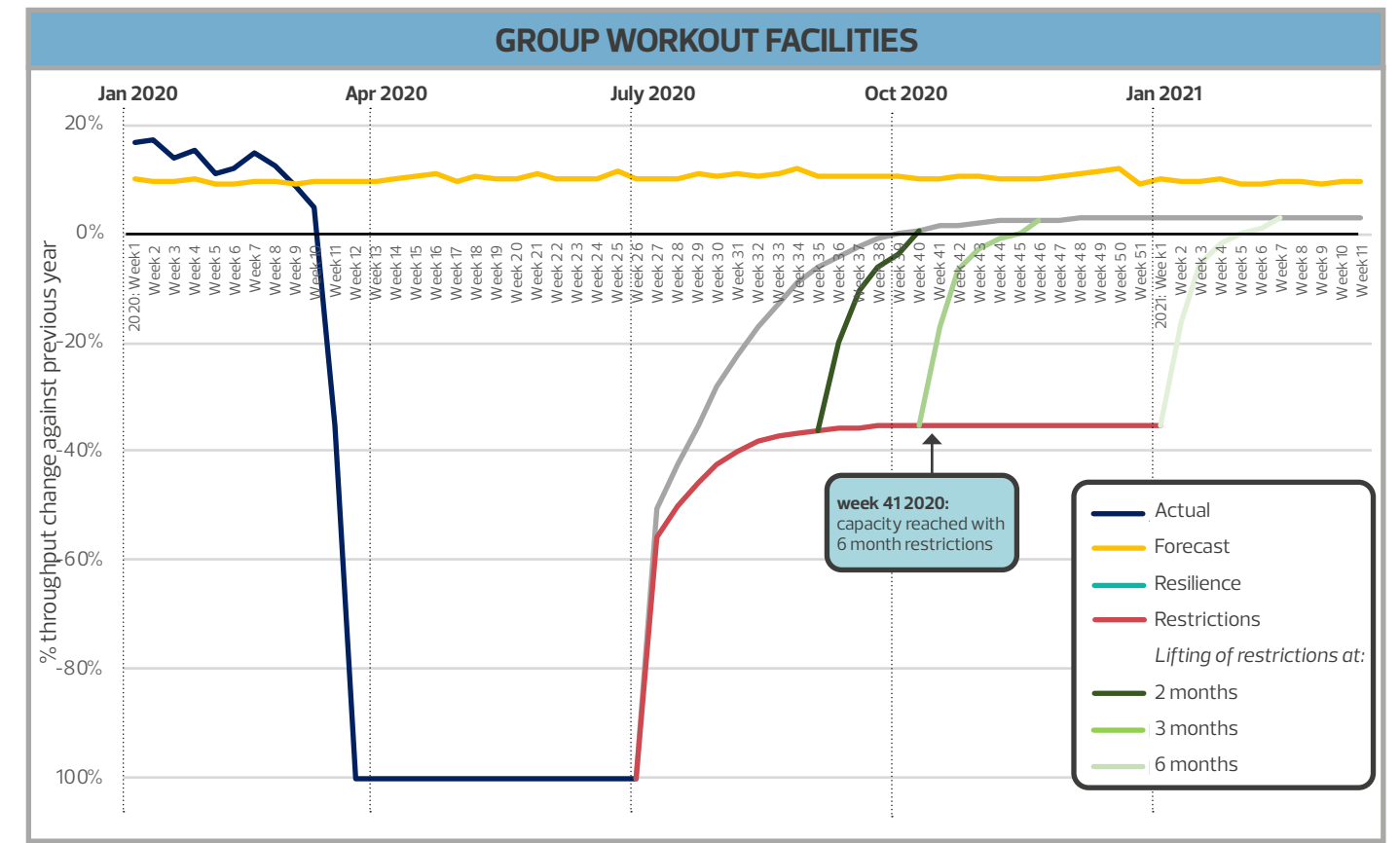
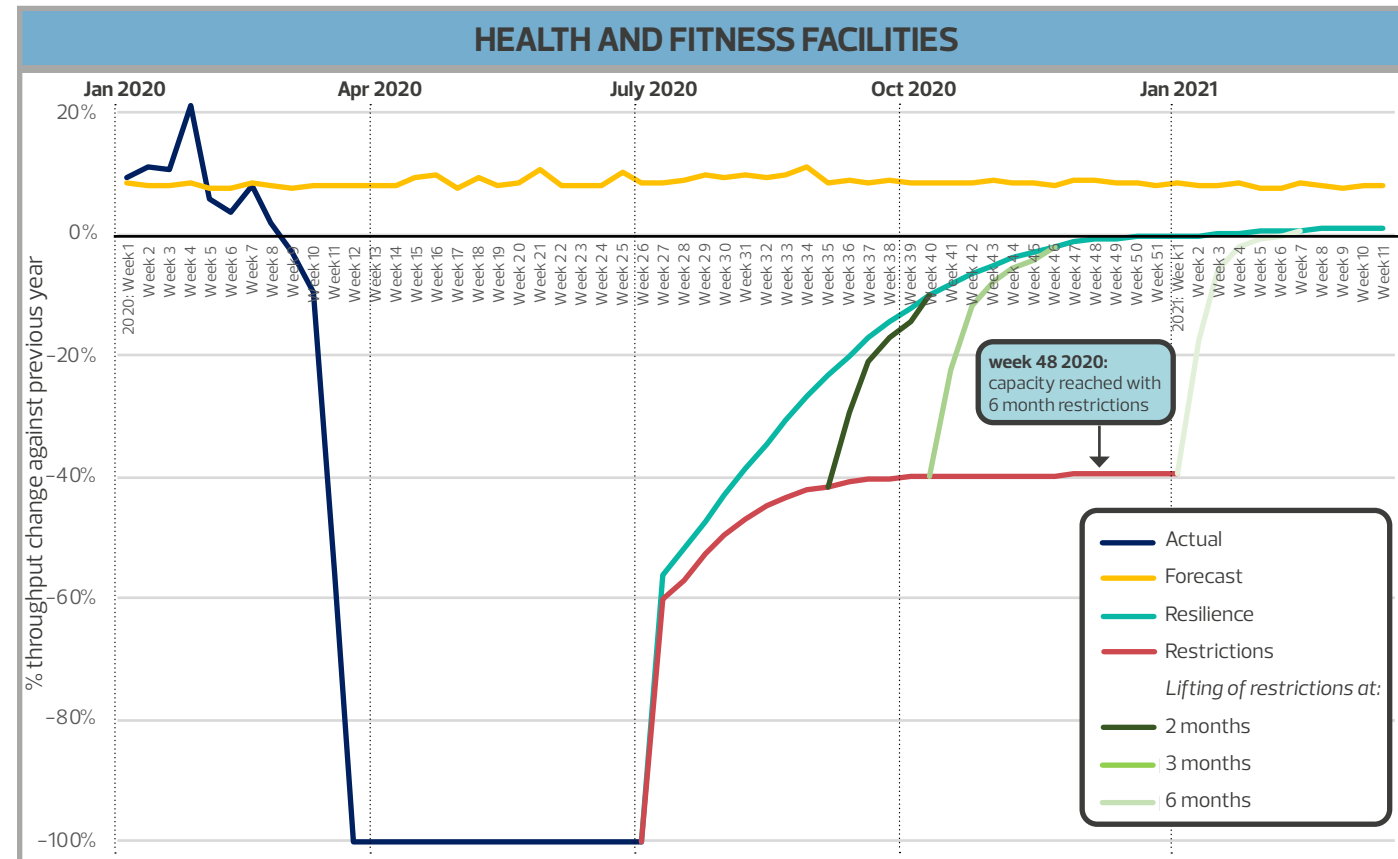
The health and fitness facilities, including cardio equipment rooms, free weight rooms and functional exercise rooms, are projected to be less resilient than group fitness, largely due to the profile of users and the lower consumer confidence expected in areas that are more difficult to clean and enforce social distancing. In the 4–6 weeks following the opening, restrictions are expected to have limited impact on the growth of demand for this facility type, however the two lines diverge as customer confidence grows and capacity of facilities is reached.

### Group workout facility analysis

Group exercise studios are expected to be the most resilient of all the facility types within leisure centres and gyms, largely due to the young average age of participants. The steep growth curve also reflects customer confidence data, which is expected to be driven by a clearer understanding of social distancing and cleaning processes within studio facilities.

### Swimming facility analysis

The impact of the facility restrictions on the growth of swimming demand is projected to be significant, largely due to the removal of swimming lessons but also due to the restriction of participants aged over 70, who are heavy users of pool space. Taking restrictions into consideration, the growth of demand for pool facilities is projected to be slower than other major facility types.



