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County Hall
Rhadyr
Usk
NP15 1GA

Friday, 3 May 2024

Notice of meeting

Performance and Overview Scrutiny Committee

Tuesday, 14th May, 2024 at 10.00 am,

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

AGENDA

Item No	Item	Pages
1.	Apologies for absence	
2.	Declarations of Interest	
3.	Public Open Forum Scrutiny Committee Public Open Forum ~ Guidance Our Scrutiny Committee meetings are live streamed and a link to the live stream will be available on the meeting page of the Monmouthshire County Council website If you would like to share your thoughts on any proposals being discussed by Scrutiny Committees, you can submit your representation in advance via this form Please share your views by uploading a video or audio file (maximum of 4 minutes) or; Please submit a written representation (via Microsoft Word, maximum of 500 words)	

You will need to register for a [My Monmouthshire account](#) in order to submit the representation or use your log in, if you have registered previously.

The deadline for submitting representations to the Council is 5pm three clear working days in advance of the meeting.

If representations received exceed 30 minutes, a selection of these based on theme will be shared at the Scrutiny Committee meeting. All representations received will be made available to councillors prior to the meeting.

If you would like to attend one of our meetings to speak under the Public Open Forum at the meeting, you will need to give three working days' notice by contacting Scrutiny@monmouthshire.gov.uk.

The amount of time afforded to each member of the public to speak is at the chair's discretion, but to enable us to accommodate multiple speakers, we ask that contributions be no longer than 3 minutes.

If you would like to suggest future topics for scrutiny by one of our Scrutiny Committees, please do so by emailing Scrutiny@monmouthshire.gov.uk

4.	Additional Learning Provision/Specialist Resource Bases - Scrutiny of MCC Additional Learning Provision/Specialist Resource Bases.	1 - 36
5.	Supporting Vulnerable Learners - Scrutiny of Vulnerable Learners' Support (trauma-informed approaches, Emotional Literacy Assistant programme, MCC specialist teaching service).	37 - 42
6.	Risk Register Update - To update members on the Council's Risk Register and to agree any future areas for scrutiny.	43 - 72
7.	Performance and Overview Scrutiny Committee Forward Work Programme and Action List	73 - 78
8.	Cabinet and Council Work Planner	79 - 100
9.	Minutes of the previous meeting held on 19th March 2024.	101 - 104
10.	Date of Next meeting: 18th June 2024	

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillor Jill Bond, West End;, Welsh Labour/Llafur Cymru
County Councillor Alistair Neill, Gobion Fawr;, Welsh Conservative Party
County Councillor Paul Pavia, Mount Pleasant;, Welsh Conservative Party
County Councillor Peter Strong, Rogiet;, Welsh Labour/Llafur Cymru
County Councillor Ann Webb, St Arvans;, Welsh Conservative Party
County Councillor Laura Wright, Grofield;, Welsh Labour/Llafur Cymru
Janice Watkins
County Councillor Rachel Buckler, Devauden;, Welsh Conservative Party
County Councillor Catherine Fookes, Town;, Welsh Labour/Llafur Cymru
County Councillor Meirion Howells, Llanbadoc & Usk;, Independent

Public Information

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Welsh Language

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

Aims and Values of Monmouthshire County Council

Our purpose

To become a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life.

Objectives we are working towards

- Fair place to live where the effects of inequality and poverty have been reduced.
- Green place to live and work with reduced carbon emissions and making a positive contribution to addressing the climate and nature emergency.
- Thriving and ambitious place, where there are vibrant town centres and where businesses can grow and develop.
- Safe place to live where people have a home where they feel secure in.
- Connected place where people feel part of a community and are valued.
- Learning place where everybody has the opportunity to reach their potential.

Our Values

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

Kindness: We will show kindness to all those we work with putting the importance of relationships and the connections we have with one another at the heart of all interactions.

Role of the Pre-meeting

1. Why is the Committee scrutinising this? (background, key issues)
 2. What is the Committee’s role and what outcome do Members want to achieve?
 3. Is there sufficient information to achieve this? If not, who could provide this?
- Agree the order of questioning and which Members will lead
 - Agree questions for officers and questions for the Cabinet Member

Questions for the Meeting

Scrutinising Performance

1. How does performance compare with previous years? Is it better/worse? Why?
2. How does performance compare with other councils/other service providers? Is it better/worse? Why?
3. How does performance compare with set targets? Is it better/worse? Why?
4. How were performance targets set? Are they challenging enough/realistic?
5. How do service users/the public/partners view the performance of the service?
6. Have there been any recent audit and inspections? What were the findings?
7. How does the service contribute to the achievement of corporate objectives?
8. Is improvement/decline in performance linked to an increase/reduction in resource? What capacity is there to improve?

Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?
2. What is the view of service users/stakeholders? What consultation has been undertaken? Did the consultation process comply with the Gunning Principles? Do stakeholders believe it will achieve the desired outcome?
3. What is the view of the community as a whole - the ‘taxpayer’ perspective?
4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?
5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works? Does the policy relate to an area where there is a lack of published research or other evidence?
6. Does the policy relate to an area where there are known inequalities?
7. Does this policy align to our corporate objectives, as defined in our corporate plan? Does it adhere to our Welsh Language Standards?

8. Have all relevant sustainable development, equalities and safeguarding implications
9. been taken into consideration? For example, what are the procedures that need to be in place to protect children?
- 10.
11. How much will this cost to implement and what funding source has been identified?
- 12.
13. How will performance of the policy be measured and the impact evaluated

General Questions:

Empowering Communities

- How are we involving local communities and empowering them to design and deliver services to suit local need?
- Do we have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future?
- Is the service working with citizens to explain the role of different partners in delivering the service, and managing expectations?
- Is there a framework and proportionate process in place for collective performance assessment, including from a citizen's perspective, and do you have accountability arrangements to support this?
- Has an Equality Impact Assessment been carried out? If so, can the Leader and Cabinet/Senior Officers provide members with copies and a detailed explanation of the EQIA conducted in respect of these proposals?
- Can the Leader and Cabinet/Senior Officers assure members that these proposals comply with Equality and Human Rights legislation? Do the proposals comply with the Local Authority's Strategic Equality Plan?

Service Demands

- How will policy and legislative change affect how the council operates?
- Have we considered the demographics of our council and how this will impact on service delivery and funding in the future?
- Have you identified and considered the long-term trends that might affect your service area, what impact these trends could have on your service/your service could have on these trends, and what is being done in response?

Financial Planning

- Do we have robust medium and long-term financial plans in place?
- Are we linking budgets to plans and outcomes and reporting effectively on these?

Making savings and generating income

- Do we have the right structures in place to ensure that our efficiency, improvement and transformational approaches are working together to maximise savings?

- How are we maximising income?
- Have we compared other council's policies to maximise income and fully considered the implications on service users?
- Do we have a workforce plan that takes into account capacity, costs, and skills of the actual versus desired workforce?

Questions to ask within a year of the decision:

- Were the intended outcomes of the proposal achieved or were there other results?
- Were the impacts confined to the group you initially thought would be affected i.e. older people, or were others affected e.g. people with disabilities, parents with young children?
- Is the decision still the right decision or do adjustments need to be made?

Questions for the Committee to conclude...

Do we have the necessary information to form conclusions/make recommendations to the executive, council, other partners? If not, do we need to:

- (i) Investigate the issue in more detail?
- (ii) Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies...

Agree further actions to be undertaken within a timescale/future monitoring report...

SUBJECT:	Additional Learning Provision/ Specialist Resource Bases
MEETING:	Performance and Overview Committee
DATE:	14th May 2024
DIVISION/WARDS AFFECTED:	ALL

1. **PURPOSE:**

To report to members the outcome of the Local Authority Additional Learning Provision (ALP) review of our Specialist Resource Bases (SRBs) in line with the expectations of the Additional Learning Needs Code for Wales 2021. To provide update of progress towards the recommendations from the review.

2. **RECOMMENDATIONS:**

Members are recommended to note the outcomes of the report and to request a follow up report in a year's time to further establish progress against the recommendations of the review.

3. **KEY ISSUES:**

3.1 **Additional Learning Provision (ALP) Review – Background & Context**

Monmouthshire local authority (LA) does not have a discrete special school catering for learners with significant and complex additional learning needs (ALN). Since local government reorganisation in 1996, Monmouthshire LA has developed a model of specialist provision, which places special education at the heart of identified mainstream schools. This model ensures that children and young people remain as close to their communities as possible and have meaningful inclusion opportunities with their mainstream peers, whilst also benefitting from specialist teaching and resources.

In collaboration with SRB Leads and LA Officers we are committed to keeping Monmouthshire children and young people close to their communities which is central to our approach to inclusion. We have invested in this over time. We have made use of ALN and capital grant funding to improve the physical environment, resources and training of our SRB staff, as well as increasing staffing in correlation with pupil numbers. The development of the SPOT (specialist provision and outreach team – comprising of SRB Lead Teachers, Early Years Additional Learning Needs Lead Officer, Educational Psychologists and LA Officers) Network to share best practice and ensure a consistent approach across specialist settings. This has resulted in our SRBs being able to meet the needs of children and young people with more complex ALN.

Currently there are three primary Specialist Resource Bases (SRB) and two secondary SRBs which provide additional learning provision (ALP) for children and young people with highly complex learning and neurodevelopmental needs.

New SRB provision is included in the new 3-19 school being built in Abergavenny. This will have capacity for 16 primary places and 55 secondary places. The pupils currently attending Deri View SRB became part of the SRB in the new school from September 2023, and will move into the new building during the academic year 2024-25.

SRB location	Capacity	Numbers on Roll Sept 2023	Numbers on Roll Sept 2024
Overmonnow Primary School	24	22	23
Pembroke Primary School	24	25	29
Deri View Primary School	8	8	See King Henry VIII 3-19
Monmouth Comprehensive School	55	67	67
Caldicot Comprehensive School	55	53	46
King Henry VIII (3-19) School	16 + 55	Deri View Primary	16

3.2 Additional Learning Provision (ALP) Review – Purpose

The purpose of the ALP Review and associated quality assurance cycle is to ensure that there is a consistent approach to meeting the needs of children and young people with complex ALN in Monmouthshire. The review process has also contributed to the development and planning of specialist provision to meet current and future needs, and particularly the development of the specialist resource base (SRB) in the King Henry VIII 3-19 school in Abergavenny.

3.3 ALP Review - Process

In relation to SRB settings, the Monmouthshire Review of LA ALP consisted of two phases (see Appendix 1).

Phase 1: Analysis of information submitted by the SRB Lead Teacher. Conclusions

- There are key documents, policies and procedures that all SRB settings have in common. It would be beneficial in terms of consistency and quality, for SRB leads to collaborate on producing one version of core documentation including key policies, procedures etc. These core documents can then be adapted and used by each individual SRB to reflect their settings/context.
- It would be beneficial for SRB leads to collaborate on planning for the delivery of the Curriculum for Wales including Cynefin.

Phase 2: Review Visits (March – May 2023)

The following themes emerged from the ALP Review visits; there was a strong correlation between strengths identified in each of these aspects and high quality and effective SRB provision.

- a. SRB organisational structure and staffing.
- b. The SRB environment (internal and external)
- c. The SRB curriculum including assessment and monitoring arrangements
- d. Opportunities for inclusion.
- e. SRB funding and resources

3.4 Additional Learning Provision (ALP) Review

Overall Outcomes

- There were examples of high quality, innovative documentation and SRB specific policies and procedures.
- All SRBs are led by skilled and experienced Lead Teachers and nearly all SRB Lead Teachers were either on or linked to the host school's senior leadership team.
- Relationships between pupils and staff were positive.
- All SRB settings have a designated area of the school with access to appropriate sensory and hygiene areas.
- High quality visual aids were used in the majority of SRBs to good effect.
- Nearly all SRBs have an appropriately developed curriculum adapted to individual needs, with impactful interventions to support development.
- The advantages of being based in mainstream school communities were acknowledged by all.

Overall Recommendations

- The ALP Review process highlighted the lack of consistency across SRB settings in terms there being an equal 'offer' across the county. This could place the LA at risk if parents/carers lose confidence in MCC SRB settings.
- Collaboration between SRBs needs to be improved in relation to sharing of good practice, interventions, processes and procedures to reduce duplication and time taken to produce documentation.
- There needs to be agreed processes around recruitment of staff and SRB job descriptions and person specifications.
- The ALP review highlighted that there is no formal 'contract' between the LA and schools that host SRB provision. A robust partnership agreement between host schools and the local authority would support both the LA and host school to ensure that roles and responsibilities of both parties are identified in relation to maintaining high quality SRB provision.
- The ALP review highlighted that the local authority does not have processes in place to measure of impact of SRB provision in relation to pupil progress and effective interventions.
- The ALP review showed there was variability in the demarcation of finances and accountability.

3.5 Development of the Additional Learning Provision and Partnership Lead Role

The outcomes of the ALP Review, alongside other developments in ALN, led to the development of a two-year seconded post. This was secured through ALN grant and as such links to key focus areas for the Inclusion Service:

- SRB Development – Refining existing practice and provision to ensure highly effective ALP for children and young people placed in each SRB.
- Quality assurance of ALN and ALP – Developing, implementing, refining and reviewing systems around the quality assurance of practice and provision across mainstream schools in line with the ALNET Act 2018 and the Additional Learning Needs Code for Wales 2021.
- Implementation of the ALN Act – School support, development and training.
- Post 16 ALN Strategy – Development of a Post 16 Strategy for CYP with ALN, which ensures clear and robust processes and systems around transition and securing appropriate Post 16 placements.

The overarching feedback from the ALP Review was shared with all SRB Lead Teachers and Headteachers in the Summer Term 2023. Individual meetings with the SRB Lead and host school Headteachers for each SRB took place in the Autumn Term, these provided specific and evidence feedback from the review. As a result of the review meeting, clear Action Plans were developed with SRB Lead teachers to address areas requiring development. Each Action Plan reflects the feedback of the ALP Review, with overarching priority objectives, clear actions and intended impact; reviewed with the ALP and Partnership Lead each term. Reviews provide a brief update with a RAG (red, amber, green) rating. For settings where requirements for greater levels of improvement were identified and a need for support to achieve this, at least half termly coaching and support sessions are in place.

Key priorities for SRB identified in individual SRB Action Plans include:

- Development of appropriate staffing structures in-line with the agreed ratios, with a school-based understanding of funding allocation
- Improving the environment and ensuring total communication approaches are embedded
- Refining the curriculum offer and pathways available, with highly effective assessment processes which demonstrate small steps of progress
- Further enhancing inclusive practice and access to the wider community

All SRBs have engaged positively in the process and are enthusiastic in their drive for continuous improvement to meet the needs of the children and young people within the SRBs. We are able to evidence positive improvements and progress towards the identified priorities in nearly all cases.

Key developments as a result of the ALP Review:

- Reviewed and revised staffing structure to ensure parity across SRBs through an increased staffing budget
- Developing approach to pupil-led funding with clear criteria and referral routes
- Identified projections for the next seven years of SRB entry
- Revised criteria for admissions at primary and secondary, developed with clarity with SRB Leads and Educational Psychologists
- Clear and robust transition process for entry into SRBs at School Entry and moving from mainstream Year 6 to SRB Year 7
- Collective creation of shared policies in the areas of SRB; Intimate Care; Relationships and Behaviour; Curriculum and Assessment
- Development of a shared training plan to sit across SRBs, providing the core, advanced and specialist training required for SRB staff
- Initial train the trainer models developed in Manual Handling and Team Teach (core training) to provide a more strategic and sustainable approach to training needs
- Task and finish group has created job descriptions and person specifications, as well as suggested interview questions, tasks and pupil engagement activities for SRB teachers, HLTA and teaching assistant posts
- A shared and agreed overview of the additional learning provision (ALP) available through our SRBs for all areas of need
- Developed community engagement and inclusion opportunities available, with a specific focus on work placement / experience at Post 16
- Continued opportunities for sharing of best practice across the SRBs through SPOT Network meetings and visits between settings

- Initial whole staff across SRB twilight training to consider the vision and ways forward for our SRBs
- A drafted partnership agreement, demonstrating the role of the Local Authority and the host school in maintaining excellent provision and practice in SRBs for consultation with host school Headteachers and SRB Leads during the Summer Term 2024.

Development of our SRB in King Henry VIII 3-19 is underway, with a Lead Teacher having been recruited and now in place, recruitment for two new teachers complete and TA posts being advertised. Transition is underway for the children joining the provision in September 2024, alongside the development of the environment.

3.6 Risks

Across the UK, the number of children and young people with complex ALN is increasing, resulting in greater demand on specialist placements. Regional South East Wales Special Schools are at full capacity. Alternative options are independent specialist provisions which are at high cost.

We have extended our SRB provision, including the King Henry VIII 3-19 SRB with 55 places in secondary and further 8 places in primary and an additional class in Pembroke SRB. Current forecasting predicts the requirement for an increasing number of SRB places (forecast suggests 20 further places are required at primary in the next two to three years), in addition to places for children and young people with more profound ALN (currently secured through out of county special schools / independent special schools). Our focus is maintaining the vision to keep children and young people close to their local community. Therefore, further investment in existing SRBs and development of new SRBs will be required to meet these future needs.

4. REASONS:

Chapter 7 of the ALN Code indicates that local authorities **must** keep under review the arrangements made both by the authority, and by the governing bodies of the maintained schools in its area, for children and young people who have ALN. Keeping ALP and other arrangements under review, is a key part of local strategic planning and decision making. It will enable local authorities to assess current and likely future needs and secure sufficient provision and services to meet those needs.

The duty involves the local authority considering, at a strategic level, what provision there is to meet needs; whether that provision is sufficient and if insufficient in any respects, considering what to do to remedy the matter; and consulting as the authority considers appropriate during that process. As part of the review process the ALN Code indicates that a local authority **should** also review data and evidence on the effectiveness of current provision in meeting children and young people's needs and improving the outcomes they achieve.

5. CONSULTEES:

CYP Directorate DMT

6. BACKGROUND PAPERS:

[The Additional Learning Needs Code for Wales 2021 \(gov.wales\)](https://gov.wales/government/legislation/the-additional-learning-needs-code-for-wales-2021)

7. AUTHORS:

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Hayley Page – Additional Learning Provision and Partnership Lead

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Appendix 1

Additional Learning Provision (ALP) Review of Specialist Resource Bases (SRBs) in 2023

To share with Performance and Overview Committee

14th May 2024



Background & Context

- MCC does not have a discrete special school catering for children and young people (CYP) with significant and complex ALN.
- Since local government reorganisation in 1996, MCC developed a model of specialist provision, which places special education at the heart of identified mainstream schools.
- CYP remain as close to their communities as possible and have meaningful inclusion opportunities with their mainstream peers, whilst also benefitting from specialist teaching and resources.
- 3 primary Specialist Resource Bases (SRB) and 2 secondary SRBs provide additional learning provision (ALP) for CYP with highly complex learning and neurodevelopmental needs.



Our Specialist Resource Bases (SRBs)

SRB I	Capacity	Numbers in Sept 2023
Overmonnow Primary School	24	22
Pembroke Primary School	24	25
Deri View	8	8
Monmouth Comprehensive School	55	67
Caldicot Comprehensive School	55	54

The new through school in Abergavenny, will host an SRB, including those children currently in Dei View.

The SRB will have 16 places for primary and 55 for secondary.



ALN Code – Chapter 7

- Indicates that local authorities (LAs) **must** keep under review the arrangements made both by the authority, and by the governing bodies of the maintained schools in its area, for CYP who have ALN.
- Keeping ALP and other arrangements under review, is a key part of local strategic planning and decision making. It will enable LAs to assess current and likely future needs and secure sufficient provision and services to meet those needs.
- The duty involves the LA considering, at a strategic level, what provision there is to meet needs; whether that provision is sufficient and if insufficient in any respects, considering what to do to remedy the matter; and consulting as the authority considers appropriate during that process.
- As part of the review process the ALN Code indicates that a LA **should** also review data and evidence on the effectiveness of current provision in meeting children and young people's needs and improving the outcomes they achieve.