## IMPACT ON THE SECTOR

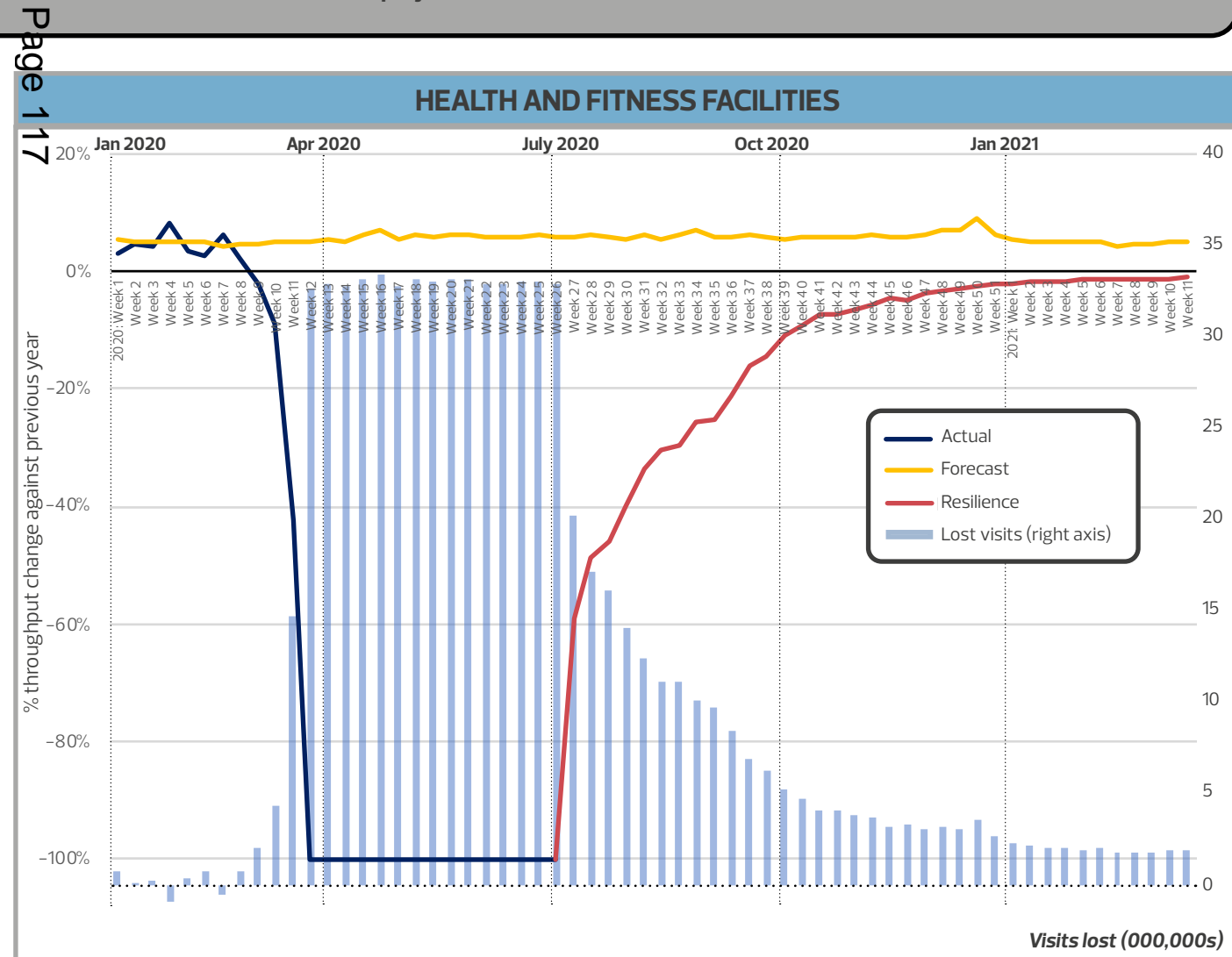
The total impact on the sector of COVID-19 is projected to be extreme. Mapped against the projected growth curve (without restrictions), the bar chart shows the total loss of visits to leisure centre, gyms and fitness facilities in 2020, compared with the projection for the year. Overall, it is predicted that there will be 707,266,931 less visits to facilities in the full year following lockdown than the projected figure. To evaluate the impact of the growth curve not meeting the 2020 sector projection by the end of the 12-month period, there is expected to be 1,034,268 fewer people using facilities in week 11 of 2021 than would be expected. This assumes no restrictions are in place.

>> In week 11 2021, one year after lockdown, the projected number of lost visits in that week against a forecast without COVID-19, is 1.8 million.

>> These visits would come from a projected 1.0 million users.

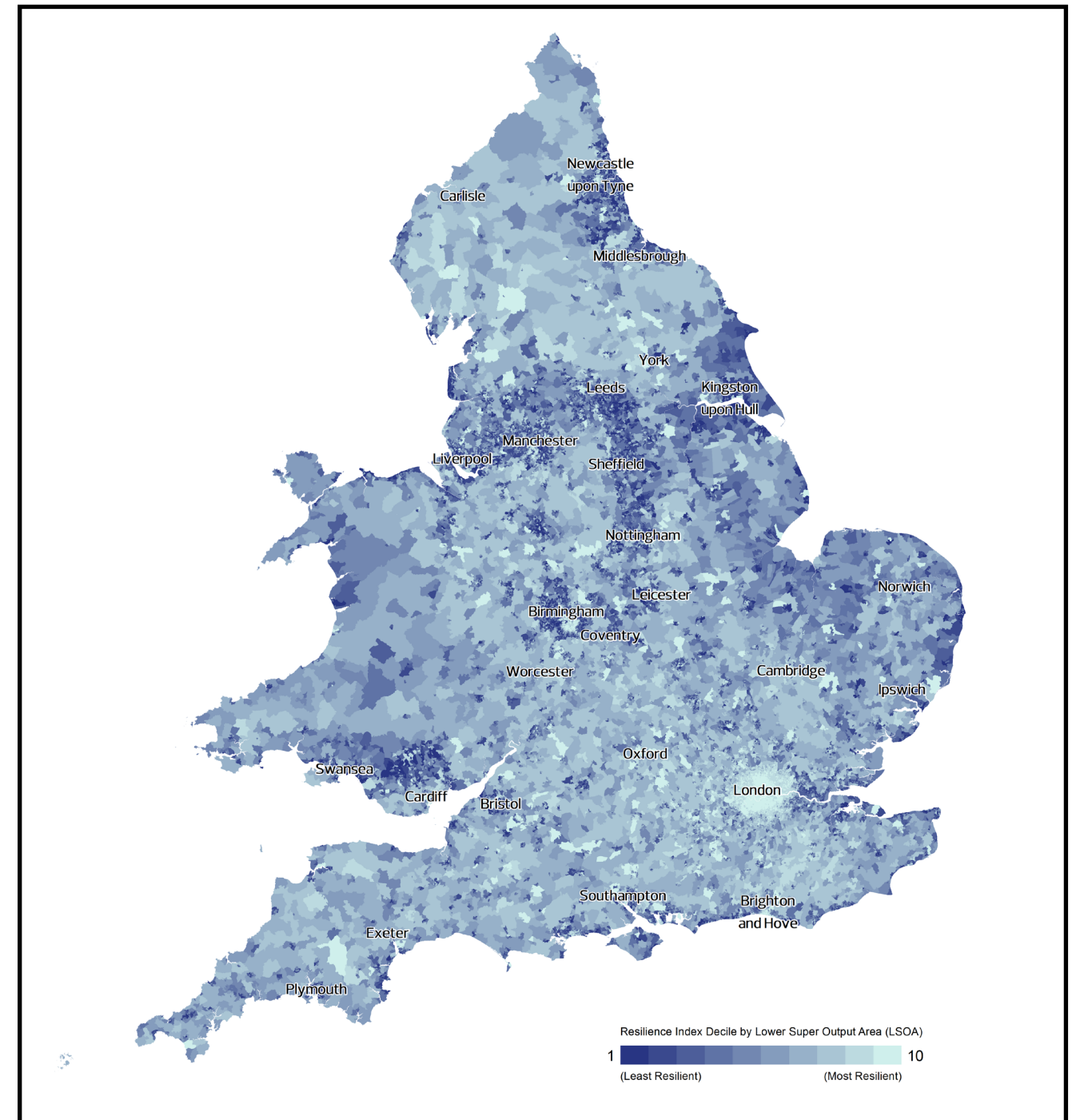
>> Across a full year following lockdown (until week 11 2021), there is a projected loss of over 700 million visits

>> These visits would come from a projected 390 million users.