Additional Learning Provision (ALP) Review – Purpose

- To ensure that there is a consistent approach to meeting the needs of CYP with complex ALN in Monmouthshire.
- The review process will also contribute to the development and planning of specialist provision to meet current and future needs and in particular the development of the specialist resource base in the new 3-19 school in Abergavenny.



ALP Review - Process

- In relation to SRB settings, the MCC Review of LA Additional Learning Provision (ALP) consisted of two phases:
 - Phase 1 – Analysis of information submitted by the SRB Lead Teacher
 - Phase 2 – Review Visit



Phase 1 – Collection and Analysis of Information

- Prior to the review visit, SRB Lead Teachers were asked to submit a range of information.
- This was reviewed against broad criteria:
 - Did the information reflect current, up to date information on ALN processes and procedures?
 - Was the information comprehensive, detailed and relevant?
 - Was the information person-centred and accessible?

Documentation Requested

- SRB environment/facilities including outdoor space
- SRB Policy
- SRB Prospectus documents
- SRB Action /Development Plan
- SRB Staff Performance Management /CPD Policy/Processes
- Staff Information
- List of SRB pupils with primary needs - Examples of OPP / action plans
- Class timetables
- Curriculum offer / planning documents
- Pupil / parent participation
- Assessment Policy–Examples of pupil progress data
- Information on community links
- Information on links with key partners e.g. Health.



Review of Information Provided

- There were examples of high quality, innovative documentation and SRB specific policies and procedures.
- Key information, such as core policies and procedures, varied across the settings.
- Staffing /management structure varied considerably in Secondary SRB settings but were more consistent in Primary SRB settings.
- Whilst all SRBs used person centred practice and One Page Profiles, the quality of these, in terms of content and presentation, varied across the settings.
- Methods of communication with parents/carers varied and participation strategies were generally underdeveloped.
- Whilst nearly all settings were using 'B Squared' effectively, data relating to pupil assessment and progress was collated and reported in different ways.
- Nearly all settings had a curriculum offer which reflected the Curriculum for Wales, but each SRB had developed this element discretely.
- All settings provided learning experiences through the medium of Welsh. Evidence of activities to support learning around Welsh culture and language was provided by some settings.
- The range of therapeutic provision available to SRB pupils varied considerably across the settings.
- Links with the community and key partners, such as health, were more developed in some settings than others.



A	1	2	Break	3	4	Lunch	5	6
Week A	1	2		3	4		5	6
Monday English Mr Hobbs	Maths Mr Hobbs	Break	Technology Miss Tingey	Technology Miss Tingey	Lunch	Science Mr Hobbs	Science Mr Hobbs	
Tuesday Humanities Miss Tingey	Humanities Miss Tingey	Break	Science Mr Hobbs	Science Mr Hobbs	Lunch	Expressive Arts Mr Hobbs	Expressive Arts Mr Hobbs	
Wednesday English Mr Hobbs	Maths Mr Hobbs	Break	Humanities Miss Tingey	Humanities Miss Tingey	Lunch	IDP Miss Tingey	IDP Miss Tingey	
Thursday Humanities Miss Tingey	Expressive Arts Mr Hobbs	Break	English Mr Hobbs	Maths Mr Hobbs	Lunch	PE Mr Hobbs	PE Mr Hobbs	
Friday English Mr Hobbs	Maths	Break	Wellbeing Mr Hobbs	Humanities Miss Tingey	Lunch	Sensory Miss Tingey	Sensory Miss Tingey	

An example of secondary SRB timetable

THE CURRICULUM

Specialist Resource Base

HEAD OF SRB
MR M HOBBS

SUBJECTS OFFERED
All subjects are taught within the base dependent on student need. Qualifications offered include Entry Level qualifications in English, Maths and Science, and the BTEC Level 1 Introductory Certificate and Diploma in Vocational Studies.

OUR STUDENTS HAVE THE SAME OPPORTUNITIES AND ACCESS TO KEY FACILITIES AS THEIR MAINSTREAM PEERS

Monmouth Comprehensive School's inclusive Specialist Resource Base (SRB) provides students with complex needs the opportunity to experience education alongside their peers. We support all students to access elements of mainstream where appropriate, alongside specialist teaching, learning and wellbeing delivery.

Provision is developed through person centred practice and is supported by close working with multi-agency partners.

Admission to the SRB is determined by a team of professionals agreed by the Local Authority ALN panel and based upon identification of complex needs related to the following areas:

- Severe learning difficulties
- Autistic spectrum disorder
- Speech, language and communication challenges
- Physical and medical challenges.

Strategically led by the Assistant Headteacher, Miss H Page and the SRB Lead Mr M Hobbs the base is staffed by a team with specialist skills balanced to meet the needs of all students in the SRB. Specialist interventions used include; ELKLAN, Step Back, Attention Autism, Word Aware, Makaton, Numicon and Precision Teaching.

Found in the heart of the school the SRB has a suite of 7 classrooms, alongside



small group rooms, a sensory room, sensory garden and a fully equipped hygiene room.

Within the SRB we work to ensure our students have the same opportunities and access to key facilities as their mainstream peers with adjustments made where necessary. All students in the SRB receive bespoke support timetables and packages designed through person centred practice.



Pupils in the SRB receive bespoke support timetables and packages designed through person centred practice

Students accessing the SRB are supported, as required, through all aspects of the school day the focus being placed on developing functional skills, independence and resilience.

Learning programmes are reviewed annually considering the student's

stage of development and aspirations for the future. Across the SRB progress is tracked in bespoke ways to ensure success for all students and is reviewed on an ongoing basis.

For more information, please contact inclusion@monmouth.schoolsedu.org.uk



An example of secondary SRB in school prospectus



Phase 1 - Conclusions

- There are key documents, policies and procedures that all SRB settings have in common.
- It would be beneficial in terms of consistency and quality, for SRB Leads to collaborate on producing one version of core documentation, policies, procedures etc. These can be adapted to their context.
- It would be beneficial for SRB leads to collaborate on planning for the delivery of the Curriculum for Wales.



Phase 2 – ALP Review Visits

ALP Review visits took place on the following dates.

- Caldicot SRB - 9th and 14th March 2023,
- Pembroke SRB - 2nd May 2023,
- Monmouth SRB - 30th March 2023
- Overmonnow & Deri View SRBs - 16th May 2023

The ALP Review visits consisted of:

- Meeting SRB Leads, Head Teachers/ Assistant Head Teachers responsible for SRB provision.
- Meeting SRB staff and pupils
- Undertaking an SRB learning walk; observing pupil participation in a range of lessons including cookery, science, outdoor activities, therapeutic interventions and play.
- Considering the learning environment;
 - how classrooms were furnished, arrangements of desks, availability of learning resources, use of visual aids etc,
 - outdoor learning/ play facilities and equipment,
 - sensory, soft play and other therapeutic provision.



ALP Review – Emerging Themes

The following themes emerged from the ALP Review visits; there was a strong correlation between strengths identified in each of these aspects and high quality and effective SRB provision.

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- 1. SRB organisational structure and staffing**
- 2. The SRB environment - internal and external**
- 3. The SRB curriculum, including assessment & monitoring arrangements**
- 4. Opportunities for inclusion**
- 5. SRB funding and resources**

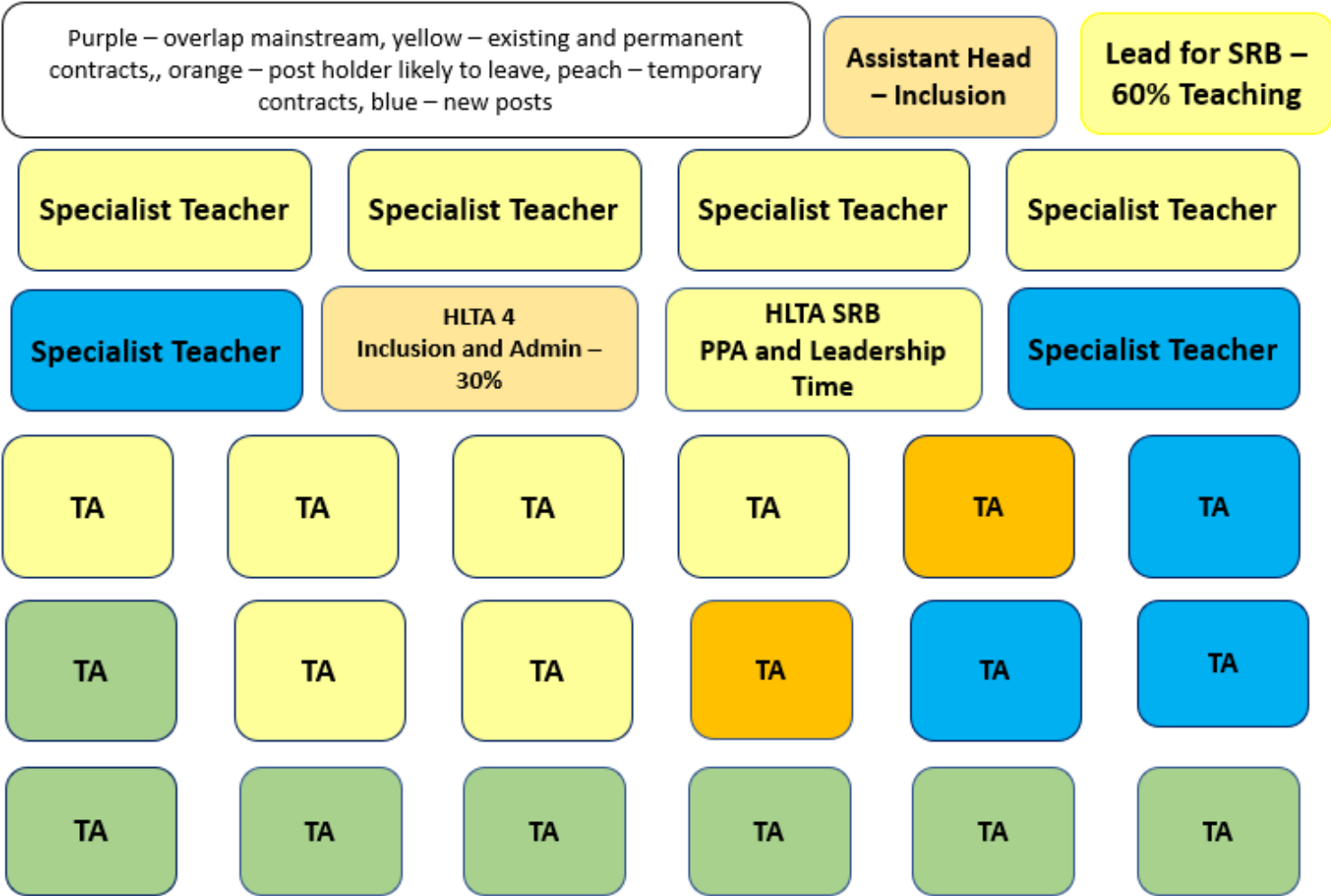


1: SRB Organisational Structure and Staffing

- All SRBs are led by skilled and experienced Lead Teachers.
- Nearly all SRB Lead Teachers were either on or linked to the host school's senior leadership team (SLT). This arrangement supports positive links and communication between the SRB and mainstream school.
- Leadership was positive and evident in the way staff spoke about their roles/ job with enthusiasm.
- Nearly all staff in most settings, teach exclusively in the SRB.
- Nearly all SRB classes had an identified teacher /Teaching Assistants (TA). The relationships between pupils and staff were positive.



SRB Structure 2023-24



An example of secondary SRB staffing structure



SRB Organisational Structure and Staffing- Recommendations

- An SRB specific staffing structure, with staff designated to teach/support SRB classes on a full-time basis.
- SRB specific job descriptions and person specifications. These would be used by all SRBs to support the recruitment staff who have appropriate specialist skills and experience.
- An SRB specific Performance Management Framework for Teachers and TAs.
- An SRB specific CPD / training and development programme.



2: SRB Environments

- All SRB settings have a designated area within the school. The amount of internal and external space available varied between settings but most SRBs have used the space available in a creative and positive ways. One SRB setting shared their space with a group of pupils with social and emotional difficulties.
- Primary SRBs had secure entry and exit doors. Security arrangements varied in secondary settings. One setting had a secure entry and exit door with the other setting only having a secure door on one classroom, which accommodated learners with the most complex needs.
- There was limited office / staff space in all SRBs.
- All SRBs had access to a kitchen /cooking area.
- Most SRB classrooms were furnished to support group learning and /or with individual workstations. The layout of primary and some secondary classrooms were less formal and reflected the learning and developmental needs of the pupils.
- Most SRB classrooms had high quality displays that were developmentally appropriate, and which supported independent learning.
- Most SRB classrooms used widget symbols to label classroom equipment /displays.



2: SRB Environments continued...

- Visual timetables were used effectively in nearly all SRB settings.
- All SRB settings had access to specialist toilets, changing facilities and laundry rooms but only one had ceiling tracking for hoists. Manual hoists were available in other settings.
- All SRBs had sensory facilities, and most had soft-play rooms.
- Opportunities for therapeutic interventions such as Rebound were limited by space, but one SRB was using a smaller trampette to deliver a similar intervention.
- Most primary SRB classrooms had direct access to an outdoor space, with a range of activities available including Forest Schools. This aspect was less developed in secondary settings
- External play areas within the primary SRBs were well developed and well used. Secondary external play areas were generally undeveloped and in one case some distance away from the SRB classrooms.





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Examples of secondary SRB environments



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Examples of primary SRB environments

SRB Environments- Recommendations

- A separate suite of rooms with access to mainstream facilities
- Classrooms furnished and equipped to meet the learning and developmental needs of pupils with complex needs
- High quality visual aids and use of pictures /symbols to support learning
- A sensory room and sensory resources available throughout the setting
- Classrooms with easy access to outdoor learning areas
- Well-equipped outdoor areas with age-appropriate learning/ play facilities
- High quality, spacious personal care rooms with laundry facilities
- Space for staff / meetings
- A kitchen /cooking facilities



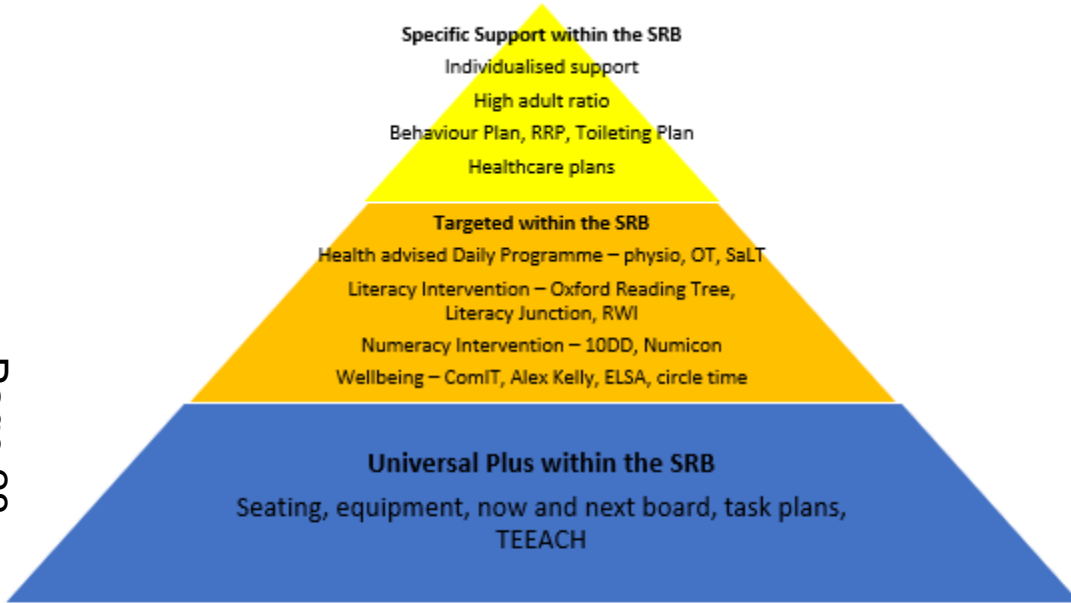
3: SRB Curriculum, Assessment & Monitoring Arrangements

- Most SRB settings had developed, separately, a differentiated curriculum based on the CfW. The level of detail in curriculum planning varied across settings.
- A one-page overview of the curriculum offer was also very useful.
- ‘Provision ladders’ developed in one setting was an effective way for TAs to record progress in relation to play-based learning.
- Most settings demonstrated that pupils were provided with appropriate activities that promoted Welsh language & cynefin as emphasised in CfW, in some settings this was supported by detailed planning documentation.
- There was evidence in most SRB settings, of a very bespoke curriculum adapted to individual needs.
- Nearly all SRBs had developed a Provision Pyramid, which identified their graduated response in relation to provision to meet pupils’ needs.
- There was a mixed approach to developing literacy and numeracy skills, with a range of schemes being used across different settings.

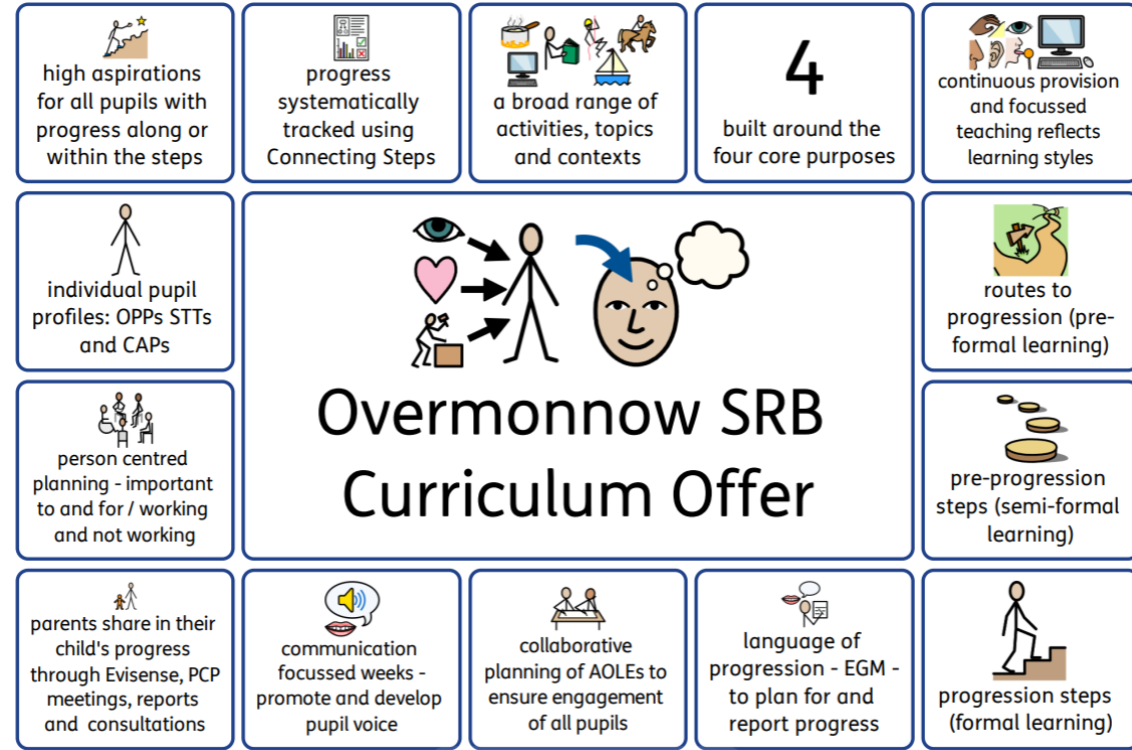


An example of secondary SRB provision pyramid

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Universal within the SRB
 Widget, specific / clear language, total communication, visuals, visual timetable, concrete aids, Word Aware, ELKLAN, Attention Autism, Team Teach, behaviour system, reward system, Sensory Garden, Sensory Room, multi-sensory approaches to learning, Curriculum Plan, Step Back, B Squared assessment tracking, Environment, access to specialist facilities across the school (swimming pool, PE, catering, DT...)



An example of a primary SRB curriculum offer



SRB Curriculum - Recommendations

- An SRB specific curriculum offer, based on the CfW framework.
- SRB specific Provision Pyramids, which reflect the unique context of each SRB as well as interventions that could be provided across all settings.
- SRB specific policies on the acquisition and development of literacy and numeracy skills.
- Use of 'B Squared' software and associated assessment and analytic tools embedded and used across all settings.
- SRB specific policies and procedures relating to marking work and tracking progress.
- Vocational learning pathways for 14-19 pupils.
- A core set of therapeutic interventions /activities available to all settings.
- CPD/ professional learning should be shared across SRBs e.g., Lego therapy (in house) and external e.g., manual handling/ epilepsy training/ induction for new staff



4: Opportunities for Inclusion

- The advantages of being based part of the mainstream school community were acknowledged by all.
- There were a range of inclusion opportunities across SRBs.
- Some pupils were able to access mainstream lessons with support, but for the majority, social inclusion i.e. at breaktimes, lunchtimes, assemblies offered the most appropriate opportunities for inclusion.
- Some SRBs had mainstream pupils join the SRB for ‘enrichment’ activities and used older mainstream pupils as ‘buddies’ or mentors.
- SRB pupils were given the opportunity to participate in the school drama production in some settings.
- In one setting, post 16 students worked alongside mainstream peers in the school library.
- In one setting, each year group had an SRB pupil on the school council.
- All settings had links to the community, although in some SRBs pupils had access to a wider offer than in others.



Opportunities for Inclusion - Recommendations

- Pupils in SRBs should have a range of inclusion opportunities appropriate to their needs.
- Mainstream 'buddy' and /or peer mentor schemes should be adopted by SRB settings.
- There should be SRB pupil representatives on school councils.
- Links with the community, charitable organisations need to be developed so that there is a more equitable offer across SRBs.



5: SRB Funding and Resources

- Funding for SRB provision is delegated by the LA to host schools, this mainly covers staffing costs.
- An element of the AWPU is allocated to the SRB for resources
- There is currently no ‘pupil funding’ element in the SRB budget to take into account pupils in SRBs who may require additional support
- Some SRB Leads were fully involved in budget allocation and use of resources.
- SRB Leads and Head Teachers raised concerns that the SRB and mainstream budget were not separated. It was indicated that this led to confusion, and it was felt mainstream budgets were being used to support SRB costs, particularly in relation to supply cover.
- SRB Leads indicated that there was no additional budget for consumables/resources and that there were increased costs associated with implementing the CfW e.g. sensory/ cooking/ gardening.
- Grant funding had been used effectively in all SRBs and all were proactive in looking for additional funding through charitable funding / school parents’ association etc



SRB Funding and Resources - Recommendations

- Separation of mainstream and SRB budgets to make allocation/management of funds more straightforward.
- SRB Leads should be fully engaged and involved in budget planning and allocation.
- A revised SRB funding formula, should be informed by the work of the task and finish group.



ALP Review – Overall Outcomes

- The ALP Review process highlighted the lack of consistency across SRB settings in terms there being an equal ‘offer’ across the county. This could place the LA at risk if parents/carers lose confidence in MCC SRB settings.
- Collaboration between SRBs needs to be improved in relation to sharing of good practice, interventions, processes and procedures to reduce duplication and time taken to produce documentation.
- There needs to be agreed processes around recruitment of staff and SRB job descriptions and person specifications.
- The ALP review highlighted that there is no formal ‘contract’ between the LA and schools that host SRB provision. A robust partnership agreement between host schools and the local authority would support both the LA and host school to ensure that roles and responsibilities of both parties are identified in relation to maintaining high quality SRB provision.
- The ALP review highlighted that the LA does not have processes in place to measure of impact of SRB provision in relation to pupil progress and effective interventions.
- The ALP review showed there was variability in the demarcation of finances and accountability.



ALP Review – Recommendations

Recommendations /Actions	When	Who
Arrange individual ALP Review feedback with SRB Leads	Autumn term 2023	MW /JE
Gather feedback from SRBs regarding ALP Review process (evaluation/impact)	Early Autumn term 2023	MW/JE
Through Specialist Provision & Outreach Team (SPOT) Network, identify and prioritise areas for collaborative work and development	Autumn term 2023	MW/JE/HP
Agree ALP Review cycle dates and update protocol	Late Autumn term 2023	MW/JE/HP
Develop Partnership agreements between the LA & Host schools	Spring term 2024	HP
Complete SRB funding formula review	Spring term 2024	NW/SE

MW – Morwenna Wagstaff, Head of Service Inclusion

JE – Jacky Elias, Principal Officer ALN

HP – Hayley Page, ALP and Partnership Lead (new post from September 2023)



Any questions?



SUBJECT:	Support for Vulnerable Learners
MEETING:	Performance and Overview Committee
DATE:	14th May 2024
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To provide an update to members as to the effectiveness of a number of our approaches in supporting the needs of vulnerable learners in our schools and settings. We would like to draw attention to the work and evidence base for approaches including;
- the development of Trauma Informed approaches;
 - the Emotional Literacy Support Assistants (ELSA) programme embedded in our schools;
 - the Monmouthshire's Specialist Teaching Service (MoSTS);
 - the new Education Support Team (EST).

2. RECOMMENDATIONS:

- 2.1 Members of this committee note the content of this report, together with Appendices, which outlines some of our approaches to supporting learners in schools and settings. Members are invited to comment accordingly.

3. KEY ISSUES:

- 3.1 The areas of work highlighted in this report support the aims of the Community and Corporate Plan (2022-8) to: *develop and achieve a truly inclusive educational system that recognises learners' starting points, strengths and educational needs; and to improve school attendance and reduced levels of exclusion which remove barriers to learning for pupils.*
- 3.2 Our approaches support MCC's aim to develop an inclusive education system which gives all children the best start in life, and to provide high quality support and provision for vulnerable learners.

3.3 **Trauma Informed Approaches**

- 3.3.1 Trauma Informed approaches form part of a universal, whole- school, preventative approach, supporting school communities to become trauma informed and mentally healthy places for all. Trauma informed or relational practice are recognised by the Welsh Government throughout a range of guidance/ legislation including; [Belonging, Engaging and Participating \(gov.wales\)](#) and the [Building Blocks Report \(childcomwales.org.uk\)](#). In particular this approach aligns with the statutory [Framework on embedding a Whole School Approach \(WSA\) to emotional and mental wellbeing](#) which states that effective learning can only occur when children/young people are in an emotional state where they are receptive to learning. *'Developing trusting relationships is central to the whole-school approach. Being taught by highly trained, highly motivated, trauma-informed teachers who are aware of the impact they have on the young person's*

overall development, inside and outside the classroom, is central to promoting emotional and mental well-being.'

- 3.3.2** By being trauma informed, or relational in our approach to children and young people, we are also far more able to meet the needs of all vulnerable groups, including Children Looked After (CLA), and those who have experienced ACEs (Adverse Childhood Experiences) in childhood.
- 3.3.3** In MCC during 2021-22, a cross-directorate group (Family Support Services, EPS and Healthy Schools) allocated part of the Welsh Government Wellbeing Grant to offer Trauma Informed Schools (TIS) training at three levels of 1) a whole staff 2) a 2-day training for Senior Leads, and 3) a 10-day course for Diploma level. This was provided by [Trauma Informed Schools UK \(TIS UK\)](#).
- 3.3.4** Between 2021-2023 over 500 MCC staff accessed the Whole Staff Training, around 68 MCC staff accessed the Senior Leads Training, and 16 professionals completed the TIS Diploma. As well as school-based staff, around 21 different services across Education, Social Care and Health have accessed the TIS training, including staff from Youth Service; SHIFT and Education Welfare Service (EWS) and Primary Care Mental Health.
- 3.3.5** Training Evaluation data (2021-23) was extremely positive, with 100% of Senior Leads agreeing or strongly agreeing that the training was relevant to their needs and priorities in their school/setting. A strong theme which emerged from the qualitative data gathered related to requests for further training, i.e. training for all; the need for whole school approach; refresher training. A second theme related to whole school policy/change.
- 3.3.6** A TIS Working group was set up in July 2023 to further develop and embed trauma informed/ relational approaches in MCC in a way that could be sustained into the future without the reliance on external providers and the use of grant funding.

3.3.7 Risks

The potential risks to the success of embedding these approaches throughout our schools include;

- 3.3.7.1 Schools having the time, capacity and leadership commitment to embedding this as a whole school approach, alongside a commitment to changing culture and ethos;
- 3.3.7.2 A commitment to changing processes and policies, such as Behaviour policies and exclusion processes so that they align with a trauma informed/ relational approach;
- 3.3.7.3 Reliance on grant funding to ensure the development of a sustainable model and ensuring this approach is fully embedded across our schools/settings, and Local Authority.

3.3.8 Going Forward

- 3.3.8.1** The focus currently is that TIS-UK training has continued to be delivered for the academic year 2023-24 utilising the Wellbeing Grant.
- 3.3.8.2** A project plan has been developed for 2023-24, which includes: the development of 'in-house' MCC Training for schools/settings to further embed their trauma informed/ relational practice; to create a guidance/framework for schools/settings; to develop an internal MCC TIS supervision model, as access to TIS Supervision is a requirement for those who have completed the TIS Diploma; to support the Pupil Referral Service to continue to develop their trauma informed/ relational practice to become a centre of good practice for the approach; to understand the evaluate the impact of the introduction of trauma informed approaches in MCC.
- 3.3.9** A multi-agency TIS Steering Group has been established to achieve these aims, led by the Educational Psychology Service.

3.4 Emotional Literacy Support Assistants (ELSA)

- 3.4.1** ELSA is a school based targeted, evidence-based intervention designed to build capacity of schools to support the emotional needs of their learners from within their own resources. This is achieved by training teaching assistants (TAs) to develop and deliver individualised support programmes to meet the emotional needs of children and young people in their school (or setting). This recognises that children and young people learn better and are happier in school if their emotional needs are also addressed.
- 3.4.2** As well as providing time-limited ELSA intervention for individual learners, ELSAs often also offer preventative and universal support across the school, for example, check-ins and early support for pupils experiencing school worries/emotionally based school anxiety.
- 3.4.3** ELSA was first established in MCC in 2016, it is widely implemented across the UK [ELSA Network](#). During academic year 2022-23, MCC had over 70 active ELSAs. This model is led and delivered by Educational Psychologists.
- 3.4.4** Teaching Assistants complete six days of initial training, before working as ELSAs in their settings. They receive ongoing, half termly Educational Psychology led small group supervision, as well as a yearly Educational Psychology led CPD day.
- 3.4.5** There is a wealth of published research around the impact of ELSA, this is highlighted in Estyn's 2019 report [Healthy and Happy \(gov.wales\)](#) which highlighted (a Monmouthshire) primary school's use of ELSA. In MCC three pieces of in-depth research around ELSA have been completed by Trainee EPs associated with Cardiff University.
- 3.4.6** As a result of evidence of high standards in training and supervision of ELSAs, in November 2023, Monmouthshire was awarded the ELSA Quality Mark.
- 3.4.7** We now charge our schools for the training and supervision, partly in recognition of the increased demand for the EPS as the numbers of ELSAs continue to grow. This did not negatively impact on interest, or numbers being trained, and is in line with most other LAs who offer the programme. Schools are currently charged £424 for the 6-day initial ELSA Training. Supervision, which is an essential part of the ELSA programme, costs schools £120 per year for six ELSA supervision sessions and a CPD day. In 2023 our secondary ELSAs evaluated supervision highly – averaging a score of 9.13 out of 10.
- 3.4.8** Feedback from Schools in the EPS Annual Evaluation 2022-23 showed that 100% (of respondents) had an active ELSA and 100% agreed or strongly agreed that the ELSA had made a *positive impact on the wellbeing* of CYP in their school.
- 3.4.9 Risks**
The potential risks to the continuing success of the ELSA programme in Monmouthshire include high staff turnover and reduction in numbers of TAs in schools; continued commitment of EP time to offer the Initial ELSA Training, Supervision and CPD given risks nationally to EP recruitment and retention; the levels of administrative/ logistical time needed to maintain high standards with high numbers of ELSAs, this is currently managed by the EPS.
- 3.4.10 Going Forward**
High quality Initial ELSA Training will continue to be offered by the EPS, with the aim of maintaining at least one ELSA in each school; high quality supervision and CPD will continue; and evaluation of the impact of the ELSA intervention in MCC schools will be further developed.

3.5 Monmouthshire Specialist Teaching Service

- 3.5.1** MoSTS aims are to improve outcomes for CYP with literacy difficulties in primary schools in Monmouthshire. In 2021 the Principal Educational Psychologists took over leadership and line management of MoSTS (then Specific Learning Difficulties SpLD Service).
- 3.5.2** Currently Monmouthshire Specialist Teaching Service (MoSTS) consists of two Specialist Teachers, one of whom is Welsh speaking (1.4FTE) and two Higher Level Teaching Assistants (1.6FTE).
- 3.5.3** Every Primary School has a named link MoSTS Specialist Teacher. MoSTS provide support to all primary schools, and via a Service Level Agreement they also provide support into King Henry VII (secondary phase).
- 3.5.4** Since 2021, a number of changes were made including: changes to the intervention model, to ensure it was robust and evidence based; changes to expectations of schools; the development of processes to ensure and strengthen equity, consistency and transparency of offer; clear documentation to schools; the development of an MCC Literacy Practice Guidance.
- 3.5.5** In light of these changes, a renewed commitment was made to self-evaluation, including developing and trialling measures and processes to evaluate the impact of the MoSTS intervention/model.
- 3.5.6** MoSTS provide direct intervention and support to identified pupils (agreed via a MoSTS Panel); assessment and advice to schools around individual pupils; and Literacy Training and systemic support to schools focused on building capacity and improving the effectiveness of literacy interventions, identification and support.
- 3.5.7** During academic year 2022-23, MoSTS provided intervention to 157 pupils. The impact of the MoSTS intervention was evaluated using both qualitative and quantitative information. Data with regards to pupil progress following the short-term intervention was very positive – with pupils making pleasing progress across all targeted areas. Pre/post pupil ratings of confidence across these targeted areas was also positive, with an increase in pupil confidence in all areas following the period of intervention. Feedback from parent/carers and school staff was extremely positive and changes to MoSTS have been valued. There is a desire to increase the collaboration between MoSTS and school staff, and to increase/develop the advice and support provided to parent/carers. Both school staff and parent/carers would value increased time with MoSTS to develop their understanding of how to support their child/pupil’s literacy skills, and this aspect of MoSTS work was valued where this occurred.
- 3.5.8** All of the data, measures and evaluations from stakeholders fed into service improvement and has helped shape service delivery, including developing the advice, support and collaboration with school staff and parents/carers.
- 3.5.9** Risks
Potential risks for MoSTS include the impact of a reduction in the FTE of the service due to the retirement of a 0.6FTE HLTA in December 2023 due to budget constraints. This has resulted in the service holding a waiting list for direct intervention and teaching, for the first time.
- 3.5.10** Going Forward
The service will continue to offer high quality advice and support to schools to build their capacity to identify and meet the needs of CYP experiencing literacy difficulties. MoSTS will continue to offer a high-quality bespoke evidence-based literacy intervention. The service will need to develop a robust approach to managing waiting lists and to supporting our schools to meet the needs of these learners, through developing the advisory element of the team. A number of schools have approached MoSTS enquiring

around support/advice with regards to supporting pupils experiencing numeracy difficulties. Further exploration around the needs of schools in this area will be completed.

3.6 Education Support Team

3.6.1 The Education Support Team was set up in April 2023 and became fully staffed in September 2023. The team consists of one Lead Teacher and three full time Practitioners.

3.6.2 EST aims are to support schools to meet the needs of primary aged children presenting with behaviours that challenge, including those with ALN, neurodevelopmental differences, and those at risk of exclusion. They also support schools to meet the needs of Children Looked After (CLA).

3.6.3 The EST was developed and continue to receive leadership and line management from the Principal Educational Psychologist, with support from the Vulnerable Learners Lead.

3.6.4 Involvement from EST for individual learners is accessed via a request for support from the OASIS panel (Outreach, Autism Support and Inclusion Service).

3.6.5 EST work collaboratively with the Vulnerable Learners Lead, the Educational Psychology Service, and Lead Teachers in the Specialists Resource Bases (SRBs), to support schools in a joined up and coherent way.

3.6.6 Since their establishment, early feedback from schools has been extremely positive, and the model continues to develop across this academic year.

3.6.7 Risks

The potential risks include the ability to continue to meet the high demand for support from schools, often in a responsive manner, whilst maintaining a high-quality service, with a preventative and capacity building focus, all of which requires staff with relevant skills and experience.

3.6.8 Going Forward

EST are developing preventative strands of work, including work around CLA and children experiencing EBSA (Emotionally Based School Avoidance). A report detailing the work and impact of EST will be shared at a future Performance and Overview Committee, following the completion of a full academic year.

4. REASONS:

4.1 To provide the committee with an update on progress being made with regards to delivering the commitments set out in the Community and Corporate Plan 2022-28, alongside compliance with ALN legislation and the Principles of the Code.

5. RESOURCE IMPLICATIONS:

5.1 Trauma Informed Practice. To date the training by TIS-UK has been grant funded but led by the EPS.

5.2 ELSA. Schools and setting currently pay towards Initial ELSA training and ongoing supervision and CPD, which supports the use of EPs to deliver the programme.

5.3 MoSTS and EST. Both MoSTS and EST have team budgets, supported closely by the PEP, with oversight of the Head of Service for Inclusion. The MoSTS budget reduced recently when member of staff retired.

6. CONSULTEES:

- Reports were presented at Engagement and Collaboration on 11th December 2023.

- CYP DMT on 29th April 2024.

7. BACKGROUND PAPERS:

- [TIS Report 2022-23 Powerpoint.pptx](#)
- [202307 TIS Training Evaluation Data.docx](#)

- [ELSA Report 2022-23 PowerPoint .pptx](#)
- [20231108 ELSA report.docx](#)

- [MoSTS Report 2022-23 Powerpoint.pptx](#)
- [End of Year Review 2023 MOSTS \(1\).docx](#)
- [Teaching CYP with Literacy Difficulties. Practice Guidance for MCC Schools ENG.pdf](#)
- [Teaching CYP with Literacy Difficulties. Practice Guidance for MCC Schools CYM.pdf](#)

8. AUTHORS:

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SUBJECT:	Strategic Risk Assessment
MEETING:	Performance and Overview Scrutiny Committee
DATE:	14th May 2024
DIVISIONS/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To provide members with an overview of the current strategic risks facing the authority.

2. RECOMMENDATIONS:

- 2.1 That members scrutinise, on an on-going basis, the risk assessment and responsibility holders to ensure that strategic risks have been appropriately identified and risk is being appropriately managed.
- 2.2 That members use the risk assessment to inform the future work programme of the committee and brief chairs of other committees where issues are of relevance to their work.

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, in appendix 1, is continually updated based on the latest evidence. This is in line with the council's strategic risk management policy; a summary of this is provided in Appendix 2.
- 3.3 Strategic risks covered by the assessment are those which affect the council as a whole. The assessments focus is typically on key risks which could significantly jeopardise the council's ability to achieve its objectives, statutory plans and/or provide operational services as planned. The risk assessment also 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. The strategic risk assessment should continue to focus on medium term risks to service delivery.
- 3.4 The strategic risk assessment is a detailed document. Any significant changes or updates made to each risk can be found in the 'key changes' column in the summary table at the start of the full Strategic Risk Register. Some of the more significant recent changes are:
- The risk level for risk 10, relating to the Replacement Local Development Plan (RLDP), is expected to decrease to medium post-mitigation for the year 2026/27 as a result of the RLDP being proposed for adoption during 2025/26
 - The risk level for risk 12, relating to the rising cost-of-living, has increased from medium to high, post-mitigation, for the year 2025/26 to reflect the ongoing hardship that is likely to be faced by many as a result of the continued cost-of-living crisis; the risk level is assessed to return to medium, post-mitigation, for 2026/27.