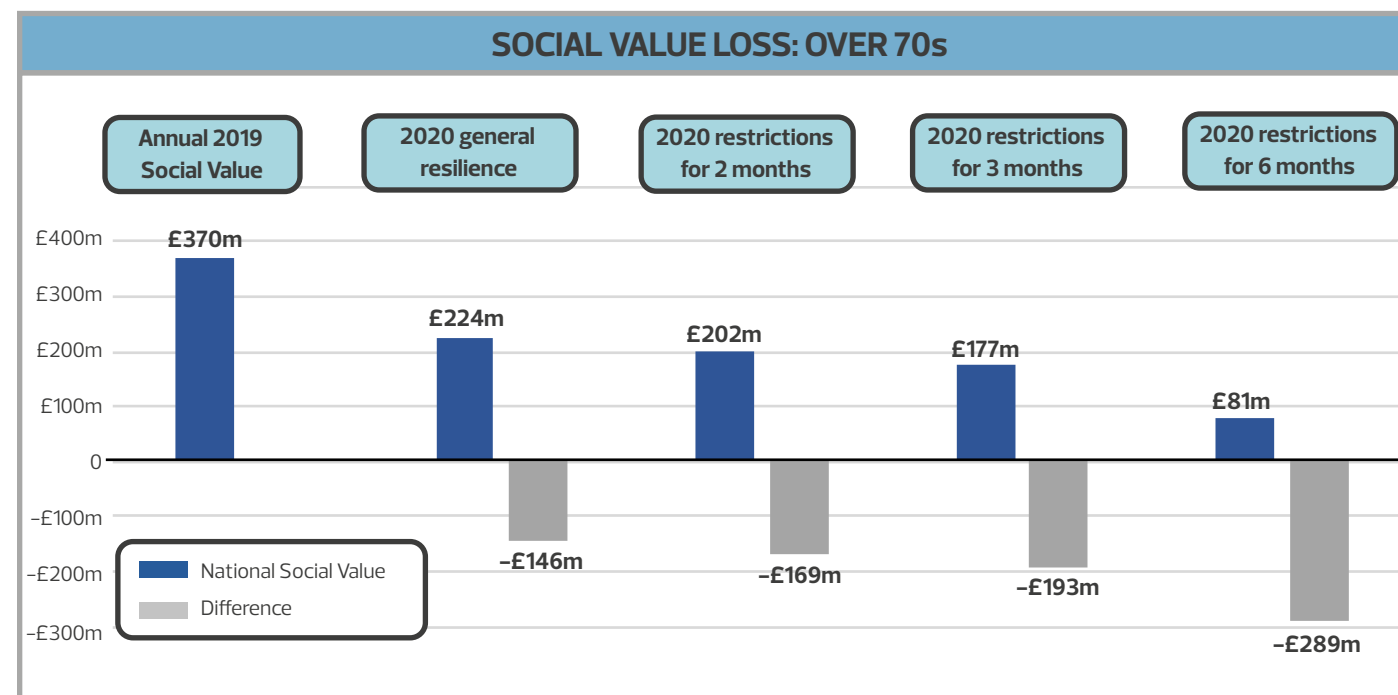
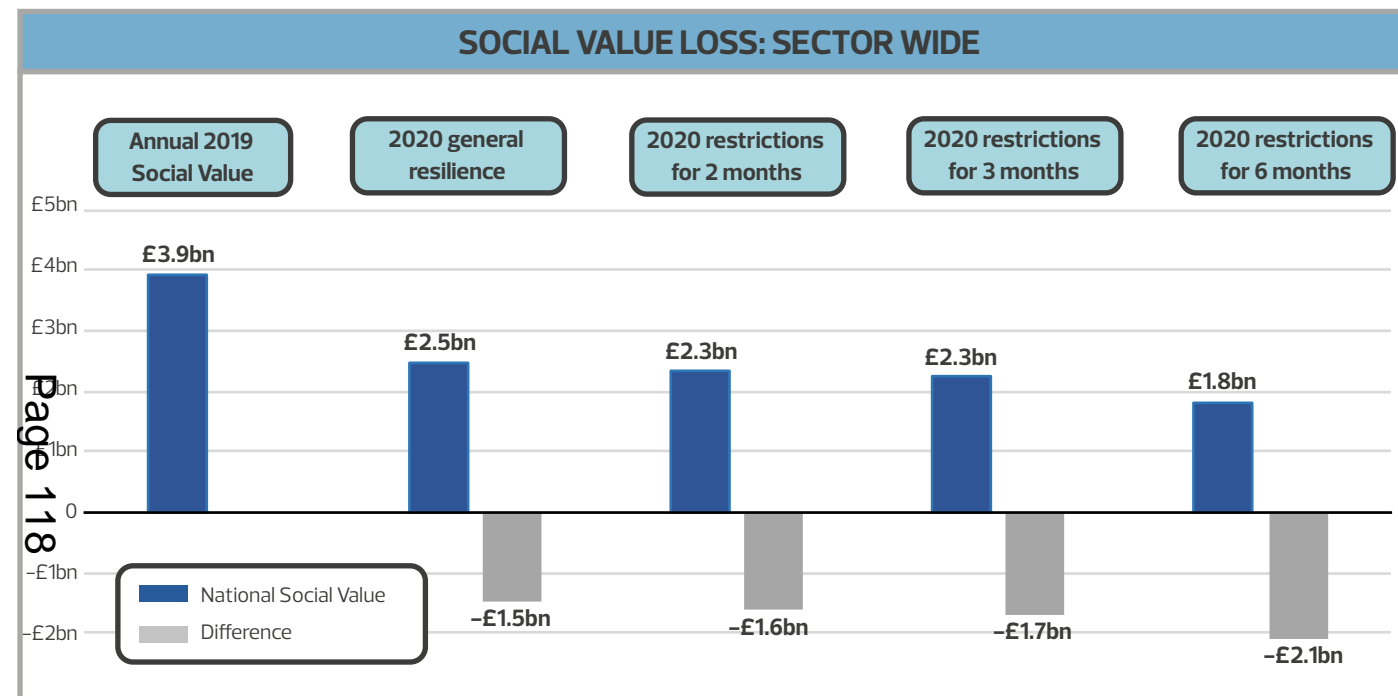
## IMPACT ON DIFFERENT GEOGRAPHIES

A spatial impact analysis indicates not all parts of the country will be impacted equally by COVID-19, with the discrepancies likely to be driven by the demographic profile, age and deprivation of the local population. The map illustrates the areas (identified by the darker colours) that are likely to see the greatest negative impact, in terms of throughput at relevant facilities. A snapshot of this analysis has been taken at week 35 of 2020, however a dynamic map will be available for further analysis [here](#).



## SOCIAL VALUE

COVID-19 will have a huge impact on the ability of the sector to improve the health and wellbeing of the nation. The total social value of the sector in 2019, as calculated using the DataHub's Social Value Calculator, was almost £4 billion, of which £370,000 was generated by those over the age of 70. Depending on the amount of time that COVID-19 restrictions are in place for, the projected reduction in social value generated by the sector is significant, with over £2 billion lost as a worst case scenario, £289 million of which will be as a result of restrictions placed upon participants aged over 70. For more information on the DataHub's Social Value Calculator please visit [here](#).



## KEY STATS



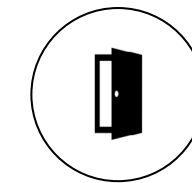
### FORECAST

Without COVID-19, the forecast growth in participation for 2020: **5.7%**



### SECTOR GROWTH

If no restrictions were in place, the point at which the sector will stop growing (participation curve would flatten): **Week 1 2021 (25 weeks after reopening)**



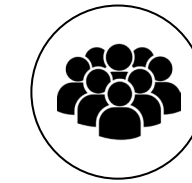
### POINT OF REOPENING

Percentage of throughput compared to 2019 at start point of recovery (July 4th): **-59%**



### GYM CAPACITY

Under restrictions for 6 months, the point at which gym will reach capacity: **Week 48 2020 (21 weeks after reopening)**



### GROUP WORKOUT CAPACITY

Under restrictions for 6 months, the point at which group workout will reach capacity: **Week 41 2020 (14 weeks after reopening)**



### SWIM CAPACITY

Under restrictions for 6 months, the point at which swim will reach capacity: **Week 45 2020 (18 weeks after reopening)**



### LOST VISITS

Total number of lost visits projected in the year following the start of lockdown: **707 million**. Reduction in number of people using facilities in the last week of the analysis period (2021 Week 11), than projected without COVID-19: **1.0 million**



### SOCIAL VALUE

Expected annual social value of the sector if COVID-19 hadn't happened: **£3.9 billion**  
 Projected loss of social value, as a result of COVID-19 if restrictions last 6 months: **£2.1 billion**



## A CALL TO ACTION

### ***An upward trend limited by restrictions***

The modelling has projected that as facilities are able to reopen under a set of potential operating restrictions, there will initially be a sharp upwards rise in participation as the first wave of members return. Following this initial sharp increase, participation will be capped by the potential restrictions which are applied to facilities. Consumer confidence in returning to gyms and leisure centres will continue to rise even whilst restrictions are in place and suppressing capacity, with the result that as restrictions are lifted– either at 2, 3 or 6 months– demand will rise quickly at this point. The longer the restrictions are in place, the quicker this recovery will be as consumer confidence continues to grow over time. However, the longer the restrictions are in place, the greater the number of projected lost visits, as full capacity will be reached if restrictions are in place for 6 months.

### ***Encouraging and enabling customer confidence***

In the coming days, weeks and months, as a sector we can continue to ensure we are fully ready, prepared and safely equipped to welcome members back to facilities once restrictions are lifted. As some international markets across the world start to reopen we can monitor and learn from what happens there. In terms of consumer confidence we can continue to explore what measures will make members and visitors feel comfortable in coming back to facilities. Operators can capitalise on this knowledge to get ahead of the curve, and ensure their customer base feels mobilised, confident, and enthusiastic about returning. The resilience curves used in this report are an overview for the entire sector, and the exact rate at which members return will be unique to each facility. This can be influenced through understanding customer needs and ensuring the correct provision is made for these.

### ***Re-purposing facilities and finding new efficiencies***

Further planning can be undertaken to ensure that, within the constraints of restrictions that are applied, the resources and space available at facilities is used to their full potential. Whilst traditional sports hall activities such as football or netball are not likely to be possible at first, the space offered by a sports hall may make an ideal alternative location for group exercise classes, allowing extra capacity for social distancing outside studio spaces.

### ***Understanding the impact on society***

In total lost visits are projected to reach over 700 million in the full year following lockdown (week 12 2020– week 11 2021). This is calculated based on a scenario without any restrictions in place. These lost visits will contribute to the deficit in social value generated by facilities across the sector. Under a full 6 month restriction length, the projected loss of social value would be £2.1 billion. The enormity of this figure serves to highlight the importance of the critical role that these facilities provide. This goes beyond the obvious physical and mental wellbeing effects of exercise to the individual; and extends to providing wider societal benefits through health care, education, wellbeing and crime cost savings to local communities.

### ***Attracting a new member base***

Further considerations which will emerge over time relate to how visit behaviour will differ once centres are reopened. With the majority of the workforce likely to be working from home, will the traditional peaks that have been seen at lunchtime and after the nine to five working day still exist, or will demand now be spread more evenly throughout the day to reflect flexible working patterns. Whilst there is potential to encourage new users, who may not have held a gym membership in the past but who have discovered a new penchant for sport and exercise during lockdown, there is also a need to adapt to the changed demands and preferences of members, some of whom will now want a seamless interchange between facility based exercise on some days and exercise at home on others.

### ***Looking forward***

Whilst there are still many unknowns about what the gradual reopening of society in the weeks and months ahead will look like, what is clear is the crucial role that the facilities and workforce in the health and fitness sector will have in providing and delivering physical activity to the public. At ukactive we will continue to lobby on the sector's behalf, guided by the latest research and insight, to give the Government the confidence it needs to recognise and support gyms and leisure centres as it further develops its reopening strategy. As part of the [ukactive four stage strategy](#) for the safe reopening of the sector– alongside the operator framework, public information campaign and policy support– the key areas of this report will be updated in order to provide the sector with the latest intelligence to guide decision making.

***For more information on anything in this report, or to access the online Communities of Learning platform, please get in contact through [clientservices@ukactive.org.uk](mailto:clientservices@ukactive.org.uk).***

***For further information on how COVID-19 may impact your specific facility, contract or locality, please contact [4global](mailto:4global@research.team) at [research.team@4global.com](mailto:research.team@4global.com).***

## NEXT STEPS

The data and analysis that has been presented here is a snapshot of what is happening at this moment in time, using the information and knowledge that is currently available. There is no blueprint to follow for how the situation will unfold, and the uncertainty around how we will exit lockdown means that new information will emerge over time. Updates to the modelling will be published [here](#).

Once facilities are able to open their doors, it will be important to continue to monitor and track the recovery of the sector. This can be achieved initially through existing business intelligence channels, such as Business Performance Benchmarking, and Moving Communities trends reports. In order to ensure we have a clear live picture of what is happening in the sector, we are reinforcing our call for operators to share their participation data (in an aggregated and anonymised way with the DataHub), and contribute to the sector wide intelligence that we will be producing. This will ensure we have the most thorough and diverse data set possible in order to provide the sector with the most relevant and comprehensive insight.



[www.ukactive.com](http://www.ukactive.com)

[research@ukactive.org.uk](mailto:research@ukactive.org.uk)



[www.4global.com](http://www.4global.com)

[research@4global.com](mailto:research@4global.com)



[www.datahubclub.com](http://www.datahubclub.com)

[info@datahubclub.com](mailto:info@datahubclub.com)



<p><b>Name of the Officer: Nick john</b></p> <p><b>Phone no: 07768 055408</b></p> <p><b>E-mail: nicholasjohn@monmouthshire.gov.uk</b></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To inform Members of the need to upgrade the offer at Abergavenny, Caldicot and Chepstow Leisure Centres to ensure that the leisure centres remain fit for purpose and attractive to customers.</p>
<p><b>Name of Service area: MonLife - Leisure Services</b></p>	<p><b>Date 23<sup>rd</sup> March 2021</b></p>

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

<p>Protected Characteristics</p>	<p>Describe any positive impacts your proposal has on the protected characteristic</p>	<p>Describe any negative impacts your proposal has on the protected characteristic</p>	<p>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>Age</p>	<p>The service will continue and adapt its delivery to work towards meeting the need of all its customers. The pandemic has enabled us to explore different channels to delivery, including virtual fitness classes.</p> <p>The centres provide many activities for children, young people and families.</p> <p>Home to Monmouthshires National Exercise Referral scheme our leisure centres provide a critical role in keeping people physically active and supporting people in continuing their long term adherence to exercise and a healthy lifestyle.</p>	<p>The leisure centres, due to their age, layout and limited capacity to expand without extensive refurbishments, will still remain limited when addressing areas such as single sex changing facilities. The refurbishment at Monmouth leisure centre has addressed these limitations to access and the facilities are more accommodating to a wider population.</p> <p>Whilst refurbishments take place, for most of the buildout, there will be a limited offer indoors, mainly on the first floor of leisure centres.</p>	<p>The investment in the range of exercise equipment, programmes, further training for staff will go some way to address some of the leisure centre limitations. Additionally, the look and feel and upgrading of some of the areas to make them more user friendly will have a positive effect on existing and new customers.</p> <p>The expansion of some of the programmes will mean that there will be new part time employment opportunities.</p> <p>Where applicable others areas of the leisure centre and leisure centre grounds will accommodate the</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
	Leisure Centres and facilities are known to play an important role in improving the physical and mental health and social connectedness of local communities .		programmes whilst building works take place.
Disability	<p>The continuation of our virtual offer along with accessible sessions, will enables us to enage with a wider customer base.</p> <p>The population engages in many ways, and we will work with groups and customers to assist us in shaping our offer.</p>	Customers with disabilities are likely to see a greater impact whilst the refurbishments are taking place, as areas will be very limited or in the event of where programmes are eased whilst building.	<p>MonLife has been recognised as insport Silver accreditation by Disability Sport Wales as part of a National programme of insport facility. Improvements to facilities, equipment and programmes would create improved inclusive environments, reduce potential barriers to access and provide an improved offer and opportunity for all. Specific programmes identified to directly target underrepresented groups are ongoing and will encourage and support greater participation.</p> <p>The National insport programme is applicable to our community sport clubs and we have seen a rise in the number of clubs proactively engaging in this scheme which enables the leisure centre teams to sign post customers to accredited clubs where specific sessions are not available directly through the leisure centre, I,e football sessions and swimminging specifc club sessions.</p>



Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	Neutral.		
Marriage or civil partnership	Neutral.		
Pregnancy or maternity	When restrictions are eased, we will see a return to delivery of programmes such as, pathway to pregnancy, referral schemes.	Limited sessions and available space in sessions will still be in place for sometime, even when leisure centres reopen.	The leisure centre programmes will adapt to the needs of the community, and we will identify programmes that support women, and early years children. Especially where there has been no access to swimming pool provision for more than 12 months, albeit the leisure centres reopened for a short period of time. For some new parents, their child/ren has not been in a swimming pool, an essential developmental and confidence building for both parent and child.
Race	Neutral.		
Religion or Belief	Neutral.		
Sex	Neutral.		
Sexual Orientation	Neutral.		

## 2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p><b>Socio-economic Duty and Social Justice</b></p>	<p>The leisure centres offer a means tested discounted access to single use activities (passport to leisure scheme).</p> <p>Additionally, leisure services delivers National programmes including Free Swimming initiative, aimed at under 16's and 60+, and the National Exercise Referral scheme, all of which supports discounted and free access to key programmes of physical activity and wellbeing.</p>	<p>The leisure centres, when restrictions allow, will operate on a reduced capacity for most, if not all activities. Therefore, the demand for access to sessions will be greater than what we will be able to deliver. Unfortunately spaces within sessions will be competitive, and rely on a first come first serve basis.</p>	<p>MonLife officers actively engage in the wider Council targeted groups and where possible successfully signpost individuals into support, groups, 1:1 interventions and promote scheme such as leisure services Passport to Leisure scheme.</p> <p>Our youth and, sport development and community teams who deliver within the community and schools make the best use of their connections to reach those most in need of support of information.</p>

### 3. Policy making and the Welsh language.

<b>How does your proposal impact on the following aspects of the Council's Welsh Language Standards:</b>	<b>Describe the positive impacts of this proposal</b>	<b>Describe the negative impacts of this proposal</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</b>
<b>Policy Making</b>  Effects on the use of the Welsh language,  Promoting Welsh language  Treating the Welsh language no less favourably	The improvements will give us the opportunity to repurpose a number of areas. Where we will achieve this, we are actively looking at new signage, promotional material and prominent customer information points. All accessible information will be bilingual.	There are likely to be some exiting customer information points that we will lose.	Customer information points will be more prominent, more up to date (digital platforms). And more flexibility to change the messaging more frequently should we need to.