- Risk 14, relating to public bus services, has been refocused as a result of the immediate financial risk having been mitigated; the current risk now stems from a changing delivery model. The inherent risk of a reduction in public bus services, however, remains unchanged.

- 3.5 The council continues to operate in a dynamic environment and has controls in place to assess, manage and mitigate, as far as possible, a variety of risks to service delivery. The strategic risk register will regularly evolve and adapt in line with this. 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 plans as appropriate.
- 3.6 The council's Risk Management Policy and Guidance has been reviewed, having been informed by the findings of an internal audit review into the council's risk management arrangements, feedback from Governance and Audit Committee and input from the Strategic Leadership Team and Cabinet. This refreshed policy and guidance, along with an overview of the strategic risk register, was presented to Governance and Audit Committee at their 29th April meeting; it will be presented to Cabinet for formal approval at their meeting on the 5th June, along with the full strategic risk register.
- 3.7 The assessment is one part of the Council's risk management arrangements. Risk is managed through a variety of processes, for example, through teams' service plans, through Emergency Management Plans and business continuity arrangements, health and safety procedures and insurance arrangements.

4. REASONS:

- 4.1 To provide timely, relevant information on strategic risks as part of the performance management framework for ensuring the authority is well run and able to contribute to achieving the Council's purpose.

5. AUTHORS:

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Monmouthshire County Council Whole Authority Strategic Risk Assessment

Ref	Potential Risk	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Key changes
Risks to resources				
1	It will not be possible to deliver all of the commitments in the Community and Corporate Plan leading to slower than desired progress towards our purpose as a result of a tightening financial position	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	A six-month progress update on meeting commitments set out in the Community and Corporate plan was presented to Cabinet in January 2024. During this meeting Cabinet agreed to reflect on the deliverability of the community and corporate plan in light of the current and future budget pressures.
1b	A small working political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (9) 2025/26 – Medium (9) 2026/27 – Medium (9)	This is a new risk added to the strategic risk register, to ensure that that the risk to the speed at which the council is able to make decisions and implement change as a result of the slim majority is assessed and managed.
2	Some services will become financially unsustainable in the short to medium term in their current form due to increasing demand and continuing financial pressures	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	The 2024/25 budget was approved by Council in February following scrutiny by various committees, public and stakeholder consultation. Despite setting a balanced budget for 2024/25 there remains some risk as a result of a dynamic financial situation. Further work will be undertaken to develop the medium-term financial strategy and plan that will include an ongoing assessment of pressures, risks and modelling assumptions along with a clear plan and approach to address the budget shortfalls forecast.
3	The authority is unable to maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	A revised and updated Asset Management Strategy was approved by Council in January, introducing clearer alignment with the Community and Corporate Plan and establishing key principles which will inform strategic decision making for the council’s land and property portfolio.
4	Increases in the number of people exiting the labour market, a UK skills shortage and wage inflation will impact recruitment, retainment and workforce planning and affect the delivery of Council services	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	The development of a revised people strategy aligned to the community and corporate plan is a significant mitigating action for this risk; this strategy is due to be presented to Cabinet in June.
5	Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	A range of mitigation action continue to be undertaken to mitigate this risk.
Risks to service delivery				
6	Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	The nature of the risk has been updated reflecting the increased complexity in safeguarding presentations and increased vulnerability within communities. The 2022/23 annual Safeguarding Evaluation report was presented to Council in December 2023. The strategic risk has been updated in line with the findings of this evaluation.
7	Risk of harm if we are unable to meet the care and support needs of some vulnerable children due to an increase in demand and complexity of cases	2024/25 – High (12) 2025/25 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	A Placement Development Strategy was presented to Council in April, setting out the strategy for the expansion and development of in-county residential and supported accommodation placements for children who are looked after.
8	Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to an increase in demand and complexity of cases	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	The risk has been updated reflecting the on-going pressure across the social care and health system, together with workforce shortages in some areas. Progress with mitigating actions has been updated including recruitment campaigns, care at home and the micro- carers project.

9	High absence rates, particularly among vulnerable pupils, including those eligible for free school meals, and the increase in episodes of behaviours that challenge in schools as a result of the continuation of trends that first emerged during the pandemic will result in a worsening of educational attainment	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	The nature of the risk and mitigation actions have been updated. The change reflects the progress made in mitigating the risk of implementing the new national curriculum on learning and the continued risk of delayed impacts of the pandemic on learning through reduced attendance levels and the increase in episodes of behaviours that challenge in schools.
Risks to policy priorities				
10	a) The council is unable to proceed with the Deposit Replacement Local Development Plan due to a failure to identify and agree suitable Gypsy, Roma and Traveller sites b) The council does not support the Deposit Replacement Local Development Plan c) Delays to the adoption of a Replacement Local Development Plan (RLDP) inhibits our ability to take forward key policy objectives such as job creation and affordable housing development d) High phosphate levels in the rivers Usk and Wye limit development opportunities within a significant proportion of the county	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – Medium (8)	The risk level for this risk is expected to decrease to medium, post-mitigation, for the year 2026/27 as a result of the RLDP being proposed for adoption during 2025/26.
11	a) The council is unable to deliver its commitment to decarbonise its operations in sufficient time to achieve net zero by 2030 because our resources are not commensurate with the scale and complexity of the challenge b) The Council is unable to deliver services as a result of the increasing frequency of climate-related emergencies such as floods or extreme heatwaves that increase the demand for emergency responses and can cause damage to infrastructure and the closure of facilities	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	The Climate Emergency Strategy is being reworked into an overarching Climate and Nature Emergency Strategy to align with the new Community and Corporate Plan and is due to be presented to Cabinet in May 2024. This reworked strategy will be underpinned by 4 action plans to better reflect the breadth of work that is taking place: Internal decarbonisation, Biodiversity and Nature Recovery, Rivers and Oceans and Community climate change.
12	The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – Medium (8)	The risk level for this risk has increased from medium to high, post-mitigation, for 25/26, to reflect ongoing financial hardship that is likely to be faced by many families as a result of the cost-of-living crisis.
13	Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	Through Rapid Rehousing the council has facilitated increased resources into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. New arrangements have been established with partner agencies such as the DWP and Shared Benefit Service to support more people at risk of homelessness. A total of 261 awards were given during the 23/24 financial year to both households at risk of homelessness to help tackle arrears/debt and households experiencing homelessness to enable them to remain in their current accommodation or access alternatives.
14	A reduction in public bus services as a result of a reduction in funding makes it harder for people to access key services across the county	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	A revised risk of the possible reduction in public bus services has been identified.
15	Increased legal challenge to council decisions and service delivery resulting in delays, increased costs and reputational harm.	2024/25 – Medium (9) 2025/26 – Medium (9) 2026/27 – Medium (9)	2024/25 – Medium (6) 2025/26 – Medium (6) 2026/27 – Medium (6)	This has been identified due to the risk of delays to council decision making as a result of legal challenges.

Risks to resources

Ref & Status	1	Risk	Potential Risk that:
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			It will not be possible to deliver all of the commitments in the Community and Corporate Plan leading to slower than desired progress towards our purpose as a result of a tightening financial position						
Risk Owner and cabinet Member responsible		Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader)		Scrutiny Committee	All	Strategic objective	All		
Reason why Identified									
<p>The Well-being of Future Generations Act requires us to plan on a decadal and generational basis. We updated our medium-term Community and Corporate Plan following the election of a new Council in May 2022 to align to the aspirations of the new administration. This will inform the development of a medium-term financial plan. The publication of three-year indicative budget settlements will aid this process but higher levels of inflation and pay awards above present assumptions make planning for the longer term difficult. A replacement Local Development Plan is currently being developed and other medium-term strategies such as the Climate and Nature Emergency Strategy will be updated. The global outlook has changed the world considerably since 2020, and we must consider the longer-term impact on future generations, and plan for these accordingly. The council's key enabling strategies that facilitate the delivery of our Community and Corporate Plan are currently being updated to reflect new and emerging priorities.</p> <p>The authority is likely to face significant budget pressures as the UK Government begins to repay the debt accrued to meet the costs of the pandemic. Alongside this, it is expected that the NHS will continue to consume an increasing proportion of public sector expenditure. Both adult and children's social care are facing acute pressures with escalating demand, increasing complexity and workforce shortages all contributing. While there is pressure to free-up hospital beds, the care system does not have the capacity to accommodate this, meaning that more resources will be drawn into these acute settings.</p> <p>These issues are compounded by workforce shortages and low levels of pay compared to other sectors. In Monmouthshire, high property prices make it difficult for staff to remain in or relocate to the area.</p> <p>Housing shortages are contributing to increasing levels of homelessness with limited affordable accommodation to meet the 2,400 applicants registered as in need on the Housing Register. This is compounded by the National Development Framework, which will limit the development of housing that is affordable for the key workers of the future. Limited housing growth will also have an impact on future council tax receipts, which the county is dependent on as it receives the lowest settlement of any local authority in Wales meaning that more must come from council tax or commercial income streams. The funding formula does not take adequate account of the relative higher costs of providing services in rural areas where public services cannot be easily centralised to generate economies of scale.</p> <p>An additional challenge that poses a threat to the long-term viability is climate change with increasing frequency of adverse weather events. The county of Monmouthshire has one of the highest carbon footprints in Wales with an older housing stock, which will be costly to decarbonise. The geography also means that decarbonising council operations will be more challenging than in urban areas.</p>									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Possible	Major	Medium	8
2025/26	Likely	Major	High	12	2025/26	Possible	Major	Medium	8
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8
Mitigating Actions									
Mitigating Action		Responsibility Holder		Timescale		Mitigation action progress			
Ensure affordability and deliverability of the commitments set out in the Community and Corporate Plan in the context of the wider economic climate		Strategic Leadership Team		Ongoing		The Community and Corporate Plan was endorsed by Council in April 2023. A six-month progress update on meeting commitments set out in the plan was presented to Cabinet in January 2024. During this meeting Cabinet agreed to reflect on the deliverability of the community and corporate plan in light of the current and future budget pressures, and to receive a report in the first quarter of 2024/25 setting out revised measures alongside targets for performance up to the final year of the plan, taking advantage of in-year work done on becoming a Marmot Region with a move towards improved measurement of outcomes rather than outputs where possible.			
Engage with communities to understand challenges and opportunities from their perspective including participation of residents and service users		Strategic Leadership Team		Ongoing		<p>The Council has undertaken a range of assessment and research to understand well-being in the county including the well-being assessment, population needs assessment, and research for the Replacement Local Development Plan (RLDP). These were used to inform the new Community and Corporate Plan, alongside information generated by cross-party working groups held in July and August 2022.</p> <p>A month-long consultation period on the 24/25 budget proposals took place at the beginning of 2024, where residents and local businesses were encouraged to engage and share their views. A range of events were held, both face to face and virtually, to ensure all residents had the ability to participate. Feedback from the events was carefully considered and resulted in a number of changes being made to the draft budget proposals and some savings being reversed.</p> <p>The contemporary policy challenges that we need to meet, working with our communities, are complex and evolving. These include transitioning to net zero, tackling the determinants of health inequality, making sure our children do well, and social care reform. We need to ensure that our understanding of these in the county remains up-to-date and current to inform our priorities. There is a need to develop our thinking and</p>			

			ideas as we plan for the longer term. The involvement and participation of and engagement with Monmouthshire's community groups, public service partners, service users and residents will be strengthened to help further understand experiences in the County, and to ensure programmes are bold and ambitious.
Strengthen medium to long term strategic financial planning as part of the Medium-Term Financial Plan and adapt to reflect the global uncertainty on public finances.	Deputy CEX/Chief Officer, Resources	June 2024	The Medium-Term Financial Strategy (MTFS) will be presented to Council in June. The Medium-Term Financial Plan (MTFP) will follow which will outline a more specific delivery plan. It is important that both the MTFS and MTFP have regard to the cause and impact on meeting the well-being objectives and wider ambition of the Council set out in the Community and Corporate Plan.
Review and update enabling strategies following the adoption of a new Community and Corporate Plan and learning from the pandemic to ensure alignment of resources with the organisations policy priorities.	Deputy CEX/Chief Officer, Resources	June 2024	The enabling strategies will be reviewed to ensure they are fit for purpose and support the new policy aims and objectives set out in the Community and Corporate Plan.

Ref & Status	1b	Risk	Potential Risk that: A small working political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects						
Risk Owner and cabinet Member responsible		Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader)	Scrutiny Committee	All	Strategic objective	All			
Reason why Identified									
The local elections of May 2022 resulted in no political party having overall control of the Council. The Labour party was the largest party and formed a new cabinet without an overall majority. The lack of a majority Council has resulted in a politically unstable council, which has had a significant effect on the speed of the organisation's decision making and the ability to implement policy change. A coalition agreement has subsequently been reached between the Labour party and the Green party which provides a slim political majority of one councillor. The democratic process has seen some decisions be subject to call-in which can cause uncertainty in some projects.									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Substantial	High	12	2024/25	Likely	Substantial	Medium	9
2025/26	Almost certain	Substantial	High	12	2025/26	Likely	Substantial	Medium	9
2026/27	Almost certain	Substantial	High	12	2026/27	Likely	Substantial	Medium	9
Mitigating Actions									
Mitigating Action			Responsibility Holder	Timescale	Mitigation action progress				
Undertake pre-decision scrutiny on relevant decisions			Chief Officer Law & Governance and Chief Officer People, Performance & Partnerships	Ongoing	Each scrutiny committee has an established forward plan. This is shared regularly with department management teams to seek their input on items that will require scrutiny. A number of special meetings have been held to ensure decisions are scrutinised in advance of decisions. There is a need to improve the timeliness of completion of the forward plan to ensure appropriate time can be allocated by scrutiny committees to forthcoming decisions.				
Utilise members seminars and scrutiny workshops to engage and involve all councillors in the development of policy			Chief Officer Law & Governance and Chief Officer People, Performance & Partnerships	Ongoing	Members seminars are being used to share developments and involve councillors on significant forthcoming decisions. Recent seminars include on the Replacement Local Development Plan (RLDP) and Culture Strategy. Scrutiny workshops are being held to seek councillors' involvement in the development of proposals, these include the review of primary school catchments and Gypsy and Traveller needs assessment.				
Maintain a fully populated forward work planner of Cabinet and Council business			Chief Officer Law & Governance	Ongoing	An established forward work planner for cabinet and Council business is available to all councillors and is a standing item on the agenda of scrutiny committees to inform their own work programme. There is a need to improve the timeliness of completion of the forward plan to ensure all interested parties are sighted as early as possible on planned decisions being brought forward.				

Ref & Status	2	Risk	Potential Risk that: Some services will become financially unsustainable in the short to medium term in their current form due to increasing demand and continuing financial pressures						
Risk Owner and cabinet Member responsible		Peter Davies (Deputy Chief Executive) and Cllr Ben Callard (Cabinet Member for Resources)	Scrutiny Committee	All	Strategic objective	All			
Reason why Identified									
Councils across the UK are continuing to face significant financial challenges. It is widely acknowledged that local government funding has not kept pace with increased service demand and inflationary pressures. The Council has seen continuing financial headwinds which are severely impacting the service operating environment. The Inflationary drivers impacting pay and supplies and services continue to far outstrip available resources: demand led pressures continue to									

increase in the areas of Homelessness, Social Care, Children’s additional learning needs, and Transport; interest rates have risen sharply to combat inflation, significantly above economic forecasts; the Council continues to deal with a shortage of staff resources due to ongoing labour market challenges which require the use of more costly temporary solutions; supply chain issues continue which require more costly alternative or expedited arrangements; the cost of living crisis continues to have a significant impact on our communities. This will be further exacerbated over the medium term by a weak growth forecast in the UK economy impacting on public sector spending, and by heightened interest rates that will impact housing costs. All the aforementioned results in a growing need for supportive Council services, a reduced demand for income generating services, increased risks around debt recovery, and a continued high-cost operating environment.

Current modelling predicts a continuously increasing budget deficit, despite a higher than expected increase in Welsh Government funding, with a shortfall of £35million predicted in 2027/28. The Council has a legal duty to set a balanced budget and therefore any budget shortfalls will need to be met through a combination of pressures being mitigated, additional savings and income or reserve contributions. This will be particularly challenging set against the backdrop of an ambitious Corporate and Community Plan being implemented.

There is not a consistent picture of schools’ balances. There has been a fluctuating trend with some schools showing a continuing reduction in schools balances, which is of concern, and others a more stable trend. However, grants awarded to schools at 2020/21- and 2021/22-year ends have resulted in a large increase in overall school balances. At 2022/23 year end, five schools were in deficit, compared to sixteen forecast to be in deficit by year-end 2023/24. Several schools continue to carry structural budget deficits which will need close monitoring as we move into a difficult budget year for schools in 2024/25.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Major	High	16	2024/25	Likely	Major	High	12
2025/26	Almost certain	Major	High	16	2025/26	Likely	Major	High	12
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12

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.	Deputy CEX/Chief Officer, Resources	Ongoing	<p>The 2022/23 revenue budget culminated in an overspend of £3.5m which required funding from earmarked reserves to cover the additional expenditure incurred following acute pressures experienced within Adult’s and Children’s services, Homelessness, and Education. The 2023/24 budget set in March 2023 accommodated additional costs of delivering services of £26m or 14%. Whilst income and funding increased by 9% (£16m) to meet some of these costs, the Council needed to find savings of 5% (£10m) from services.</p> <p>Cabinet received an early financial update for the year at their July 2023 meeting which highlighted significant early pressure on the Council’s budget of around £6m. As part of a package of measures to tackle this, Cabinet approved the use of £2.5m of useable revenue reserves to increase the Council’s overall level of inflation contingency. This equated to the amount of reserves that were originally anticipated to be required to support the 2022/23 budget outturn position, but were not ultimately called upon. When set alongside a further unbudgeted grant assumption of £1m, this left a remaining forecast budget pressure of £2.6m. Cabinet immediately instigated mitigating action to develop a structured approach to tackling the remaining forecast deficit through £2.1m of budget recovery proposals brought forward by services.</p> <p>The Month 9 2023/24 budget update forecasts an overall revenue budget deficit of £314k, a slight deterioration of £29k from the Month 6 update. The overall deficit is due to a combination of a shortfall in services being able to meet their budgeted savings targets of £1.866m and in-year budgetary pressures across three of our frontline service directorates; this is offset significantly by in-year use of reserves of £2.5m to mitigate inflationary pressures, and savings within treasury, corporate costs, and financing budgets. This use of £2.5m of reserves is in addition to the use of £3m of reserves that was approved as part of the 2023/24 budget. Further mitigation is provided by utilising a maximum of £4m of capital receipts to meet revenue expenditure under regulation.</p> <p>There remain key specific budgetary risks presenting for the remainder of this financial year and beyond. Homeless presentations continue to be volatile; increased level and complexity of demand within social care continues to provide a financial risk; the risk that further non-delivery of budgeted savings targets in the current difficult operating environment will impact on both 2023/24 and the medium-term if alternative strategies to deliver savings cannot be found; reducing debt recovery; limited reserve cover; the deteriorating and volatile wider economic climate.</p> <p>Work will continue to deliver on the structured approach to tackling the underlying budget pressures, which will continue to explore all available options open to the Council. There is a requirement for all services to continue to bear down on avoidable cost and identify further income opportunities wherever possible for the remainder of the year, in order to limit the call on severely limited useable revenue reserves.</p>