<p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>	<p>The new improvements will see an increase in programme development. We anticipate that we will be in a position to offer additional part time employment.</p>	<p>Some of the areas where we will see additional employment, will entail attracting a skilled workforce, i.e fitness class instructors and lifeguards. It is sometime difficult in a rural County to recruit fully qualified staff and staff who obtain Welsh language skills.</p>	<p>A number of existing staff has actively engaged in learning Welsh, and this will continue. MonLife youth services engage with the URDD and programmes to explore further opportunities with the Welsh language. MonLife sport4life volunteering programme is a great opportunity to encourage and support volunteers into a paid capacity and identify, where possible opportunities for programmes to be delivered through the medium of Welsh.</p> <p>However, we are committed to making Welsh essential for a number of our roles within leisure, and we will demonstrate the impact of these recruitment campaigns and programmes.</p>
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<p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>	<p>Leisure centres, along with the wider MonLife services and facilities, actively engage in audits and mystery shopper exercises to identify any gaps in provisions.</p>	<p>Where we are very active social media platforms and where we see the most engagement with customers currently, it is not always possible to deliver the instant messages bilingually.</p>	<p>MonLife has developed a marketing strategy, the action and delivery plan that underpins this, will be an opportunity to improve our communication functions across all platforms and engaging with all sectors of our community.</p> <p>We are proactively encouraging our teams, to plan social media content, to ensure messages are bilingual, and further engage with customers through the medium of Welsh.</p>
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**Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!





<p><b>Well Being Goal</b></p>	<p><b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b></p>	<p><b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To ensure the leisure centres continues to thrive and creates employment, wellbeing and learning opportunities for all.</p>	<p>Consideration will be given to ensuring the building reduces energy use, uses renewable energy and is of a sustainable construction maximising solar PV and solar thermal technology where possible. The current refit programme and assessments undertaken in leisure centres sites will be explored and where applicable programmes and investments brought forward.</p> <p>We will continue to work closely with contractors to maximise community benefits delivered through the</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		project, such as links with schools and communities, apprenticeships, using local labour and supply chains.
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The project will comply with all planning regulations. There will be limited opportunities to contribute to biodiversity, due to the restrictions of the site, but opportunities to promote use of nearby green infrastructure will be taken by increasing the amount of cycle parking, Active Travel promotion and where possible customer behaviours.</p>	<p>To ensure this happens there are close working relationships and regular meetings with the project Team, Property Services and Asset Management as those service areas need to assist with the planning regulations for the building. MonLife leads on Active Travel plans and programmes and will support the project and leisure centre managers in demonstrating positive modal shifts.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The centres will provide modern facilities where people can enjoy physical activity which will improve people's physical and mental health.</p>	<p>Ensure regular updates are given especially as the project nears completion to ensure communities are aware of the improved offer and opportunities. And actively engage with those populations of the communities who were not accessing leisure centre facilities.</p> <p>Our current digital/ virtual offer, whilst not extensive has had the opportunity to engage with existing customers as well as attracting new customers, mainly friends and family of existing customers.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The centres will become more of a wellbeing hub with a variety of activities, families focused with a combination of sporting and play opportunities available.</p>	<p>Local people have benefitted from local facilities in the past 12 months. And whilst this has been difficult for most, there have been some positive outcomes. We will capitalize on these positive outcomes including, visiting and looking after the local countryside, using your local leisure centre and a more flexible approach to programme to allow those</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		customers who may be continuing home work and can access more service in the day time.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The centres will provide part of Monmouthshire's contribution to ensuring the Nation puts health and wellbeing at the centre of its forward planning. The aim of the facility for the majority of users will reduce the need to travel elsewhere, reducing pollution. Energy saving measures and renewable energy are being considered where practical, to reduce the carbon footprint of the build.	We will work with the contractor to ensure that, where possible, local materials and local labour are used, reducing the carbon footprint of the build.
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	As per the Welsh Language measures, signage will be bilingual and reception staff will be encouraged to undertake Welsh language training. The new facilities will provide an alternative venue for cultural events and activities, and programmes.	Staff are currently undertaking ongoing bespoke Welsh Language training as part of an authority wide approach to ensure the expectations of the Welsh Language measures are being met.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	All communities will benefit from a variety of sporting and educational programmes.	Clubs and societies will be more aware of facilities and hard to reach groups will be targeted through various programmes via Sports Development and Youth Services.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
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Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The design for the new facilities will ensure the centres are being updated, facilities are relevant for today's needs but also consider the longer term needs and ensure features can be well maintained.</p>	<p>The project will need to work closely with site co-ordination to ensure disruption is kept at a minimum and that health and safety is at the forefront of any decisions made regarding the ongoing works. Consideration is also being given to ensuring the building uses renewable energy and is of a sustainable construction maximising the benefits that new and improvements can make. Working closely with landlord services to ensure we receive the support we need.</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>Working closely with community groups, Sport Wales, 21<sup>st</sup> Century schools programme and the Alliance Leisure team to ensure all stakeholders are aware of the need for partnership working and collaboration. There are regular scheduled meetings with the project team and relevant MCC departments, landlord services to ensure lines of communication are maintained and everybody is up to date on plans.</p>	<p>Ensure the necessary project team are set up who met regularly and keep communication and consultation open. The project team are also working very closely with our landlord services teams to ensure consideration has been given to sustainability and energy efficiency for the building. And we are working towards the aspirations of the Council targets.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The manager at the sites will ensure there is consultation and dialogue with community groups and citizens as the project progresses. A key stakeholder being our secondary schools and young people.</p>	<p>We will work closely with groups that may be impacted directly by facility change and we will meet with other providers to explore opportunities, where practical. We represent MonLife on the 21<sup>st</sup> Century school stakeholder group, where there is an opportunity to have further dialogue with colleagues, including education.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Investing in new and improved leisure facilities now will provide more and better opportunities for people of all ages to exercise. Encouraging exercise and healthy lifestyles now will prevent and reduce the number of health issues people face in the future, in particular conditions such as obesity and Type 2 diabetes, and more recently the unknown impact of mental health issues.</p>	<p>More recently the positive news of the reintroduction of the National Exercise Referral Scheme, by Public Health Wales. Whilst there are a number of measures that has to be achieved prior to implementation and the implementation will be in a virtual capacity, it is very positive news for us. Monmouthshire has more than 10 years experience of delivering the scheme through more than 33 clinical referring partners in Monmouthshire. Including GP surgeries, and cancer clinics and stroke rehabilitation referral routes.</p>



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>This options appraisal will allow MonLife to move forward with cost certainty in the project ensuring the subsequent remodelling provides the best opportunities for future generations to enjoy health and wellbeing opportunities.</p>	<p>During the period of closure the service will work hard to ensure where possible service can continue with a phased modelling of re-design and building works.</p>

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
<p>Safeguarding</p>	<p>The leisure centres has very robust procedures in place for safeguard children and young people and the wider community. All information is clearly visible for customers to see at information points within the leisure centre and a fully trained duty officers is available for the whole duration of leisure centre opening times.</p>	<p>None.</p>	<p>MonLife has worked hard to continually improve their processes, knowledge and awareness of safeguarding measures. There is a training matrix in place, a number of officers leads on safeguarding training for MCC and deliver community safeguarding to clubs and organisations. And MonLife undertakes a safeguarding audit of its facilities, process and training on a quarterly process – Safe Audits.</p>
<p>Corporate Parenting</p>	<p>The leisure centres offer a means tested discounted access to single use activities (passport to leisure scheme).</p> <p>Additionally our youth service manager sits on the Corporate Parenting panel, and promotes opportunities within MonLife.</p>	<p>None.</p>	<p>MonLife will continue to make improvements in their support and offer. This will include sharing the insight from the Corporate Parenting panel with MonLife DMT, to identify any further areas of development.</p>

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

- Options appraisal with costs,
- A competitor analysis of the surrounding area,
- An analysis of local demographics,
- A latent demand to identify usage and potential growth,
- A robust business case – build on existing projections, pre COVID,
- Capitol cost projections.
- UK Active (surevys and reports undertaken).

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

Following the Covid pandemic, there is a heightened appreciation of the importance of physical activity in improving the health of people of all ages and forms part of a prevention strategy. The services provided by Leisure Centres will be even more important as we move towards recovery and supporting communities to return to improved fitness, activity and mental wellbeing. Therefore, an upgrade to the existing facilities is essential.

Forming an internal group to support the project will enable MCC to achieve the maximum benefits from investment, the build quality and support the aspiration of the Council to achieve their outcomes. MonLife are critical to the success of delivering the project and enabling the offer to grow and meet the needs of customers and the community.

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

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>
Report to Cabinet to secure decision to move forward	April 14th	Ian Saunders
Formalise internal working group, including MonLife officers and MCC Landlord services	March 25th	Marie Bartlett
Engage Alliance Leisure (National Procurement Framework, for Leisure)	March 25th	Nick John

**10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this**

process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	MonLife DMT	23rd March 2021	None.

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**SUBJECT: INVESTMENT IN HIGHWAYS OPERATIONS FOR MAINTENANCE DRAINAGE NETWORK IN LINE WITH CODE OF PRACTICE 'WELL MANAGED HIGHWAYS INFRASTRUCTURE'**

**MEETING: CABINET**

**DATE: April 14th 2021**

**DIVISION/WARDS AFFECTED: ALL**

## NON-PUBLICATION

N/A

### 1. PURPOSE:

To deliver a maintenance programme in line with the Code of Practice 'Well-managed highway infrastructure'. Changing from reliance on specific guidance and recommendations in the previous Codes to a risk-based approach determined by appropriate analysis, robust data and continuous review. The Code is designed to promote the adoption of an integrated asset management approach to highway infrastructure based on the establishment of local levels of service through risk-based assessment. The Code, as with previous codes, recognises that "prevention is always better than cure".

Invest in highways maintenance to establish a pro-active 'find and fix' regime. To reverse the impact of budget reductions and savings pressures, that has resulted in a reactive maintenance programme and on the basis of need regime.

There are 6 ways to help keep the drainage assets free flowing and clear:-

- Prevent debris covering the inlets and restricting flow
- Prevent debris entering the pipe and restricting the flow
- Prevent debris entering the outfalls and restricting flow
- Identifying damage to the infrastructure quickly
- Maintain the surface course of the road to prevent loss of material into the drains
- Prevent run off from adjacent land that silt up the drainage system

The proposal seeks additional funding to:-

- Sweep roads appropriate to local conditions
- Empty gullies and prove pipes and outlets appropriate to local conditions
- Repair damaged infrastructure where it cannot be cleared
- Upgrade the capacity where viable

## **2. RECOMMENDATIONS:**

- 2.1 To increase funding for highways maintenance of drainage assets in line with the Code of Practice 'Well-managed highway infrastructure'.
- 2.2 To increase funding for sweeping the priority routes to support maintenance of drainage assets
- 2.3 To deliver a cyclical programme of maintenance for drainage assets along the County priority routes
- 2.4 To identify and plot all drainage assets across the county as part of a risk based assessment and provide maintenance records regarding asset management

## **3. KEY ISSUES:**

The impact of climate change being felt across the globe and brings with it particular challenges in Monmouthshire across a range of services. The additional pressures this causes to existing budgets, when coupled with many years of austerity, is now at a critical point. The highway network is at the mercy of these changes in climate. Whether through rain, snow, heat or cold they all impact negatively on the asset.

The intention of this Code of Practice 'Well Managed Highway Infrastructure' is that Authorities will develop their own levels of service and the Code therefore provides guidance for authorities to consider when developing their approach in accordance with local needs, priorities and affordability. Delivery of a safe and well maintained highway network relies on good evidence and sound engineering judgement.

Recent impacts of high rainfall in very short time periods, raised the public's concerns regarding capacity and maintenance for the existing MCC Highway drainage infrastructure. Whilst endeavoring to work to best practice guidance, keeping an estimated 25,000 drainage assets clear, maintained when required and upgraded where necessary, is increasingly difficult within current resources. Highway drainage has historically been designed to cope with a 1 in 10 year flood, in the last 18 months we have had 5 of these flooding events.

Between 2007 and 2011 a "find and fix" regime was implemented where the 25000 drains were systematically cleaned and where necessary repaired. The success of this programme reduced the number of complaints regarding blocked drains and standing water during rain events. With a reduction in issues regarding drainage and the need to reduce budgets 2 gulley cleansing vector machines and 2 mechanical sweepers were removed from service between 2011 and 2015. Currently there are 2 gulley vectors and 2 large mechanical sweepers maintaining the network.

The highway drainage network is maintained on a reactive/proactive regime with the two remaining vectors and sweepers. Where residents, highways inspectors and motorists report that drains and gullies need maintenance, the area is visited and all drains and gullies linked to that system are cleared. This approach has worked extremely well, as many of the gullies remained in pristine condition following the "find and fix" programme. The weather patterns linked to climate change, the intensity of rainfall and a reactive maintenance regime risks the network becoming compromised during these major rain events. Over the last 18 months, with these major rain

events being so close together, resources are being overstretched and teams are moving on to the next job with a reduction in proactive whole system approach.

This work programme has been identified by the Cabinet Member has a key priority for future grant applications and capital investment along with a full schedule of prioritised maintenance works. It is recognised that whilst this will not resolve £80m capital budget pressure to improve the entire network it will provide a transparent focus of funding to priority roads that is easily accessible and communicated to the public and other stakeholders. The Code of Practice highlights the need for better communication with all stakeholders.

Preventing properties and communities from flooding will always be a challenge. Whilst a “find and fix” programme is unlikely to have reduced the impact of recent events in Magor and Portskewett, investing in targeted cyclic maintenance and repairs is best practice to reduce flooding on the highways network. Most of the recent flooding is a result of saturated ground and water courses over-topping but free-flowing drainage systems will clearly improve the situation during normal rain events.

To manage the network effectively and in line with the Code of Practice the assets should be identified and plotted. This information can be used to overlay maps of previously flooded areas and critical infrastructure to allow better targeting of resources as part of the risk based assessment. This can be achieved with a variety of GPS data systems that can provide comprehensive details of where the drainage asset is located, the last time it was maintained, any issues, the next proposed visit etc. There is an estimated 25000+ drainage assets across the county, the vast majority cause few problems and flow freely, others are prone to blocking during intense rainfall and need additional and more frequent maintenance. All this data can be captured for future scheduling.

Many of the drainage assets across the county are managed by third parties. Welsh Water Dwr Cymru manage the main sewage systems. Natural Resources Wales manage the main water courses and their tributaries. Landowners have riparian ownership of many of the roadside field ditches. Developers manage systems prior to adoption. Welsh Government through SWTRA manage some the main routes through Monmouthshire and are responsible for maintenance. For the road user and residents there is little to distinguish where this ownership lies. Delivering improvements to our network will have a positive impact for residents but this can't be done in isolation and we will continue to work closely with partners on holistic solutions.

Some areas such as flood plains are designed to hold water and slow down the flow. Many of these flood plains include highway infrastructure and communication will be key to managing expectations regarding access and usage of these areas.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

Improvements to the road network positively supports many aspects of the Equalities and Future Generations evaluation. Well maintained networks encourage active travel, delivers well connected communities, reducing litter and debris entering watercourses increasing biodiversity



and reduces standing water that can increase deterioration of the network resulting in additional capital and carbon intensive repairs.

Moving forward new developments are addressing the impact on the existing drainage systems and sustainable urban drainage systems (SUDS) are part of the design and planning process.

## **5. OPTIONS APPRAISAL**

The Code promotes a risk based assessment approach to managing highways infrastructure. It highlights the need for a maintenance programme that maintains and keeps clear the drainage and gully systems proactively and captures data on each asset for scheduling future interventions.

This proposal seeks to establish a 'find and fix' programme, using capital and revenue investment. The operational delivery of this can be achieved in several ways.

- The additional resource could be incorporated into the existing work programme and continue an enhanced reactive regime.
- The additional resource could start at the top/bottom of the county and clear all 25000 drains
- The additional resource could be focussed on the MCC Priority routes and Presalting Primary network.

The priority and precautionary salting routes cover approximately 40% of the network and incorporate the roads most frequently used where snow and flooding impact our communities most. These routes are used by our emergency services, public transport and link our communities to towns and villages across the county.

For this reason the proposal is to invest the additional resource to maintain the priority routes and freeing up the existing resource to focus on reactive/proactive regime across the rest of the network.

Initial budget estimates for data collection systems has been sought and we will continue to work with APSE, CSS and neighbouring authorities to identify a system that meets our needs and where possible links to neighbouring authority systems.

Alternative fuelled vehicles have been investigated and while some manufacturers are producing electric versions of sweepers and vacuators the range is very limited and more suitable for cities. We will continue to investigate the use of alternative fuel for the smaller vehicles while the larger machines are refined for rural use.

## **6. EVALUATION CRITERIA**

This "find and fix" proposal is likely to be a four year programme and when completed we will have brought the drainage network back up to a standard comparable to 2011. If successful there should be a reduction in service requests relating to drains and gulleys.

This will be monitored over the 4 year period and reviewed at that point with a decision to continue to fund the programme, expand or decrease the priority network, cease the programme and reduce budget spend to existing levels.

## 7. REASONS:

The Code of Practice guidance seeks to proactively maintain the highway network through risk based assessments of the assets. Delivering services in line with the Code coupled with robust and accurate data of maintenance regimes can be used as evidence when defending claims against the highway authority.