Develop a set of budget proposals for 2024/25	Deputy CEX/Chief Officer, Resources	March 2024	<p>Cabinet published their budget setting process and timetable at their meeting in November 2023. This highlighted an initial budget gap of £14.4m, which was made up of gross expenditure pressures of £22.7m or 10%, offset by modelled increases in funding of £8.3m or 4% of increased Welsh Government grant, Council tax and fees and charges for services. This is the second successive year that the Council has needed to tackle gross expenditure pressures of £20m+. Whilst the Council in the past has regularly dealt with financial challenges in the order of £5m - £10m in an annual planning cycle, the scale of the pressure for 2024/25 is challenging.</p> <p>Budget proposals were subject to scrutiny at various committees as well as a month-long public consultation process at the beginning of this year; in total the council engaged with 206 attendees across 13 stakeholder events. Feedback received through these channels resulted in some changes being made to proposals, namely removing the requirement of schools to make efficiency savings of £835k; the removal of the proposal to introduce a charge for food waste bags; the removal of the proposal relating to increasing planning application fee income. A final cost pressure within Adult's social care was also recognised within final budget proposals. Final proposals were approved by Council at their meeting in February.</p> <p>Despite setting a balanced budget for 2024/25, there remains some risk as a result of the dynamic financial situation. The key risks remaining to be assessed and managed in 2024/25 are: the deliverability of budget savings proposals; continued service demand pressures in children's social services; demographic changes such as an increasing elderly population, changes in pupil numbers, increase in special educational need provision and increase in homeless presentations; late notification of grant funding streams being removed or reduced; the risk of pay awards being greater than modelled budget assumptions and not being fully funded by UK and Welsh Government; uncertainty around UK Government funding of increased employer pension contributions; an uncertain economic and political environment. Further work will be undertaken to develop the medium-term strategy and plan that will include an ongoing assessment of pressures, risks and modelling assumptions along with a clear plan and approach to address the budget shortfalls forecast.</p>
Strengthen medium to long term strategic financial planning as part of the Medium-term financial plan, that is based on realistic evidence and planned scenarios, to guide our budget setting in line with agreed strategic objectives and responsiveness to challenges, such as the cost-of-living.	Deputy CEX/Chief Officer, Resources	June 2024	The Medium-Term Financial Strategy (MTFS) will be presented to Council in June. The Medium-Term Financial Plan (MTFP) will follow which will outline a more specific delivery plan. It is important that both the MTFS and MTFP have regard to the cause and impact on meeting the well-being objectives and wider ambition of the Council set out in the Community and Corporate Plan.
Develop and deliver an Asset Management Strategy aligned to the Community and Corporate Plan	Deputy CEX/Chief Officer, Resources	Timescales as per strategy	The updated Asset Management Strategy has been adopted, introducing clearer alignment to the Community & Corporate Plan and establishing key principles which will inform strategic decision making for the council's land and property portfolio. The Asset Management Strategy is delivered via the associated Asset Management Plan, which is subject to regular monitoring and progress reporting.
Progress the Delegation Agreement with Cardiff Council, for the discharge and provision of council strategic and operational procurement services	Head of Enterprise and Community Animation	Timescales as per strategy	<p>The authority has entered into a collaboration with Cardiff Council, for mutual benefit, in the discharge and provision of the council's procurement services. The arrangements provide increased capacity and expertise to strengthen the council's procurement arrangements, such as in the use of data, to lead to better informed business decisions and business alignment. The effectiveness and impact of the arrangements will need to be assessed on an ongoing basis.</p> <p>The council's Socially Responsible Procurement Strategy 2023-28 and delivery plan were approved by Cabinet in June 2023. This strategy ensures that our procurement processes are aligned with our objectives outlined in the Community and Corporate Plan, and sets out our key procurement objectives, which include contributing to reducing the Council's carbon emissions to Net Zero by 2030 and making procurement spend more accessible to local small businesses and the third sector.</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.	Finance Manager – Children & Young People	Ongoing	Collective School Balances at the beginning of the 2022/23 financial year amounted to £6.956m surplus. The majority of the surplus balance brought forward into 2022/23 was due to several grants being awarded to schools at 2021-22 year-end, including Revenue Maintenance, Winter of Wellbeing, ALN New System, Recruit Recover & Raise Standards, Attendance Support & Community Schools, RISG and LA Education Grant. The 2022/23 Month 9 forecast anticipated a draw on reserves of £4.652m. Between then and year-end, additional income including EAS income and Ukraine funding not included in school forecasts were received by schools, as well as some schools not investing as planned. This resulted in the draw on reserves being reduced to just under £2.7m.

			Five schools were in a deficit by the end of 2022/23, which points to structural budget deficits remaining in some cases, or a lack of planning for budgetary risks in the current economic environment. The Month 9 2023/24 forecast notes a significant movement in cumulative School balances forecast for the year, moving from a surplus of £4.25m to a forecast deficit of £1.35m at year-end. Sixteen schools are currently forecast to be in deficit by year-end. The legacy impact of the pandemic continues within the school environment, particularly in respect of attendance, behaviours and increased additional learning needs. This has required increased staff and specialist resources to tackle the issues presenting and increased overall costs of provision. Higher than budgeted pay awards have also impacted upon budgets. Finance teams will continue to support schools to closely monitor and manage expenditure through to the financial year-end in order to mitigate the impact on closing balances.
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Ref & Status	3	Risk	Potential Risk that: The authority is unable to maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability			
Risk Owner and cabinet Member responsible	Peter Davies (Deputy Chief Executive) and Cllr Ben Callard (Cabinet Member for Resources)	Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All	

Reason why Identified

Underlying the Capital Strategy is the recognition that the financial resources available to meet council priorities are constrained by the level of one-off reserves and capital receipts that the Council holds and the level of capital grant funding from Welsh Government and other funding bodies, and the extent to which the Council is able to entertain further prudential borrowing. The core capital programme has been impacted in recent years in order to enable the Band A new schools programme to be funded, which has now successfully concluded. Subsequent to a Council decision having been secured the 3-19 school in Abergavenny has progressed into contract and is in its construction phase, supported under the 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 Cardiff Capital Region City Deal, also require significant capital investment to realise the outcomes.

The timing of capital receipts always remains uncertain due to market conditions. 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 use of 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. Significant further capital receipts are now not forecast and until such time as the outcome of the Replacement Local Development Plan is known and for which the Council has put forward a number of strategic sites in its ownership.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12

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.	Deputy CEX/Chief Officer, Resources	Ongoing	<p>The MTFP model was reviewed and updated as part of the budget process for 2023/24 to reflect the impact of the current economic situation, the revised demands and assumptions that this brings, together with aligning with the policy objectives of the new Cabinet.</p> <p>The value of Capital receipts forecast after 2022/23 drops off quite considerably which is reflective of the replacement local development plan (RDLP) not proceeding as quickly as envisaged in the original delivery agreement. This will have a substantial impact on the balance of receipts available to fund future capital investment demands. It is therefore important that reliance on capital receipts used to support capitalisation direction (to fund one-off revenue costs eligible to be met from capital resources) is seen as a short-term measure only.</p> <p>The Council has strengthened its scrutiny and challenge of the Capital Programme through the established Capital and asset management working group (CAMWG). The process in place looks to ensure that projects are prudent, affordable and will deliver tangible benefits to core policy objectives over the long term. The Capital Programme will be reviewed and reconsidered during the budgetary process to ensure that the revenue implications of capital expenditure are accurately reflected in the revenue MTFP and that the capital expenditure plans of the Council remain affordable, prudent and sustainable.</p>

Continue to monitor the Capital budget	Deputy CEX/Chief Officer, Resources	Ongoing	<p>The 2022/23 capital expenditure outturns showed a net underspend of £94,000 against budget, primarily due to overspends of £621k in enabling service transformation and £180k in the refurbishment of borough theatre being offset by underspends in various schemes which were instead funded by grants or the release of budgets.</p> <p>102 capital schemes have required slippage into 2023/24 totalling £33,098,000, representing 42% of the total budget for the year. Whilst delays in progressing capital schemes can be expected due to varying external influencing factors, the large number of schemes requiring slippage, along with the explanations given by budget holders, point to more underlying issues such as unrealistic profiling of budgets and a lack of resourcing to manage the volume of schemes being planned.</p> <p>£3.415m more capital receipts are forecast to be available over the medium term than forecast at Month 9, following under spends within the capital programme; additional grant being secured for existing schemes, or; where capital receipts forecast over the medium term have increased. Whilst positive, there remains a need for caution over committing any further receipts to either capital investment or increasing the level of capitalisation direction given the level of unbanked receipts contained within the forward projections.</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 regular programme of property condition surveys is underway, supported by routine compliance checks for all assets. This information as well as technical input from MCC's Landlord Services team, will continue to be used to inform prioritisation of planned capital maintenance spend. A programme of Health and safety surveys is currently being commissioned. 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 is being undertaken to inform the capital budget process. A previous review in 20/21 had concluded that further feasibility studies and technical assessments needed to be undertaken on specific infrastructure assets, funded from existing highways infrastructure capital budgets. The results of these studies and assessments will inform the capital MTFP and pressures that will need to be accommodated and funded therein in future financial years The Capital Working Groups and Asset Management Working Groups will contribute to decisions on the capital spend and MTFP.</p>
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 has been adopted, introducing clearer alignment to the Community & Corporate Plan and establishing key principles which will inform strategic decision making for the council's land and property portfolio. The Asset Management Strategy is delivered via the associated Asset Management Plan, which is subject to regular 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 Management Strategy	Head of Commercial and Integrated Landlord Services	Ongoing – see Asset Management strategy	<p>The Asset Management Strategy commits to maximising and commercialising assets wherever possible, including achieving income generation or revenue enhancement where opportunities are identified to do so. The core principle is achieved with acknowledgement of the council's policy objectives and ambition to achieve both financial and social returns.</p> <p>The performance of the council's commercial and investment portfolios are reported to Performance & Overview committee on six monthly cycles. The updates provided include an acknowledgement of the performance of the assets, their capital value and risk, market information and transaction updates. Officers provided recommendations and updates in accordance with the revised financial performance terms, as outlined in the Asset Management Strategy.</p>

Ref & Status	4	Risk	<p>Potential Risk that:</p> <p>Increases in the number of people exiting the labour market, a UK skills shortage and wage inflation will impact recruitment, retainment and workforce planning and affect the delivery of Council services</p>
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Risk Owner and cabinet Member responsible	Matthew Gatehouse (Chief Officer People, Performance & Partnerships) and Cllr Ben Callard (Cabinet Member for Resources)	Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All				
Reason why Identified									
There is a global skills shortage, and the impact is being felt in several sectors that Monmouthshire County Council is either a part of or competes with for talent. Some services have identified challenges with recruitment; Social Care, Operations and Facilities are all facing difficulties, which is affecting service provision.									
There is a continuing risk that staff well-being could be impacted by a range of factors from work related pressures such as staff in some areas are facing considerably increased workloads to meet increasing demand, to personal home-based factors such as financial strains due to the rising cost of living.									
Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)					
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Major	High	16	2024/25	Possible	Major	Medium	8
2025/26	Almost certain	Major	High	16	2025/26	Possible	Major	Medium	8
2026/27	Almost certain	Major	High	16	2026/27	Possible	Major	Medium	8
Mitigating Actions									
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress					
Recruit and retain staff more effectively		Chief Officer People, Performance & Partnerships	Ongoing	<p>Recruitment issues are being reflected nationally within some sectors, and the council is not exempt from this. Positions within Social Care, Operations and Facilities, for example, are seeing a dramatic reduction in applicants, and this is impacting on service provision. Solutions for the national recruitment issues do not sit solely with local authorities. However, HR and managers within the council are working together to try to reduce the recruitment problem and determine ways of lessening its impact on services.</p> <p>The People team have put arrangements in place to strengthen recruitment procedures, such as adapting the recruitment process, whilst still maintaining safeguarding and safety requirements, promotion of opportunities and recruitment of graduates, apprentices and work experience. This has led to successful recruitment campaigns in some service areas. The Communications Team are promoting positions in a variety of ways to reach a broader audience, using drives such as 'Job of the Week'. The Leaders Q&A sessions are encouraging discussion between service areas to promote networking and sharing ideas.</p> <p>Recruitment arrangements need development to meet remaining challenges. An e-recruitment system is being implemented to support the development of recruitment as a genuine talent acquisition process. This will benefit recruiting managers who want speed, simplicity and agility.</p> <p>HR staff sit on various local government groups and are collaborating with partner organisations to identify commonalities and information sharing. This is being fed into Welsh Government to inform their decision-making and to influence their response to the issue.</p>					
Develop the support mechanisms to support staff wellbeing		Head of HR	Ongoing	<p>The Digital 'Cwtch' continues, although less frequently, along with a People Leaders Q&A session. The people services team 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>Staff well-being is affected by a range of factors, including additional work pressure and demand, personal factors and societal factors. Learning from, and building on, arrangements from the pandemic, staff well-being needs continual support. The use of networks and communication digitally, surveys and feedback loops to senior managers, has extended the reach of contact with the workforce. This has also created the conditions for a wider system of self-supportive networks sharing practice, ideas and support.</p>					
Embed workforce planning into team management processes to ensure the right skills, expertise and knowledge are available for future changes		Chief Officer People, Performance & Partnerships	Ongoing	<p>The ability of the organisation to plan the workforce it needs to meet current and future demands, and to implement this, requires development, especially given recruitment and national skill challenges. A team with a specific focus on workforce planning and development in the Council has been established, incorporating recruitment, retention, Apprenticeship, Graduate and Internship and training. We have introduced the Apprentice Graduate and Intern Strategy (AGI) to support and increase the number of opportunities across the council. Work continues on this as an integral part of strategic workforce planning. The team is working with service areas to strengthen workforce planning arrangements. A revised people strategy is being developed to align to the community and corporate plan</p>					

			and take account of latest evidence. This will also consider the findings from the Audit Wales Springing forward review on workforce. This revised strategy is due to be presented to Cabinet in June. The development and retention of existing staff is an essential component of workforce planning. A learning management system was procured in the Summer of 2022 and is being implemented in a phased roll-out which commenced in April 2023.
Adopt a qualitative approach to ensuring professional development, wellbeing and information flow is taking place for those that want or need it	HR Manager	Ongoing	The staff appraisal process, Check In-Check Out, needs to evolve to meet the varying needs of the organisation based on learning that a one-size-fits-all approach is not effective for the varying services the council delivers. Arrangements are being developed to ensure there is meaningful staff/line manager engagement and communication by right. Colleagues need to be given the 'right' to seek meaningful 1-1s on a regular basis, and there needs to be a focus on improving the skills of line managers to enable a variety of different approaches to the process so that performance development is realistically achieved. There is also a need to ensure feedback loops are in place to evaluate whether this is happening effectively, and to determine if they are informed by other enabling arrangements such as Service Business Plans, and staff training and development needs.

Ref & Status	5	Risk	Potential Risk that: Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services						
Risk Owner and cabinet Member responsible	Sian Hayward (Head of Information, Technology & Security) and Cllr Ben Callard (Cabinet Member for Resources)		Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All			
Reason why Identified									
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. These attacks occur due to insecure infrastructure or staff who are not cyber literate and may inadvertently introduce attacks through their personal actions. Cyber security can also be compromised through a lack of structured governance arrangements, risk assessments and planning. Digital working has increased in recent years bringing an increase in the potential for loss of data through cyber incidents.									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Possible	Major	Medium	8
2025/26	Likely	Major	High	12	2025/26	Possible	Major	Medium	8
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8
Mitigating Actions									
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress					
Ensure robust arrangements are in place to safeguard the organisation's data and systems from cyber-attack		Cyber security service	Ongoing	The Council recognises that total elimination of cyber-attack is not possible, but we will ensure robust arrangements are in place to safeguard data and systems from cyber-attack via: Physical barriers to the network, staff awareness, training and culture and structured governance, risk analysis and business continuity planning. Significant investments in ICT infrastructure and software have been undertaken, which will mitigate against the likelihood of a cyber-attack. An operational risk register, which is exempt from publication under the Data Protection Act, is maintained by the Information Security Team, the SRS Security Team and MCC. A cyber security report was taken to Governance and Audit Committee in February 2024 to provide assurance to the committee that the arrangements in place are robust.					

Ref & Status	6	Risk	Potential Risk that: Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements						
Risk Owner and cabinet Member responsible	Will Mclean (Chief Officer Children & Young people), Jane Rodgers (Chief Officer Social Care, Safeguarding & Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)		Scrutiny Committee	People Scrutiny Committee			Strategic objective	A Connected Place Where People Care	
Reason why Identified									
The Council and its partners must maintain a consistent focus on safeguarding vulnerable people in order to both prevent and reduce the likelihood of harm, and to respond effectively to reduce risks if harm occurs.									
The consequences of the pandemic and the current economic and social pressures on families generates pressure within the social care and health system with more complex presentations and increased vulnerability within communities. This demand pressure, alongside ongoing social care workforce recruitment and retention challenges, impacts on the council's ability to protect children and adults who are at risk.									
Care Inspectorate Wales (CIW) conducted an assurance check in February 2021 and reported broadly positive findings under the four principles of the Social Services and Well-being (Wales) Act 2014: People – Voice and Control, Prevention, Well-being, Partnerships and Integration. A further CIW Performance Evaluation Inspection of Adults social services was undertaken in July 2022, which includes performance of Adults Safeguarding. This found that <i>"The local authority responds to immediate safeguarding concerns. Through reading social care records, we saw evidence of professionals in the safeguarding team working effectively with colleagues from the local health board and the police, as well as wider local authority teams, to protect adults at risk"</i> . Areas for improvement included further work to embed the threshold for safeguarding concerns and to ensure that statutory timescales for undertaken enquiries are met.									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Possible	Major	Medium	8	2024/25	Possible	Major	Medium	8
2025/26	Possible	Major	Medium	8	2025/26	Possible	Major	Medium	8
2026/27	Possible	Major	Medium	8	2026/27	Possible	Major	Medium	8
Mitigating Actions									
Mitigating Action			Responsibility Holder	Timescale	Mitigation action progress				
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.			Safeguarding & quality assurance service manager	Ongoing	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. The most recent Annual Safeguarding Evaluation Report was presented to Council in December 2023. The report evaluates the progress of the Council's key safeguarding priorities during 2022/23, highlighting progress, identifying risks and setting out actions and priorities for 2023/24. 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. A safeguarding 'self-assessment' is undertaken on a two-year rolling programme, 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.				
Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group (WASG).			Chief Officer, Social Care, Health & Safeguarding	Ongoing	The Whole Authority Safeguarding Group (WASG) meets bi-monthly, chaired by the Statutory Director (Chief Officer). Every directorate has a representative on the group, and minutes are retained for each meeting. The WASG continues to provide leadership, direction, oversight, support and challenge to strengthen safeguarding activity in the Council.				
Ensure that robust systems are in place within the authority to respond to any concerns regarding child protection and protection of adults at risk.			Chief Officer, Social Care, Health & Safeguarding	Ongoing	The continued upward trend in demand within both children's and adult's services puts services under immense pressure. Children's services remain committed to promoting good practice around child protection and safeguarding through an on-going programme of service and practice development. There is a joint safeguarding hub in place to manage children and adults safeguarding referrals which assures a high level of multi-agency engagement and timely decision making. Children's services promotes good practice in child protection and safeguarding through strengths based practice and risk assessments, and staff members receive appropriate training and support to carry out their duties. Family support services across all tiers of need and vulnerability are in place. Adult safeguarding referrals remain in an upward trend, although have recently stabilised. CIW carried out an assurance check in February 2021, and the report specifically identified positive working practices within the safeguarding arena. They did, however, identify some areas for improvement, specifically in relation to the number of adult safeguarding enquiries completed within seven days, and improved management oversight in				