Climate change is impacting negatively on the highways network. The public perception is that the network and particularly highways drainage systems are being neglected by the authority contributing to a greater impact of flooding. Whilst the network is not designed to deal with the volume of rain in recent flood events like Storm Dennis and Storm Christoff the Code of Practice identifies the need for well maintained infrastructure based on asset risk assessments as key to managing the highway network.

## 8. RESOURCE IMPLICATIONS:

Investment is required for:-

- An additional 18t road sweeper machine with operator. ( these are the large HGV sweepers that Highways use to sweep the carriageways ).The cheapest and most effective way to lessen debris, leaf, grass and hedge cuttings, stone, road chippings, dirt or mud etc. from blocking or entering the drainage system
- 18t MVC combination tanker / chassis with operator and driver ( these are the large HGV gully emptier and jetter machines that Highways use to empty gullies and jet pipes), with latest electronic tracking to support asset monitoring. The only way to remove debris that has entered the drainage system or to investigate blockages and damage.
- Traffic management team ( 5ton flatbed truck with two operatives ), to support MVC and Sweeper. These teams will target the Primary Presalting Network, which tends to be high speed and present the greatest risk to traffic and workers

SWEEPER COSTS : 9 YEAR LEASE	CAPITAL	4 YEARS	note	EACH YEAR
SWEEPER AND CHASSIS	165,000	101,970		25,493
MAINTENANCE / TRANSPORT			average	9,482
FUEL			historical	9,680
TIPPING			currently tendering	50,629
DRIVER			32,786	32,786
9 YEAR LEASE RECOVERY, 40% RESIDUAL AT END YEAR 4 +vat			<b>TOTAL</b>	<b>128,070</b>

MVC COSTS : 9 YEAR LEASE	CAPITAL	4 YEARS	note	EACH YEAR

JETTER AND CHASSIS	192,000	118,656	180,000	29,664
DATA COLLECTION		12,000	estimate	6,000
MAINTENANCE / TRANSPORT			average	9,482
FUEL			historical	9,240
TIPPING			currently tendering	31,483
DRIVER			32,786	32,786
OPERATOR			32,786	32,786
9 YEAR LEASE RECOVERY, 40% RESIDUAL AT END YEAR 4 +vat			TOTAL	151,441

TRAFFIC MANAGEMENT COSTS	CAPITAL	4 YEARS	note	EACH YEAR
5TON TRANSIT CREWCAB CHASSIS	45,000	37,080		9,270
MAINTENANCE / TRANSPORT			average	4,570
FUEL			historical	3,900
SIGNS and CONES and T/M			absorb in revenue (£5k)	
CHAPTER 8 OPERATIVE			32,786	32,786
CHAPTER 8 OPERATIVE			32,786	32,786
VAN ABSORBED INTO FLEET AT END YEAR 4 + vat			TOTAL	83,312

SUM	362,823
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The proposal will be funded through an uplift in highways maintenance budget and the capital programme.

Welsh Government have provided additional funding during 2020/21 and agreed additional funding again in 2021/22 for supporting repair of highway assets and infrastructure and those damaged by flooding.

## 9. CONSULTEES:

This is a joint proposal between Highways Operations and Highways and Flooding in conjunction with the Cabinet Member. The proposal has been reviewed by Senior Leadership Team. Strong Communities Select comments and suggestions will be included in this proposal prior to being recommended to Cabinet for approval.

Strong Communities Select supported the report and the need for additional funding for highways maintenance. Recommendations included :-

*Stronger education and enforcement of parking on grass verges causing issues with drains. Civil Parking Officers will support in this process in areas where people are parking causing damage to infrastructure*

*Using mowers that capture grass cuttings and/or mulchers that shred the grass finer and collecting hedge clippings. Grounds maintenance have purchased cut and collect mowers and mulchers with grant funding to support Pollinators and biodiversity. Where possible the sweeper schedules and grass/hedge cutting will be aligned to reduce material entering drainage systems. Communicating with home and landowners on the importance of maintain drainage systems and clearing hedge and grass clippings from the highway. We will continue to work with home and landowners where these issues are identified.*

*Improved communication regarding repairs.* The Code of Practice also identifies the need for improving communication on work programmes and will continue to be a priority through MyCouncilServices.

**10. BACKGROUND PAPERS: Budget pressure briefing paper, Code of Practice 'Well Managed Highways Infrastructure**

**11. AUTHOR: Carl Touhig**

**12. CONTACT DETAILS:**

**Tel: 01633 875845**

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

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<p><b>Name of the Officer completing the evaluation</b> STEVE LANE</p> <p>Phone no: 07885 225972 E-mail: STEVELANE@MONMOUTHSHIRE.GOV.UK</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p>The purchase of a 18ton Mechanical sweeper and 18ton medium volume combination jetter / gulley emptier to start regime of find and fix of drainage asset</p>
<p><b>Name of Service area</b></p> <p>HIGHWAYS OPERATIONS</p>	<p><b>Date</b> 25<sup>th</sup> February 2021 v.2</p> <p>08/03/2021 v.3</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	NO IMPACT		
Disability	NO IMPACT		
Gender reassignment	NO IMPACT		
Marriage or civil partnership	NO IMPACT		
Pregnancy or maternity	NO IMPACT		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	NO IMPACT		
Religion or Belief	NO IMPACT		
Sex	NO IMPACT		
Sexual Orientation	NO IMPACT		
Welsh Language	NO IMPACT		
Poverty	NO IMPACT		

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**2. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	This local investment is into machines / equipment and should help MCC employees to	This is an uplift to resource and equipment for the routine maintenance of highway assets. We will collect data to provide added value to the




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	improve compliance with the “Well Managed Highway Infrastructure: Code of Practice”.	process, allowing more targeted future intervention.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	This project will help remove contaminated wastes from drainage system more regularly, allow damage and breakages to be identified sooner and potentially identify capacity and maintenance needs so their potential to negatively influence severe weather events will reduce.	Potential to reduce the flooding of the highway during extreme rain events. Data collection will improve asset knowledge and asset condition.
<b>A healthier Wales</b> People’s physical and mental wellbeing is maximized and health impacts are understood	NO IMPACT	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	NO IMPACT	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The ‘Well Managed Highway Infrastructure: Code of Practice’ will assist us to consider ways to develop the Highway maintenance needs. In working toward this, we will be protecting our local community, environment and wellbeing.	There will be greater collaboration between, MCC departments, suppliers and other local Authorities. The council’s ability to highlight any concerns will ensure that best outcomes are achieved and that each stage has added value.
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	NO IMPACT	
<b>A more equal Wales</b>	NO IMPACT	



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
People can fulfil their potential no matter what their background or circumstances		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>We consider the proposal meets this principle. The purchase and hire agreement has been based on the longevity of the machines. Equipment can be absorbed into the fleet during the natural fleet replacement programme.</p>	<p>There will be greater collaboration between, MCC departments, suppliers and other local Authorities. The council's ability to highlight any concerns will ensure that best outcomes are achieved and that each stage has added value.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The project will need the very best equipment and experience drawn from local and national suppliers. Data collection software will draw on the knowledge of other public bodies to ensure that each outcome has added value.</p>	<p>There will be greater collaboration between, MCC departments, suppliers and other local Authorities. The council's ability to highlight any concerns will ensure that best outcomes are achieved and that each stage has added value.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	NO IMPACT	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	Environmental and financial considerations are guiding this decision. Environmentally MCC has to do more with its climate emergency agenda. While highway infrastructure changes and develops over time, we will still have to manage the older assets ensuring they are suitable for purpose or are improved.	There will be greater collaboration between, MCC departments, suppliers and other local Authorities. The council's ability to highlight any concerns will ensure that best outcomes are achieved and that each stage has added value.
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	NO IMPACT	

4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	<b>Describe any positive impacts your proposal has</b>	<b>Describe any negative impacts your proposal has</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Social Justice	NO IMPACT		
Safeguarding	NO IMPACT		
Corporate Parenting	NO IMPACT		

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

The initial project has been led on anecdotal evidence and a perception that the highway drainage asset is contributing to the severity of the damage caused by recent torrential rainfall events. A robust asset database, with targeted maintenance and uplift in the drainage asset capacity could have the potential to mitigate the severity of these events.

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

The project does not have negative impacts. Drawing limited Public funds to this project may mean that more established projects elsewhere suffer financial pressure though.

Ensuring that we follow the guidance in the “Well Managed Highway Infrastructure: Code of Practice” will help target need. Data collected will evidence that need and the additional resource requested will potentially reduce flooding incidents.

Following appraisal of the report by Strong Communities Select further suggestions have been addressed. Strong Communities Select supported the report and the need for additional funding for highways maintenance. Recommendations included :-

*Stronger education and enforcement of parking on grass verges causing issues with drains.* Civil Parking Officers will support in this process in areas where people are parking causing damage to infrastructure

*Using mowers that capture grass cuttings and/or mulchers that shred the grass finer and collecting hedge clippings.* Grounds maintenance have purchased cut and collect mowers and mulchers with grant funding to support Pollinators and biodiversity. Where possible the sweeper schedules and grass/hedge cutting will be aligned to reduce material entering drainage systems.