			<p>the adult safeguarding records viewed. The CIW Performance Evaluation undertaken in July 2022 found that there has been an increase in the proportion of adults safeguarding enquiries completed in seven days during 2021/22, but that further improvement in timeliness is needed.</p> <p>The outcomes from the inspection report related to Adult safeguarding arrangements will be addressed and monitored via an action plan. CIW will monitor progress through its ongoing performance review activity with the local authority.</p> <p>Safeguarding reports for children and adults are produced on a 6-monthly basis. This has shown room for improvement in meeting our timescales within the statutory framework. The number of children on the child protection register fluctuates, and at Q3 2023/24 was 102. The number of Looked After Children has risen substantially in recent years but has recently stabilised, although it remains higher than the average rate of children who are looked after across Wales last year. As a result, significant demand on Children's Services remains.</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>	Chief Officer, Social Care, Health & Safeguarding	Ongoing	<p>There continues to be full representation at all levels of the work of the regional safeguarding board. There is strong engagement in regional approaches to addressing the risks of sexual and criminal exploitation of children; Modern Day Slavery; Violence Against Women Domestic Abuse; Sexual Violence (VAWDASV); and Contest (PREVENT anti radicalisation).</p> <p>The Monmouthshire Exploitation Group (MEG) has been implemented, 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.</p> <p>The Council's safeguarding unit supports quarterly safeguarding learning networks to share learning and developments in safeguarding across agencies.</p>

Ref & Status	7	Risk	Potential: Risk of harm if we are unable to meet the care and support needs of some vulnerable children due to an increase in demand and complexity of cases						
Risk Owner and cabinet Member responsible	Jane Rodgers (Chief Officer Social Care, Safeguarding & Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	A Connected Place Where People Care				
Reason why Identified									
<p>The council is supporting 204 children who are looked after (March 2024). The number has stabilised in recent years, although it remains higher than the average of children who are looked after across Wales. The number of unaccompanied asylum-seeking children (UASC) being looked after by the local authority is increasing and is currently 16.</p> <p>The 2022/23 budget for Children's services was £17.8m. Despite receiving an additional £1m in grant funding to support the development of services to support the eliminate agenda, there was an overspend at outturn of £4.147m. This was mainly as a result of increased demand very high-cost placements for children who are looked after. The workforce position within children's services also remains challenging, with increasing reliance on employing agency workers which has a significant impact on the budget.</p> <p>There is an insufficiency of placements for children who are looked after at a local, regional and national level, particularly those with complex needs or disabilities. Because of this, there is a risk that we may need to place children in unregistered provision in emergency situations. This is likely to be exacerbated by the Welsh Government's policy commitment to eliminate profit from the care of looked after children which could lead to instability within the market. This creates an on-going risk for the council that is difficult to fully mitigate at present.</p>									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12
Mitigating Actions									
Mitigating Action	Responsibility Holder		Timescale	Mitigation action progress					

Continue to implement the fostering strategy on the recruitment, retention and skills development of in house fostering.	Head of Children's Services	Ongoing	<p>Where Monmouthshire children are not able to remain with their families, providing in-house fostering services is always our first choice. However, there is an insufficiency of in-house carers in Monmouthshire, particularly carers who are able to provide more specialist care or look after sibling groups; in 22/23, there was 1 generic foster carer approved at panel, and in 23/24, 7 generic foster carers were approved. This creates an over-reliance on private and independent providers where the right placement for a child cannot be assured.</p> <p>The council is working with Foster Wales to run active campaigns to increase the rates of in-house foster carers to provide accommodation and support to children requiring it. The team is focused on ensuring that prospective foster carers are responded to and supported from the point of enquiry, through the rigorous assessment process and onto approval and first placement. To encourage our fosters carers to continue in their valuable roles, we are working at a local and regional level to ensure that our on-going offer to foster carers – both financial and practical – is as good as it can be.</p>
The service continues to strengthen its preventative offer to support children living safely at home, with their families and communities, and continues to review and monitor the Children Looked after population in line with Welsh Government expectations around reduction	Head of Children's services	Ongoing	<p>The council is supporting 204 children who are looked after (March 2024). The number has risen substantially in recent years but has recently stabilised, although it remains higher than the average of children who are looked after across Wales.</p> <p>There is a coherent approach to early help and prevention to support families. This allows families to receive support at the right level of intensity to enable parents to provide their children with the safety, nurture and care then need. Services are in place to support the rehabilitation of children following periods of being looked after e.g. Building Stronger Families; to provide medium-term holistic support to families making sustainable change e.g. Achieving Change Together Team; and to provide a therapeutic response to parents and carers in supporting children with trauma presentations e.g. MyST.</p> <p>Over the next year, family support will be further strengthened to provide intensive community supervision and support to children. The focus remains on practice development and the importance of relationships - how we work with families to support their strengths, manage risks and achieve good outcomes, reducing the need for children to be looked. An additional focus over next period will be to increase resilience within Child Protection services as we continue to work with increased levels of risk and vulnerability within the community.</p>
Develop and expand the Children's Services Commissioning Strategy in response to the intention to eliminate profit from children's social care	Head of Children's services	Five years	<p>We have a commissioning strategy in place to help us understand our placement requirements moving forward. This is aligned with Welsh Government's ambition to eliminate profit from children's care. Two children's homes have been commissioned this year through partnership models, one of which was a specialised provision for children with very complex needs. Further opportunities to develop residential and supported accommodation placements are in place.</p> <p>Work is underway to develop further residential placement opportunities for children who are looked after. The commissioning strategy includes increasing the numbers of in-house carers and the expansion of residential and supported accommodation options within the county. A Placement Development Strategy was presented to Council in April, setting out the strategy for the expansion and development of in-county residential and supported accommodation placements for children who are looked after. There are huge challenges with this work particularly around workforce, resources and the time it takes to develop provision. Whilst we continue to take steps to prevent children coming into care and reduce the numbers of children in care, the demand for appropriate placements remains high in a low supply environment.</p>

Ref & Status	8	Risk	Potential: Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to an increase in demand and complexity of cases			
Risk Owner and cabinet Member responsible	Jane Rodgers (Chief Officer Social Care, Safeguarding & Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	A Connected Place Where People Care	
Reason why Identified						
Referrals to Adult's Services have increased over recent years, and services are facing unprecedented pressure as a result. There are waiting lists in place for social care assessments and some people are having to wait for services to meet their assessed needs, particularly care at home/domiciliary care. Monmouthshire has specific challenges in providing sufficient home care due to rurality and demographics. Demand following the pandemic and the increase in acute respiratory illnesses, together with the aging demographic has increased the complexity of presenting need, and services are under immense pressure as a result, which is causing delays in service provision.						

The fragility of the social care sector and the availability of care staff remains a key risk. Difficulties in recruiting and retaining staff in care posts has exacerbated the pressure, and this is being impacted by, and impacting upon, hospital discharge protocols. The current financial context for both health and social care places restrictions on the ways in which services can respond to need.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Major	High	16	2024/25	Likely	Major	High	12
2025/26	Almost certain	Major	High	16	2025/26	Likely	Major	High	12
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12
Mitigating Actions									
Mitigating Action		Responsibility Holder		Timescale	Mitigation action progress				
Work with Welsh Government to recruit and retain care staff		Chief Officer, Social Care & Health		Ongoing	<p>Recruitment and retention of care staff has been a considerable concern for some time. In terms of ensuring that we have the sufficient workforce, particularly in key posts around direct care, mental health, team leader posts and occupational therapy, this is an on-going endeavour. The perceptions of working in social care tend to be negative; however, we are trying to counteract these negative perceptions and demonstrate the opportunities, career progression, work life balance and job satisfaction that people experience who work within the sector. Attraction and recruitment of people into the social care sector continues to be a challenge.</p> <p>We were successful in securing a grant from social Care Wales to film a video to challenge these perceptions and support the recruitment of people into the sector which resulted in an increase in applications. We have developed a recruitment and retention strategy for our social care workforce, with a particular focus on addressing areas where there is high demand. At February 2024 the number of vacancies across the social care sector was 34; this has decreased from 56 in February 2023.</p>				
Work to address the difficulties in the health and social care system through the Regional Partnership Board and its sub-groups.		Chief Officer, Social Care & Health Head of Adult Services		Ongoing	<p>There are on- going regional partnership meetings to identify and address difficulties across health and social care. These include Gwent Adult Service Partnership, and at a local level the Integrated Services Partnership Board. At a local and regional level, grant money received via the Regional Partnership Board is used to best effect to meet population needs and respond to demand pressure in areas such as hospital discharge and winter planning.</p>				
Monitor requests for Domiciliary Care to ensure demand is being met and delays are minimised		Chief Officer, Social Care & Health		Ongoing	<p>On-going pressure across the social care and health system, together with workforce shortages in some areas, has meant that we continue to face a number of challenges in being able to respond to people's care and support needs as timely as we would want. All referrals are triaged at point of referral to ensure that those in most need are prioritised for assessment and intervention. Access to care and support is not always timely; the number of hours of unmet care needs was 804 hours at March 2023; this has subsequently been reduced to 306 hours at March 2024.</p> <p>We are undertaking case reviews and applying the principles of the Social Services and Well-being Act to ensure a strengths-based approach looking at individual, family and community based support where appropriate. We are working to ensure that for both in-house and providers services, home care runs are coordinated as efficiently as possible.</p>				
Implement a 'place-based' approach to create sustainability in care at home services		Chief Officer, Social Care & Health		Ongoing	<p>The Council remains committed to developing a more sustainable care at home sector for the future. A place-based approach is being progressed that encompasses all aspects of the community, including third sector, housing, education, residential settings and the community itself. This also needs to allow those wishing to live independently the opportunity to shape their own support to meet their own goals and desires.</p> <p>A micro-carer pilot was launched in April 2022. A micro carer is a self-employed care worker that provides flexible, personalised support and care to citizens who live in their local area. The micro-carer project supports the self-employed carers to develop their businesses as well as providing the opportunity for greater oversight and governance of self-employed care workers operating within Monmouthshire. In the first year 9 micro carers have been entered on to the micro care directory and are now delivering care and support. There are currently 21 people being supported by micro-carers in their local community, delivering 161 hours of care and support in total each week.</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 after the period of the pandemic and as such the council has a role in ensuring their financial sustainability through fair fee negotiations and supporting with recruitment and training. We build positive relationships with our local providers and intervene and provide</p>				

			support where difficulties emerge. We have effective contract monitoring in place, based on partnership approaches.
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Ref & Status	9	Risk	Potential Risk that: High absence rates, particularly among vulnerable pupils, including those eligible for free school meals, and the increase in episodes of behaviours that challenge in schools as a result of the continuation of trends that first emerged during the pandemic will result in a worsening of educational attainment
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Risk Owner and cabinet Member responsible	Will Mclean (Chief Officer Children & Young People) and Cllr Martyn Groucutt (Cabinet member for Education)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	A Learning Place
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Reason why Identified

The pandemic caused widespread disruption to learning, with a significant effect on both teachers and learners. Vulnerable learners have been particularly affected, with the gap in attainment between vulnerable pupils, including those eligible for free school meals, and those without vulnerabilities widening. Longer-term effects of the pandemic on pupil well-being and attendance have emerged. There is a risk that our schooling system struggles to adjust to the new patterns of need amongst our children and young people in the post-pandemic period.

Meeting the needs of vulnerable learners remains a priority and the gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern. There is variation in FSM learner progress and outcomes across schools. Leadership, management, capacity and performance has been identified as in need of improvement in some schools.

The new curriculum was rolled out from 2022. The disruption resulting from the covid-19 pandemic may impact on the ability of some schools to fully and effectively implement the curriculum and this will need to be monitored throughout the remainder of the academic year. Given the external pressures of the new curriculum and the wider aspects of the reform agenda, such as the introduction of the ALN Act, some schools may not return to levels of teaching and learning that were seen prior to the pandemic as quickly as necessary. This also recognises that there will be significant pressures on schools to support accelerated learning and wellbeing provision.

There is an increasing demand for support for children with additional learning needs. There are also challenges in meeting the demand for Welsh Medium education provision in the future.

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	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Work with Education Welfare Services to ensure that pupils attend school regularly and are able to access excellent teaching and learning.	Head of Achievement and Attainment	Ongoing	Attendance is still a legacy of the pandemic and an issue in schools but particularly in secondary schools. Education Welfare Officers are working with vulnerable pupils to bring them back into the educational setting, where possible. There are varying reasons for pupil absence, so a different approach is being adopted for different cohorts, and the Education team are working with multiple agencies to ensure these children and young people return to school. The teams are focused on the appropriate interventions for learners but there has also been work undertaken to provide additional depth and breadth to our understanding of the full range of reason for absence such as those reasons that are emotionally based.
Support learners' wellbeing through excellent teaching and learning and through wider school-based activity	Head of Achievement and Attainment Head of Inclusion	Ongoing	It is vital that all Monmouthshire settings understand that the principal means of supporting wellbeing in school is through excellent and engaging teaching and learning for all learners. There will be times and areas where this has to be supported and developed by other interventions. The Whole School Approach to Emotional and Mental Wellbeing is a structured approach for schools which helps them to understand how they are best placed to promote wellbeing. This has a hugely significant effect on children's attendance and achievement in school. The phased engagement of our schools has been positive: currently 43% of schools are working with the team.

Ensure the agreed arrangements with the Education Achievement Service (EAS) continue to challenge and support schools	EAS & Chief Officer, Children and Young People	Ongoing	<p>Working with the local authority, EAS continue to provide ongoing challenge, monitoring and evaluation work in schools with a continued particular focus on vulnerable learners. 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.</p> <p>Schools have prioritised 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 support to close the gap, to recover and to raise standards for priority groups.</p>
Develop and implement plans to address the recommendations in Estyn's report into Local Government Education Services	EAS & MCC	Ongoing	<p>Monmouthshire County Council underwent an Estyn inspection in February 2020. The themes from the inspection included pursuing excellence, creating an holistic vision and strategy for learners with additional learning needs, securing better outcomes for our learners eligible for free school meals (FSM) and improving the way we use data in our evaluations. Draft ALN and FSM strategies have been developed in response to the impact of COVID-19. We also continue to develop leadership across our schools and create better learning environments for all our learners.</p> <p>The action plan to address the recommendations from the Estyn inspection is being implemented. Recent Estyn reports indicate that learners eligible for free school meals are making good progress in their learning. The restructure and creation of a broader Inclusion Team has meant that the articulation of an ALN strategy will now form part of a broader umbrella suite of interconnected strategies and related toolkits/resources/policies. Evaluation sits at the heart of understanding how well our service works and the impact that we are having on our learners' progress and the effectiveness of the services we run. The Community and Corporate Plan now provides a clear framework for action and evaluation of services to ensure that we are working most effectively in the areas of need. It is harder to form an overall view against our Estyn recommendations due to their areas of focus: progression of FSM learners and excellent standards requiring more extensive access to schools to understand and evidence their progress.</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	Ongoing	<p>The new ALN Strategy identifies four distinct and ambitious work streams, all of which aim to build sustainable and resilient provision and are now embedded in the business plans of the ALN and Educational Psychology Services. The Emotionally Based School Avoidance (EBSA) cross-directorate initiative has been developed as part a whole school, whole authority approach to promoting attendance and well-being in Monmouthshire schools. The Education Psychology Service's training platform has continued to be developed, which provides information on support for well-being, as well as other key issues.</p> <p>The ALN team have been a key part of the regional preparations and developments for the new ALN and Tribunal Act legislation, which was implemented in September 2021. In preparation for the implementation of the Act, all Monmouthshire ALN Coordinators have been provided with an extensive range of training through the regional ALN transformation initiative, and Headteachers have been kept up to date with developments associated with ALN implementation through head teacher meetings and targeted communications.</p> <p>Our model of specialist provision places specialist resource bases (SRBs) at the heart of identified mainstream schools. There is a need to ensure the quality of ALN provision in SRBs is consistent across the county. We are prioritising the development of a framework for the management of SRB provisions which ensures a consistent, equitable approach across all settings. There remains increased demand for specialist provision places. We are developing our forecasting of complex ALN needs to help inform provision required to meet need.</p>
Continue to monitor the implementation of the new school curriculum	EAS & Chief Officer, Children and Young People	Ongoing	<p>The new curriculum was implemented in September 2022, which was a significant challenge. The position of schools in implementing the new curriculum was varied; some were in a strong position as they had undertaken significant work prior to the pandemic; others less so and will require additional support and time to bring them up to speed. For those schools that have been unable to move forward at pace, there is bespoke support available, and a framework around them to continue the move forward at their own pace. Schools will have support from their school improvement partner or their school-to-school link. School development planning guidance has been provided to help with strategic planning over the next year, and there is a national professional learning programme for senior leaders, headteachers and middle leaders. Professional learning support is also available for Teaching Assistants. Estyn inspections of nine primary and two secondary schools indicate that most schools have a clear vision for the curriculum.</p>

			The Council and EAS continue to work with schools in ensuring that they are successfully implementing the new curriculum and meeting the needs of students. The authority has commissioned from the EAS a county wide review of teaching of learning in all schools. Around 50% has been completed but progress has slowed due to industrial action. EAS and the council continue to monitor the progress schools are making towards the implementation of the curriculum and identify those who may need additional support.
Deliver the Welsh Education Strategic Plan (WESP) in collaboration with neighbouring authorities	Head of Achievement and Attainment	Timescales as per WESP	<p>The agreed WESP is a long-term planning tool, which sets our direction for the next 10 years. It is an ambitious plan and interfaces clearly and closely with the local authority five-year Welsh language strategy, which is currently being reviewed. Despite the short timescale, progress has been made in many areas. This includes the expansion of provision of Welsh medium education. The refurbishment of Ysgol Gymraeg Y Ffin to increase the capacity of the school to 210 places from Reception to year 6 is complete.</p> <p>We have secured additional Welsh Government funding for three years to continue the Immersion class in Y Ffin and extend this provision in other areas of the county. We are consulting on a seedling school in Monmouth town, with the plan for it and Cylch Meithrin opening in Monmouth town in September 2024. The proposal to increase the capacity of Ysgol Gymraeg y Fenni is currently out for consultation ahead of Cabinet decision in April.</p>
Continue to improve the quality of self-evaluation in the Children and Young People (CYP) directorate.	Chief Officer Children & Young People	Ongoing	<p>The Chief Officer's report provides an assessment of performance in the Children & Young People directorate. It captures the emergence from the pandemic and the challenges that remain for the local authority. It also assesses performance in line with the emergent Corporate Priorities of the newly elected administration.</p> <p>An evaluation of the progress of CYP in meeting the wellbeing objectives of the Council formed part of the Self-assessment Report which was presented to Council in October 2023.</p>

Risks to policy priorities

Ref & Status	10	Risk	Potential Risk that:			
			<ul style="list-style-type: none"> a) The council is unable to proceed with the Deposit Replacement Local Development Plan due to a failure to identify and agree suitable Gypsy, Roma and Traveller sites b) The council does not support the Deposit Replacement Local Development Plan c) Delays to the adoption of a Replacement Local Development Plan (RLDP) inhibits our ability to take forward key policy objectives such as job creation and affordable housing development d) High phosphate levels in the rivers Usk and Wye limit development opportunities within a significant proportion of the county 			
Risk Owner and cabinet Member responsible	Craig O'Connor (Head of Placemaking) and Cllr Paul Griffiths (Cabinet member for Planning and Economic Development)		Scrutiny Committee	Place Scrutiny Committee	Strategic objective	A Safe Place to Live A Thriving and Ambitious Place
Reason why Identified						
The current Local Development Plan ran until 31st December 2021; it will remain the principal development plan for decision-making purposes until the adoption of the Replacement Local Development Plan (RLDP). This does not change the urgent need for the council to make timely progress on its RLDP and to adopt it as soon as realistically possible to address key issues and challenges, including rebalancing our demography and responding to the climate emergency, and to meet the future needs of the county.						
Factors contributing to the delays include:						
<ul style="list-style-type: none"> • The Covid-19 pandemic delayed progress of the Replacement Local Development Plan (RLDP) by interrupting programmed public engagement. • Updated evidence, for example the Welsh Government published the corrected 2018-based population and household projections in August 2020. This new data resulted in the need to revisit the Growth and Spatial Options and Preferred Strategy stages of the RLDP process in 2021. • Welsh Government challenged the level of development in the June 2021 Preferred Strategy on the basis that it is not consistent with Future Wales: the National Plan 2040, which identifies that new housing development, essential services and facilities, advanced manufacturing, transport and digital infrastructure should be in Newport, Cardiff and the Valleys. A revised preferred strategy was therefore required. • High levels of phosphates in the rivers Wye and Usk have resulted in Natural Resources Wales placing restrictions on development that can take place within the catchment area. • Local elections and the need to ensure the RLDP direction of travel aligns with the new Administration's priorities. • Delays to the council identifying and agreeing appropriate Gypsy, Roma and Traveller sites. • Multiple organisations and funding mechanisms beyond the Council's remit are involved in delivering infrastructure improvements. 						