*Communicating with home and landowners on the importance of maintain drainage systems and clearing hedge and grass clippings from the highway.* We will continue to work with home and landowners where these issues are identified. We will include these messages as part of Nature's not Neat campaign.

*Improved communication regarding repairs.* The Code of Practice also identifies the need for improving communication on work programmes and will continue to be a priority through MyCouncilServices.

*The use of alternative fueled vehicles* These have been explored but the range and capacity of these vehicles is only suitable for cities where there a large numbers of drains in a compact area.

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

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What are you going to do	When are you going to do it?	Who is responsible
No action required. Project has developed to this point as a result of the FGEF.		

**8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.**

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

<b>2</b>	SLT	<b>Feb 21</b>	General condition unchanged. Project no affected by Covid impact

<b>SUBJECT:</b>	<b>WELSH CHURCH FUND WORKING GROUP</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>14th April 2021</b>
<b>DIVISIONS/WARD AFFECTED:</b>	<b>All</b>

## 1. PURPOSE:

1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working meeting 6 held on the 11th March 2021.

## 2. RECOMMENDATION:

2.1 We resolved that the following grants be awarded as per the schedule of applications.

### SCHEDULE OF APPLICATIONS CONSIDERED 2020/21 – MEETING 6.

- 1 **Garden City Community Group (Chepstow)**, requested £800 to assist in the installation of a water mains linkage for the provision of running water to the site and tool storage facilities at the community garden.

Recommendation: £500 awarded to assist installing a mains water facility at this community garden project.

- 2 **Blue Phoenix Jazz Band, Caldicot**, requested £2,500 required to help in the purchase of Band uniforms for future competitions as most members are from disadvantaged backgrounds.

Recommendation: £1,238 awarded to assist in providing essential elements of attire for this community focussed musical group.

## 3. OPTIONS APPRAISAL

Options available to the Committee are assessed on the information supplied by the applicants

## 4. EVALUATION CRITERIA

No evaluation criteria is applicable to the grant awarded by the trust

## 5. REASONS

A Meeting took place on Thursday 11th March 2021 of the Welsh Church Fund Committee Working Group to recommend the payment of grants as detailed in the attached schedule (Appendix 1).

County Councillors in attendance at meeting 6:

County Councillor A. Webb (Chair)  
County Councillor D. Evans (Vice Chair)  
County Councillor B. Strong  
County Councillor S. Woodhouse

OFFICERS IN ATTENDANCE:

D Jarrett      Central Finance  
W Barnard     Committee Administration

5.1    **DECLARATIONS OF INTEREST**

None

5.2    **APOLOGIES FOR ABSENCE at meeting 6**

None

5.3    **CONFIRMATION OF REPORT OF PREVIOUS MEETINGS**

The minutes of the meetings held on the 14th January 2021 were confirmed as a true record.

6.    **.RESOURCE IMPLICATIONS**

Total funding of £1,738.00, has been allocated at Meeting 6 of the Welsh Church Fund Committee. There are no remaining funds available for distribution in 2020-21.

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

There are no Future Generations, equality, safeguarding, corporate parenting or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

8.    **CONSULTEES:**

Senior Leadership Team  
All Cabinet Members  
Head of Legal Services  
Assistant Head of Finance  
Central Finance Management Accountant

9.    **BACKGROUND PAPERS:**

Welsh Church Fund Schedule of Applications 2020/21– Meeting 6 (Appendix 1)

**10. AUTHOR:**

David Jarrett – Senior Accountant – Central Finance Business Support

**11. CONTACT DETAILS**

Tel. 01633 644657

e-mail: [davejarrett@monmouthshire.gov.uk](mailto:davejarrett@monmouthshire.gov.uk)



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**WELSH CHURCH FUND - APPLICATIONS 2020/21**  
**MEETING 6: 11th March 2021**

**APPENDIX 1**

<u>ORGANISATION</u>	<u>ELECTORAL DIVISION</u>	<u>Signed by Councillor</u>	<u>REQUEST</u>	<u>DECISION</u>	<u>NATURE OF PROJECT REQUEST</u>	<u>PROJECT TOTAL COST</u>	<u>DATE Application Received</u>	<u>D of I*</u>	<u>Additional Information</u>
<u>NEW APPLICATIONS AWAITING DECISION</u>			£	£		£			
1 Garden City Community Group (Chepstow)	St Mary's Chepstow	Jeremy Becker	£800	£500	funding required to assist in the installation of a water mains linkage for the provision of running water to the site and tool storage facilities at the community garden.	£4,713	03/02/21	No	As this is a fully inclusive project, accessible to all many, varying groups benefit from this project. Not only do the immediate residents utilise the garden, but also the much Chepstow do too. This ranges from families with young children, couples, the elderly, Mencap also visit the garden on a regular basis. The Garden really offers something to so many different people.
2 Blue Phoenix Jazz Band	Severn	Jim Higginson	£2,500	£1,238	Assistance required to help in the purchase of Band uniforms for future competitions.	£3,900	00/01/00	No	Many families of the members are single parent / low incomes and the intention is to provide uniforms to enable participation without exclusion on the grounds of poverty.
<b>Late Applications</b>									
<b>Deferred Applications</b>									
<b>SUB TOTAL Meeting 4</b>			<b>£3,300</b>	<b>£1,738</b>	<b>OTHER INFORMATION :</b>				
<b>MEETING</b>	<b>DATE</b>	<b>CABINET</b>	<b>AWARD</b>						
1	30 June 2020	July 29th 2020	9,334						
2	July 28th 2020	Sept 02nd 2020	8,090						
3	Sept 10th 2020	Oct 07th 2020	1,293						
4	Oct 22nd 2020	Nov 04th 2020	3,000						
5	Jan 14th 2021	Feb 03rd 2021	9,500						
6	Mar 11th 2021	Apr 14th 2021	1,738						
<b>TOTAL AWARDED FOR 2020/21 TO DATE</b>			<b>32,955</b>						
<b>BUDGET 2020/21</b>			<b>32,955</b>						
<b>BALANCE B/F TO 2020/21</b>			<b>£0</b>						
<b>Monmouthshire's Allocation for 2020/21</b>			<b>£32,955</b>						
<b>REMAINING BALANCE</b>			<b>£0</b>						

\*D of I = Declaration of Interest

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<p><b>Name of the Officer</b> D Jarrett <b>Phone no: 4657</b> <b>E-mail: davejarrett@monmouthshire.gov.uk</b></p>	<p><b>Please give a brief description of the aims of the proposal</b> To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 11th March 2021</p>
<p><b>Name of Service</b> Finance</p>	<p><b>Date Future Generations Evaluation</b> 11<sup>th</sup> March 2021</p>


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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive in relation to developing the skills and proficiencies of applicants</p>	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive in the teaching of biodiversity and ecological issues through the provision of educational resources</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive in that people's mental health and physical health is enhanced by a collective activity / process.</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Positive in relation to connecting the community and its constituents	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive in relation to social well-being. Also, helping the environmental well-being of the community through preservation of history.	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive in relation to the promotion of culture in the community	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Positive in respect of helping people to achieve their potential irrespective of individual circumstances	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 Balancing short term need with long term and planning for the future	Not applicable to Welsh Church Fund Trust	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p><b>Collaboration</b> Working together with other partners to deliver objectives</p>	Not applicable to Welsh Church Fund Trust	
 <p><b>Involvement</b> Involving those with an interest and seeking their views</p>	Not applicable to Welsh Church Fund Trust	
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	Not applicable to Welsh Church Fund Trust	
 <p><b>Integration</b> Positively impacting on people, economy and environment and trying to benefit all three</p>	Not applicable to Welsh Church Fund Trust	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Encouraging the socializing of differing age groups through social provision	None	
Disability	Proposal to assist in the provision of disabled facilities.	None	
Gender reassignment	No impact	No impact	
Marriage or civil partnership	No impact	No Impact	
Race	No impact	No Impact	
Religion or Belief	Encouraging religion through education at the point of delivery through the provision of enhanced facilities	None	
Sex	No impact	No impact	
Sexual Orientation	No impact	No Impact	
Welsh Language	No impact on Welsh Language	No impact on Welsh Language	

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	Not applicable		
Corporate Parenting	Not applicable		

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

The evidence and data used for the assessment of each applicant to the Welsh Church Fund is supplied by the applicant upon submission of their application. The data and information supplied or subsequently requested is used to form the basis of the Committees' decision on whether to award a qualifying grant.



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

The grant aid supports and highlights the positive effect that decisions the Welsh Church Fund Working Group have on the applicants funding requests from Voluntary Organisations, Local Community Groups, Individuals and Religious Establishments. All awards are made in the belief that the funding is utilised for sustainable projects and cultural activities that benefit individuals, organisations, communities and their associated assets. All grants are awarded within the Charitable Guidelines of the Trust

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

Page 1 of 2

What are you going to do	When are you going to do it?	Who is responsible	Progress
Award grants	April 2021	Welsh Church Fund	On target

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

**The impacts of this proposal will be evaluated on:**

The Payment of grants awarded to the successful applicants