The Council is now proceeding with a new Preferred Strategy that responds to the Welsh Government objection and unresolved water quality constraint in the upper River Wye catchment. A revised Delivery Agreement has therefore been prepared which sets out an amended timetable for Plan preparation. The revised timetable shows that the adoption of the RLDP is anticipated in Summer 2025. This unavoidable delay will impact on the Council's ability to address the identified issues and objectives until the RLDP is adopted and puts pressure on the deliverability of the housing and employment figures over the Plan period, with more reliance on delivery towards the end of the Plan.

There are a range of issues and challenges the RLDP will need to address:

- The delivery of affordable housing continues to be a concern. There are a significant number of households on the Councils waiting list, and there are limited remaining opportunities within the current LDP to deliver affordable homes because most strategic sites have been delivered and the remaining few cannot currently proceed due to phosphates.
- There is a recognised lack of suitable employment land in the northern part of the County (Abergavenny and Monmouth in particular). Delays to the RLDP mean that new allocations to attract investors or retain growing businesses will not be available. There may be some scope for employment sites to come forward adjacent to settlement boundaries outside of the current LDP allocations but in parts of the county these are affected by phosphate restrictions.
- The RLDP will identify areas with potential for renewable energy. A delay to the RLDP will have limited impact in this regard because renewable energy schemes such as solar farms can come forward for consideration via the existing LDP and under national planning policy.
- There is a need to ensure the RLDP's growth ambition is matched by infrastructure delivery, much of which is delivered by other bodies. This alignment is required to ensure sustainable development to support future economic, social, environmental and cultural well-being.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12

Mitigating Actions			
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Prepare a replacement Local Development Plan 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	Spring 2026	<p>The Preferred Strategy was subject to statutory public consultation and engagement for 8 weeks during July – August 2021. The Second Call for Candidate Sites commenced alongside the Preferred Strategy consultation. Approximately 450 responses were received to the Preferred Strategy consultation. Approximately 150 candidate sites proposed for development were submitted, together with 8 candidate sites for protection.</p> <p>Following the consultation/engagement on the Preferred Strategy, a number of challenges arose which have impacted on the progression of the RLDP and require further consideration, including the Welsh Government objection to the Preferred Strategy level of growth and phosphate water quality issues in the Rivers Wye and Usk.</p> <p>In response, an amended Preferred Strategy was endorsed by Council in December 2022 for consultation in December 2022 and January 2023. The amended Preferred Strategy has regard to the above challenges, whilst also ensuring that the RLDP delivers on the Council's objectives and addresses the core issues of delivering much needed affordable housing at pace and scale, responding to the climate and nature emergency by delivering zero carbon ready new homes for our communities, and ensuring our communities are socially and economically sustainable by attracting and retaining younger people to rebalance our ageing demographic. This strategy also provides the strategic direction for the development and use of land in Monmouthshire (excluding the area within the Brecon Beacons National Park) over the Plan period 2018 to 2033 and identifies how much sustainable growth is needed and where this growth will broadly be located.</p> <p>The consultation resulted in approximately 220 responses and 650 representations on the Candidate Sites register. Of significant note, the Welsh Government Planning Division's response was supportive. As a result of the consultation, a small number of changes were proposed; Council endorsed an updated Preferred Strategy on 26th October 2023. This amended strategy will form the basis for the Deposit Plan, due to be reported to Council in Autumn 2024 for endorsement for public consultation subject to the timing of the UK General Election.</p> <p>There is a risk that the council will be unable to proceed with the Deposit RLDP if appropriate Gypsy, Roma and Traveller sites are not identified. Three sites have been identified for consultation by Cabinet following assessments by officers of council owned land. These sites are now subject to six weeks of public consultation. Cabinet's decision on which Gypsy, Roma and Traveller sites will be included in the Deposit Plan and will be informed by the findings of this consultation.</p>
Work with partner organisations to identify and implement solutions to phosphate pollution in the Rivers Usk and Wye	Head of Placemaking	Ongoing	Natural Resources Wales' (NRW) announcement of water quality (phosphate) issues in Riverine Special Areas of Conservation, including the River Wye and River Usk, has significant implications for the progression and

			<p>implementation of the RLDP. The Council is proactively liaising/working with various organisations, including NRW, Welsh Water and Welsh Government, and local authorities and the development industry, to seek solutions/a way forward with this issue.</p> <p>Over the last few years there has been significant work in this area and there is planned strategic phosphate mitigation work in the form of phosphate stripping being installed in Llanfoist (Abergavenny) and Monmouth WwTW to serve their settlements. This will enable appropriate development to be permitted within these settlement areas. There has also been a comprehensive review of the Environmental Permits of wastewater treatments across Monmouthshire and, where there is capacity, appropriate development proposals will be permitted. The candidate sites that will be proposed within the Deposit Plan will not have an adverse impact on water quality within the River Wye or Usk.</p> <p>In March 2022, a Motion for the Rivers and Ocean was declared, followed by a draft action plan in September which outlined the steps the Council will take to protect our rivers and ocean. The plan outlines exactly how the Council will work with partners and organisations to tackle the issues currently preventing development in both the river Wye and Usk catchments and how it will work proactively to seek solutions to river pollution. It has recently been restructured to ensure clarity on where we lead, where we are partners and where we lobby. The updated action plan will form part of the reworked Climate and Nature Emergency Strategy and action plan, which is due to be presented to Place Scrutiny Committee in April before being presented to Cabinet in May.</p> <p>One of the challenges in tackling this issue has been learning our role. The principle causes of the phosphate issues are largely out of the council's direct control and arise outside the county – around 66-70% of the problem is as a result of agriculture based upstream from Monmouthshire, where we have no legislative control. Given the council's limited control of the issue, we have focused on working with partner organisations such as Welsh Government, National Resources Wales and Dŵr Cymru to influence and collaborate on finding an effective solution.</p>
Ensure RLDP growth ambition is met by essential infrastructure	<p>Head of Placemaking</p> <p>Head of Decarbonisation, Transport and Support Services</p> <p>Head of Enterprise and Community Animation</p>	April 2024/ ongoing	<p>Close working is being undertaken on the infrastructure requirements and the delivery between the Local Planning Authority and colleagues in the Local Education Authority, Aneurin Bevan University Health Board, Highways Authority, Passenger Transport Unit, Active Travel Team, SUDs Approval Body and Green Infrastructure team. The Infrastructure Plan will be published alongside the Deposit Plan.</p> <p>A Local Transport Plan will be presented to Cabinet in April 2024.</p> <p>The Employment, Economy & Skills Strategy was approved by Cabinet in February 2024.</p>

Ref & Status	11	Risk	<p>Potential Risk that:</p> <ul style="list-style-type: none"> a) The council is unable to deliver its commitment to decarbonise its operations in sufficient time to achieve net zero by 2030 because our resources are not commensurate with the scale and complexity of the challenge b) The Council is unable to deliver services as a result of the increasing frequency of climate-related emergencies such as floods or extreme heatwaves that increase the demand for emergency responses and can cause damage to infrastructure and the closure of facilities 			
Risk Owner and cabinet Member responsible		Strategic Leadership Team & Cllr Catrin Maby (Cabinet member for Climate Change and the Environment)	Scrutiny Committee	Place Scrutiny Committee	Strategic objective	All
Reason why Identified						
<p>Tackling climate change and moving to a low carbon economy is one of the biggest challenges facing our society. Rising temperatures and more extreme weather events 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. Current modelling predicts a continuously increasing Council budget deficit, with many pressures on the Council's budget. The council's medium-term financial planning needs to be developed, reflecting realistic and accurate funding requirements, to allow a structured and planned approach to service delivery in the medium term, in line with corporate priorities.</p> <p>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. Extreme weather, such as flooding and the record high temperatures in Summer 2023, 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.</p>						
Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)		

Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Major	High	16	2024/25	Almost certain	Major	High	16
2025/26	Almost certain	Major	High	16	2025/26	Almost certain	Major	High	16
2026/27	Almost certain	Major	High	16	2026/27	Almost certain	Major	High	16
Mitigating Actions									
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress					
Deliver the Monmouthshire County Council Climate Emergency Strategy		Head of Decarbonisation, Transport and Support Services	Timescales as per strategy	<p>The climate emergency action plan was updated in 2021, informed by extensive community engagement and the latest evidence, including the impact of the coronavirus pandemic, ensuring actions remain up to date. We have made good progress on some of the actions in the plan.</p> <p>We have developed baseline carbon emissions data for 2019/20, and reported emissions to Welsh Government in 2020/21, 2021/22 and 2022/23, but there is not yet enough detailed understanding about the extent to which some of the actions in the plan reduce emissions to understand the precise impact some of the work we are undertaking is having. This makes it difficult to ensure activity and resources are focused in the right areas. We are sourcing additional expertise and capacity to help develop trajectories and pathways to the 2030 net zero carbon target. This will enable us to establish where we should best be focusing our resources to generate the maximum carbon savings. A carbon footprint data baseline assessment will be completed. Costed trajectory plans are currently underway which will be completed by the end of the financial year.</p> <p>Work to reduce carbon emissions at a regional level continues through the work of the Gwent Public Service Board (PSB) who have identified climate and environment as one of their two key priorities. This work is strengthened through the development of a Gwent PSB Wellbeing Plan which was approved by Council in June 2023 before being approved by the Gwent PSB. In addition, there is also collaboration across the Cardiff Capital Region to reduce carbon emissions, including the development of Local Area Energy Plans.</p> <p>The Climate Emergency Strategy is being reworked into an overarching Climate and Nature Emergency Strategy to align with the new Community and Corporate Plan, and is due to be presented to Place Scrutiny Committee in April before being presented to Cabinet in May. This reworked strategy will be underpinned by 4 action plans to better reflect the breadth of work that is taking place: Internal decarbonisation, Biodiversity and Nature Recovery, Rivers and Oceans and Community climate change. A mechanism to evaluate delivery of these outcomes will be established, including performance metrics where relevant.</p>					
Prepare and adapt for the impact of climate change.		Strategic 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. In 2021, some services updated these Climate Change Risk Assessments to allow service areas to better understand their necessary adaptation requirements. We are in discussion with Welsh Government to better understand their expectations around climate adaptation. We are also part of broader assessments of climate risk being carried out by the Cardiff Capital Region as part of their Carbon Disclosure Project commitments.</p> <p>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. Welsh Government has produced The National Strategy for Flood and Coastal Erosion Risk Management in Wales, and in response, Monmouthshire is currently reviewing our Local Flood Risk Management Strategy and Flood Risk Management Plan; a new combined strategy document will be presented to Cabinet in May.</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>As part the reworking of the Climate Emergency Strategy, climate adaptation, which includes preparing and adapting for the impact of climate change, will be embedded across each of the 4 action plans. Some of the actions within this include developing the management of green infrastructure to improve climate resilience;</p>					

			increasing urban tree canopy, including new street trees and in car parks to provide a cooling effect; and continuing to promote and support council services with business continuity and emergency response strategies.
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Ref & Status	12	Risk	Potential Risk that: The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities
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Risk Owner and cabinet Member responsible	Frances O'Brien (Chief Officer Communities and Place) and Cllr Angela Sandles (Cabinet member for Equalities and Engagement)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	All
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Reason why Identified

Monmouthshire is a beautiful county, blessed with strong communities and a competitive local economy. However, the county's relative affluence compared to much of Wales, when viewed through the lens of aggregated data, masks the day-to-day reality and lived experience of those citizens who are experiencing poverty, financial hardship and who do so in the context of the considerable financial inequality that exists within the county. In many ways, living in an area of relative affluence and wealth whilst struggling to make ends meet can make that experience even harder and more isolating. This is Monmouthshire's particular challenge and one that we are determined to understand and address.

For families on lower incomes the rising cost of living, including higher energy prices and cost of fuel, rising food prices and high inflation – risks adding additional financial pressures to households. This also follows financial challenges experienced through the pandemic. This is causing significant pressures and is resulting in an increasing number of families requiring additional public service support from services such as housing support, Mental health, health, debt advice and customer contact and support services. Many of these services have already seen increasing demands and complexity in support required through the pandemic. The cost-of living will also impact Council staff, including costs for working, which could impact staff well-being and capacity to deliver services.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
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 Chief Officer People, Performance & Partnerships	Ongoing	We have undertaken extensive data analysis and qualitative research furthering understanding of inequality at a local level and how the affects people's lives. Close working with partners is being undertaken to help understand the 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 Register Social Landlords hardship funds).
To implement the discretionary Cost of Living Support Scheme	Head of Enterprise & Community Animation	Ongoing	The Council is also delivering a range of activities to support residents including the Money Matters campaign which signposts to sources of support and further delivery of the campaign to staff in schools and other projects related to the costs of the school day. The Council also teamed up with Mind Monmouthshire and Citizens Advice Monmouthshire to set up cost of living support drop-in sessions at schools and leisure centres across the county. These sessions are available to all, including residents and colleagues, and offer advice on ensuring people are getting all the money and benefits they are entitled to, making money go further and guidance on managing energy bills. They also provide help and advice on getting back into work or more secure employment as well as emotional and wellbeing support.
Work in partnership with community fridges to identify individuals and families in need of further support.	Head of Enterprise & Community Animation	Ongoing	Community Fridges are citizen-led projects that seek to prevent food waste and to stop fresh food going to landfill. The food is accessible to the whole community with no means-testing. Whilst their ethos is primarily environmental, their presence in a community does have the ability to reduce the amount of money spent on essential outgoings for poorer families. Community Fridges are currently operating in Monmouth, Abergavenny, Caldicot, Goytre and Chepstow, with around 480 people visit a community fridge each week, with each fridge saving around 2 tonnes of food going to landfill per month. We have secured funding for consultancy support to help the community fridge volunteers and to look at sustainable funding options, common policies, practices and developing new fridges. There is a risk that community fridges support residents who otherwise would have reached the foodbanks, which require a referral process and can trigger more extensive support which may be required. We are working alongside the community fridges to sensitively support frequent users to connect with appropriate support, particularly through the Housing Gateway.

Work with the Gwent PSB to use the Marmot Principles as the framework for action to reduce inequalities across Gwent		Chief Executive	Ongoing	Gwent Public Services Board (PSB) has formally agreed to become a 'Marmot Region', and to work in partnership with the Institute of Health Equity (IHE) to use the social determinants of health approach as the basis for the response to well-being and health inequalities in Gwent. The Gwent PSB have adopted the eight Marmot Principles as the framework for action to reduce inequalities across Gwent as part of the Gwent PSB Well-being Plan.					
Ref & Status	13	Risk	Potential Risk that: Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market						
Risk Owner and cabinet Member responsible		Frances O'Brien (Chief Officer Communities and Place), Matthew Gatehouse (Chief Officer People, Performance & Partnerships) and Cllr Angela Sandles (Cabinet member for Equalities and Engagement)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	A Safe Place to Live A Fair Place to Live			
Reason why Identified									
<p>The Council is currently experiencing significant challenges and risks in relation to homelessness. Initially due to the pandemic, Welsh Government required Councils to avoid people sleeping rough, then made the subsequent decision to transition homeless services with the aim of homeless becoming rare, brief and unrepeated, together with an improvement in the quality of homeless accommodation. Welsh Government homeless policy changes through the Phase 2 Planning Guidance for Homelessness and Housing Support, whilst positive, has created challenges. Although homeless presentations have remained broadly consistent, the impact of Welsh Government policy has seen a significant increase in demand for homeless accommodation. This in turn has impacted significantly on the Housing Options Team operationally in respect of the need to identify alternative accommodation, which largely has relied on B & B, re-housing households, housing management and placement break downs. This has also created placement and staffing challenges.</p> <p>There are problems regarding the availability of temporary, supported and permanent accommodation, the type and quality of accommodation and the range of housing support available necessary to meet current and emerging homeless need. Further challenges are also being experienced in respect of acquiring existing accommodation and repurposing properties due to the buoyant market in Monmouthshire and constraints relating to funding eligibility and Planning. There are also delays in the construction of new homes due to labour and supply chain problems, and phosphates issues in the north of the county.</p> <p>The Renting Homes Act, which came into force from 1 December 2022, has made significant change the way all landlords in Wales rent their properties. There is a risk this could impact on the private rented sector in the County and reduce the availability of rental properties, further decreasing housing availability and increasing accommodation challenges in the County. The Council is anecdotally seeing evidence of landlords leaving the market.</p> <p>Monmouthshire has welcomed more refugees from Ukraine, in absolute terms, than any area in Wales apart from Cardiff. Hosts have opened their homes and all these refugees will need alternative accommodation when these temporary arrangements come to an end. In addition, many of those who have come through the Welsh Government Super Sponsor Scheme have found jobs and placed children in local schools, but are now struggling to find suitable accommodation and are faced with unaffordable rent prices in the private sector. A shortage of move-on accommodation combined with uncertainty over long-term funding will challenge our ability to provide suitable long-term accommodation for fleeing the war in Ukraine.</p> <p>The widening of asylum dispersal from 2022 will put further pressure on the housing market as the council plays its part in assisting the Home Office to move asylum seekers from hotels and other unsuitable accommodation in line with aspirations for Monmouthshire to become a county of sanctuary.</p>									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Possible	Major	Medium	8
2025/26	Likely	Major	High	12	2025/26	Possible	Major	Medium	8
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8
Mitigating Actions									
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress					
Implement systems to meet the requirements of the new Phase 2 Homeless Transition Plan		Head of Enterprise & Community Animation	As per Homeless Transition Plan	<p>Through the Rapid Rehousing strategy Welsh Government sets out their future homeless policy intentions. The core of rapid rehousing is to prevent homelessness, minimise the use and time spent in temporary accommodation and increase the availability of settled 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 or existing capacity is insufficient.</p> <p>The Rapid Re-Housing Transition plan was adopted by Cabinet in April 2023. This sets out the Council's five-year plan to prevent homelessness, increase accommodation and focus support, and includes active buy-in from wider agencies involving homelessness, for example, the role of Health and Social Care is extremely important in homeless prevention and helping people (such as young people and those with mental health issues) maintain their existing accommodation.</p>					

			<p>The Rapid Rehousing Transition Plan seeks to address the identified issues listed above, and help to transform homeless services in Monmouthshire. We have worked with housing association partners to make additional general needs social housing available for homeless households, and the proportion has increased from 47% in 2021/22 to 59% as of February 2024. Whilst positive, there is concern how much scope there is to allocate further social housing to homeless applicants without being overly detrimental to other housing need groups. Housing Support has been remodelled to include high-need accommodation for young people, dedicated substance misuse support, temporary accommodation support and re-settlement support. We have also expanded private sector accommodation under the Monmouthshire Lettings Service.</p> <p>There remain challenges that need to be addressed including the lack of temporary, supported and permanent accommodation, and the need to introduce either new support schemes or expand existing schemes for homeless applicants, particularly in respect of young people and those with mental health and substance misuse needs. Support is needed for those households in temporary accommodation, of which there are 193 as of February 2024.</p>
Deliver the Housing Support Programme Strategy 2022-26 and action Plan	Head of Enterprise & Community Animation	As per Homeless Transition Plan	In July 2022 Cabinet approved the Housing Support Programme Strategy 2022-26. The document provides a single strategic view of the Council's approach to homelessness prevention, housing support service delivery, statutory homelessness functions (delivered by the Housing Options Team) funded through the revenue settlement and non-statutory preventative services funded through the Housing Support Grant (HSG) programme. The Council has and will continue to engage closely with Welsh Government in respect of the Council's HSG annual funding allocation, which at present is insufficient to meet identified support needs in the County.
Develop suitable accommodation for homeless people, including long-term housing for all those accommodated in temporary housing and specialist provision for those with additional needs	Head of Enterprise & Community Animation	As per Homeless Transition Plan	<p>A Rapid Rehousing Transition Plan was approved by Cabinet in 2023, which includes a detailed action plan setting out how the council will address the challenges it faces around homelessness, homeless accommodation and housing support.</p> <p>Through Rapid Rehousing the council has facilitated increased resources into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. New arrangements have been established with partner agencies such as the DWP and Shared Benefit Service to support more people at risk of homelessness. A total of 261 awards were given during the 2023-2024 financial year to both households at risk of homelessness to help tackle arrears/debt and households experiencing homelessness to enable them to remain in their current accommodation or access alternatives. The Council has also built on previous initiatives to support homelessness, such as introducing Housing First, Substance Misuse Support and support for young people with higher need through the recent expansion of the Housing First scheme with Pobl and the introduction of MoYo - dedicated housing floating support for young people.</p> <p>The council has also increased the availability of both temporary and settled homes for homeless households through a range of means including partnerships with private landlords through Monmouthshire Lettings; more social homes being allocated to homeless households; more homes through new build developments and acquisitions. This has included dedicated temporary accommodation for young people; the council has been well supported by Monmouthshire Housing, Pobl and Melin in this regard. In addition, the Council has started to acquire accommodation for temporary accommodation and the first approval has been given to re-purpose a Council owned agricultural property. The increased support for those at risk of homeless combined with the increase in availability of both temporary and settled accommodation have both contributed to the reduced use of costly B&B accommodation.</p>
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, Regeneration, Highways and Flooding Head of Planning	Ongoing	Detailed update provided as in risk 10.
Work with Welsh Government, local sponsors and landlords to identify a range of accommodation to accommodate Ukrainian refugees.	Chief Officer People, Performance & Partnerships	Ongoing	The authority has been successful helping those fleeing the war in Ukraine to find properties in the area. Hosting, under the Homes for Ukraine Scheme, has remained stable, with residents going above and beyond what was initially asked of them. We have exceeded the 'population share' of refugees identified by Welsh Government.

			Recognising the challenges faced by this community, we have established a specialised team comprising of two homeless prevention workers, two Community and Wellbeing Officers, complemented by dedicated translation and administration support. Our approach involves close collaboration with local landlords to cultivate strong local networks and access to properties (PRS), addressing concerns related to affordability and financial assessments.
Work with national providers and the Home Office to identify suitable accommodation for those fleeing persecution and ensure that appropriate support services, including trauma informed support, are available.	Chief Officer People, Performance & Partnerships	Ongoing	The Home Office has made all local authorities Asylum Dispersal Areas. This has broadened the responsibility for accommodating asylum seekers in Wales which had previously been shouldered by a small number of authorities. The Home Office's chosen accommodation provider has been unable to secure any suitable sites in Monmouthshire at affordable rent levels mirroring the challenges faced by the local population. Officers continue to meet with the Wales Strategic Migration Partnership and Home Office. In September 2023 Council passed a motion committing the authority to formally becoming a county of sanctuary. An application has been submitted to the County of Sanctuary network and we are awaiting confirmation that we have met the criteria for accredited membership.

Ref & Status	14	Risk	Potential Risk that: Reliance on grant funding for the delivery of public bus network and the proposed implementation of a franchising model may result in an inability to provide long-term certainty of services that are essential for residents to access key services			
Risk Owner and cabinet Member responsible	Frances O'Brien (Chief Officer Communities and Place) and Cllr Catrin Maby (Cabinet member for Climate Change and the Environment)	Scrutiny Committee	Place Scrutiny Committee	Strategic objective	All	

Reason why Identified

The vast majority of bus services within Monmouthshire are operated under contract to the council. The majority of the funding to pay for the contracts comes from special-purpose Welsh Government grants (currently called Bus Services Support Grant and Bus Network Grant). Furthermore, as part of the reform of public transport in Wales, the Welsh Government have introduced the Bus Reform Legislation. This legislation will introduce a franchising model that will be operated by Transport for Wales, meaning that the responsibility for designing, tendering and monitoring local networks may no longer sit with local authorities. This means there is inherent uncertainty of the long-term future of bus services, and it could result in a reduction of local services which may be essential for some residents to access key services.

Monmouthshire is a rural county where isolation can be exacerbated when people have limited access to affordable transport. A significant reduction in public bus services could result in the isolation of some members of our community, particularly those who are reliant on public transport to access key services. An effective public transportation system is also key to reducing the county's carbon emissions, which are relatively high per person, and becoming a greener place to live.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Substantial	High	12	2024/25	Almost certain	Substantial	High	12
2025/26	Almost certain	Substantial	High	12	2025/26	Almost certain	Substantial	High	12
2026/27	Almost certain	Substantial	High	12	2026/27	Almost certain	Moderate	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Review performance of tendered bus services, identify opportunities to improve frequencies or add new routes and seek additional funding opportunities to implement proposed enhancements	Head of Decarbonisation & Transport and Public Transport Planning Manager	Ongoing	Newly tendered bus services were launched on the 1st April. An update on performance will be provided when available.
Review our networks and look to enhance the demand responsive provision	Public Transport Planning Manager	Ongoing	Transport for Wales/Local authorities' 'regional scrum' bus coordination meetings, a Cardiff Capital region (CCR) Bus Working Group and a Welsh Government (WG)/Transport for Wales (TfW)/MCC Traws Cymru Delivery Group have been established and are meeting regularly. TfW is undertaking a study into options for Traws services in Monmouth.
Carry out tendering of bus services within the county	Public Transport Planning Manager	Ongoing	Newly tendered bus network started 1 April – this is expected to increase passenger usage and reduce support per trip. TfW, MCC and operators are working on improved information to attract more passengers. MCC has successfully bid for WG Local Transport Fund grant which is helping to deliver bus infrastructure enhancements. MCC is working with operators to extend multi-operator bus tickets across Monmouthshire. We are also working with TfW to introduce bus-rail integrated tickets for key Monmouthshire routes.

Ref & Status	15	Risk	Potential Risk of:
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An increase in the number of legal challenges to decisions resulting in delays and increased costs										
Risk Owner and cabinet Member responsible			James Williams (Chief Officer Law and Governance) and Cllr Mary-Ann Brocklesby (Leader)		Scrutiny Committee		All		Strategic objective	All
Reason why Identified										
The Council has seen an increase in legal challenges in recent years. As plans are developed to address the financial challenges faced by the Council there is a risk that those challenges increase in frequency. These legal challenges expose the Council to legal and reputational risk, as well as taking increased time and cost to address.										
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2024/25	Likely	Substantial	Medium	9	2024/25	Possible	Substantial	Medium	6	
2025/26	Likely	Substantial	Medium	9	2025/26	Possible	Substantial	Medium	6	
2026/27	Likely	Substantial	Medium	9	2026/27	Possible	Substantial	Medium	6	
Mitigating Actions										
Mitigating Action			Responsibility Holder		Timescale	Mitigation action progress				
Impact assesses service changes and policy decisions			Chief Officer People, Performance & Partnerships		Ongoing	An established Integrated Impact Assessment template and guidance is in place and is completed for all decisions that require an assessment. These assessments are challenged by a panel of policy officers prior to decision. There is a need to ensure impacts are assessed at the start and throughout the development of changes and policy to ensure any appropriate mitigation can be undertaken.				

Appendix 2: 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.

High risk	The risk is highly likely to occur and the impact will be major. Management action/control evaluation and improvement is required coupled with continued pro-active monitoring
Medium risk	The risk is unlikely to result in a major issue, however, if it did the impact would be significant or serious . 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.
Low risk	The risk is very unlikely to occur and the impact will be minor or moderate at worst. Risk will be managed by seeking control improvements where practical and / or monitoring and reviewing at regular intervals

Risks are also given a score. Scores of 1-4 are low risks, scores of 6-9 are medium risks and scores 12-16 are high risk. Providing a score as well as a risk level allows the variations within risk levels to be more clearly stated.

Major (4)	Low (4)	Medium (8)	High (12)	High (16)
Substantial (3)	Low (3)	Medium (6)	Medium (9)	High (12)
Moderate (2)	Low (2)	Low (4)	Medium (6)	Medium (8)
Minor (1)	Low (1)	Low (2)	Low (3)	Low (4)
	Unlikely (1)	Possible (2)	Likely (3)	Almost certain (4)

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Monmouthshire's Scrutiny Forward Work Programme 2022-23

Performance and Overview Scrutiny Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
14 th May 2024	Alternative Learning Provision/Specialist Resource Bases	Scrutiny of MCC Alternative Learning Provision/Specialist Resource Bases.	Morwenna Wagstaff Will McLean Cllr Groucott	Performance Monitoring
	Supporting Vulnerable Learners	Scrutiny of Vulnerable Learners' Support (trauma-informed approaches, Emotional Literacy Assistant programme, MCC specialist teaching service).	Morwenna Wagstaff Will McLean Cllr Groucott	Performance Monitoring
	Risk Register Update	To update members on the Council's Risk Register and to agree any future areas for scrutiny.	Richard Jones Hannah Carter	Performance Monitoring
18 th June 2024	Public Protection Performance 23/24	To review the performance of the service area.	David Jones Cllr Griffiths	Performance Monitoring
	Registration Services Annual Report 23/24	To review the performance of the service area.	David Jones Cllr Sandles	Performance Monitoring
	Poverty Action Plan	To scrutinise performance against the action plan.	Lucinda Boyland Cllr Sandles	Performance Monitoring
16 th July 2024	Self-Assessment Process	To scrutinise the self-assessment process and identify areas for further scrutiny.	Richard Jones Hannah Carter Cllr Brocklesby	Performance Monitoring
	WESP (Welsh in Education Strategic Plan)	To scrutinise performance against the plans.	Sharon Randall Smith Will McLean	Performance Monitoring

Monmouthshire's Scrutiny Forward Work Programme 2022-23

Performance and Overview Scrutiny Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
			Cllr Groucott	
	School Exclusions	To scrutinise the latest figures and the Council's performance.	Morwenna Wagstaff Will McLean Cllr Groucott	Performance Monitoring
15th October 2024	Socially Responsible Procurement strategy	To review progress of the strategy.	Scott James Steve Robinson Cllr Brocklesby	Performance Monitoring
	<i>Revised NEET Reduction Strategy</i>	<i>To scrutinise the revised strategy prior to Cabinet decision.</i>	<i>Hannah Jones Louise Wilce Cllr Sandles / Groucott?</i>	<i>Performance Monitoring / Policy Development</i>
19th November 2024	Complaints Process	To scrutinise the performance of the Council's complaints process, and issues raised by it.	Annette Evans Cllr Sandles	Performance Monitoring
To be confirmed	<i>Month 12 Budget Monitoring</i>	<i>To scrutinise the budgetary position (revenue and capital) for services falling within the committee's remit at Month 12.</i>	<i>Jonathan Davies Peter Davies Cllr Callard</i>	<i>Budget Monitoring</i>
To be confirmed	<i>Financial Strategy</i>	<i>Pre-decision Scrutiny ahead of full Council.</i>	<i>Peter Davies Jonathan Davies Cllr Callard</i>	<i>Pre-decision Scrutiny</i>

Monmouthshire's Scrutiny Forward Work Programme 2022-23

Performance and Overview Scrutiny Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
To be confirmed	<i>Recruitment and retention</i>	<i>Effect on the Council's performance and ability to deliver.</i>		
To be confirmed	<i>Use of Reserves</i>	<i>Future proofing and resilience planning as well as supporting long-term strategic priorities.</i>	<i>Peter Davies Jonathan Davies Cllr Callard</i>	

Other items in the Community and Corporate Plan which the Committee might want to scrutinise:

- Social Justice Strategy progress and Tackling Poverty and Inequality Plan progress
- Business Monmouthshire project monitoring/updates
- Undertake a 'learning led' review of educational provision in Chepstow
- Chief Officer for Education's Monitoring Report 2024
- Review of property assets
- Data strategy
- Digital strategy
- (School meals and deforestation? [Place Committee?])

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Performance and Overview Scrutiny Committee

Action List

19th March 2024

Minute Item:	Subject	Officer / Member	Outcome
4	To resend the Before Action Review (BAR) and After Action Review (AAR) to officers	Jill Bond / Robert McGowan	Sent to officers.
4	To provide members with the number of residents affected by Long Covid	Dave Jones / Louise Driscoll	Awaiting response from ABHB
5	To include a piece in the work programme on whole authority future planning, incorporating reviews from directorates	Dave Jones / Jane Rodgers / Robert McGowan	Jane Rodgers in discussion with SLT

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Committee / Decision Maker	Meeting date / Decision due	Report Title	de	Purpose	Author	Date item added to the planner
Council	01-Jul-25	RLDP for Adoption	Paul Griffiths - Sustainable Economy	To adopt the RLDP following receipt of the Inspector's report, making it the County's Development Plan as defined by S38(6) of the Planning and Compulsory Purchase Act 2004	Mark Hand / Rachel Lewis	23-Aug-22
Council	23-Jan-25	Council Tax Reduction Scheme 2025/26	Ben Callard - Resources		Ruth Donovan	29-Jan-24
ICMD	18-Dec-24	Council Tax Base 2025/26	Ben Callard - Resources		Ruth Donovan	29-Jan-24
Cabinet	06-Nov-24	Local Flood Risk Management Strateg			Mark Hand	19-Feb-24
Cabinet	06-Nov-24				Hannah Jones	4-Sep-23
Cabinet	02-Oct-24	Adoption of Abergavenny Placemaking Plan	Paul Griffiths - Sustainable Economy	To adopt the Abergavenny Placemaking Plan, co-produced with Abergavenny Town Council, to inform future regeneration priorities and grant bids	Mark Hand / Dan Fordham	3-Oct-22
Cabinet	02-Oct-24	Adoption of Magor Placemaking Plan	Paul Griffiths - Sustainable Economy		Mark Hand / Dan Fordham	3-Oct-22
Cabinet	02-Oct-24	Adoption of Monmouth Placemaking Plan	Paul Griffiths - Sustainable Economy	To adopt the Monmouth Placemaking Plan, co-produced with Monmouth Town Council, to inform future regeneration priorities and grant bids	Mark Hand / Dan Fordham	3-Oct-22
Cabinet	02-Oct-24	Road Safety Strategy	Catrin Maby	To adopt the Road Safety Strategy	Mark Hand / Paul Keeble	4-Oct-22
Council	19-Sep-24	RLDP submission for examination	Paul Griffiths - Sustainable Economy	To endorse the submission of the Deposit RLDP to the Welsh Government for examination by an independent Inspector. By agreeing, Council will be saying it wants this document to be the adopted RLDP for Monmouthshire.	Mark Hand / Rachel Lewis	23-Aug-22

Cabinet	04-Sep-24	Pavement Café Policy	Paul Griffiths - Sustainable Economy	To adopt the pavement café policy as the basis for making decisions on applications for licences	Mark Hand / Paul Keeble	4-Oct-22
Council	20-Jun-24	Financial Strategy	Ben Callard - Resources		Jon Davies	
Council	20-Jun-24	RLDP Deposit Plan endorsement for consultation	Paul Griffiths - Sustainable Economy	To endorse the Deposit RLDP for public consultation and engagement.	Mark Hand / Rachel Lewis	5-Jan-23
Cabinet	05-Jun-24	Whole Authority Strategic Risk Assessment		To provide cabinet with an overview of the current strategic risks facing the authority and to agree the revised strategic risk management policy	Richard Jones	26-Apr-24
Cabinet	05-Jun-24	People Strategy	Ben Callard - Resources	To seek Cabinet approval of a revised people strategy, which is one of a suite of enabling strategies that sit underneath the community and corporate plan to ensure the authorities resources are aligned with the delivery of its purpose.	Matt Gatehouse	1-May-24
Cabinet	05-Jun-24	Consultation on the relocation of Ysgol Gymraeg Y Fenni	Martyn Groucutt - Education	To receive feedback on the statutory consultation concerning the proposed relocation and increase in capacity of Ysgol Gymraeg Y Fenni.	Matthew Jones	26-Feb-24
ICMD	22-May-24	Florence Jones Report & FGE	Paul Griffiths - Sustainable Economy	to consider the options in relation to the collection of monies secured under a land charge on land at and including Upper House Farm, Wonastow, Monmouth	Amy Longford	30-Apr-24
Council	16-May-24	Political Balance Report	Angela Sandles - Engagement		James Williams	
Council	16-May-24	Appointments to Committees	Angela Sandles - Engagement		James Williams	
Council	16-May-24	Outside Bodies	Angela Sandles - Engagement		James Williams	

Cabinet	05-Jun-24	Strategy for Commissioned Domiciliary Care in Monmouthshire	Ian Chandler - Social Care & Safeguarding		Ceri York	24-Apr-24
Cabinet	15-May-24	Uploading S106 Capital Sums into 2024/25 Capital Budget	Ian Chandler - Social Care & Safeguarding		Mike Moran	9-Apr-24
Cabinet	15-May-24	Development of a Supported Accommodation Project for care experienced young people	Ian Chandler - Social Care & Safeguarding		Jane Rodgers	24-Apr-24
Cabinet	15-May-24	Repurposing of Severn View Residential Home, Chepstow	Paul Griffiths - Sustainable Economy	To seek approval for the repurposing of Severn View Residential Home to support policy objectives around temporary accommodation, in accordance with the Rapiit Rehousing Strategy.	Nick Keyse/Cath Fallon	
Cabinet	15-May-24	Local Housing Market Assessment	Paul Griffiths - Sustainable Economy	The LHMA provides a review of the need for affordable and market housing across Monmouthshire and an overview of the current housing market.	Sally Meyrick	8-Jan-24
Cabinet	15-May-24	Local Flood Strategy	Paul Griffiths - Sustainable Economy		Carl Touhig	9-Oct-23
Cabinet	15-May-24	Local Transport Plan	Catrin Maby	To adopt the Local Transport Plan	Debra Hill-Howells / Christian Schmidt	4-Oct-22
Cabinet	15-May-24	Climate and Nature Emergency		To receive an update on progress made towards the Climate and Nature Emergency Strategy and to agree the new overarching Climate and Nature Emergency Strategy and action plan format	Hazel Clatworthy	19-Oct-23
Cabinet	15-May-24	Greenfingers Report	Ian Chandler - Social Care & Safeguarding		Jane Rodgers	26-Mar-24
Cabinet	15-May-24	Local Housing Market Assessment Refresh 2022-2037		To provide an overview of the Local Housing Market Assessment Refresh 2022-2037 which provides an estimation of the additional affordable housing need across Monmouthshire.	Sally Meyrick	15-Apr-24

Cabinet	15-May-24	Local Food Strategy			Marianne Elliot	18-Apr-24
Council	18-Apr-24	Placement Development Strategy	Ian Chandler - Social Care & Safeguarding	development of in-county residential and supported accommodation placements for children who are looked after. To make recommendations about i) changing the use of 3 existing properties in order to support the strategy	Jane Rodgers / Diane Corrister	8-Jan-24
ICMD	17-Apr-24	ICMD Report - 20 mph Speed Limit Revocation Order	Catrin Maby - Climate Change and Environment		Graham Kinsella	22-Mar-24
ICMD	17-Apr-24	ICM report - Florence Jones DEFERRED	Paul Griffiths - Sustainable Economy		Amy Longford	11-Mar-24
Cabinet	10-Apr-24	Public Spaces Protection Order Dog Controls	Paul Griffiths - Sustainable Economy		Huw Owen	19-Feb-24
Cabinet	10-Apr-24	Primary School catchment areas consultation feedback	Martyn Groucutt - Education	For Members to receive feedback on the consultation relating to a review of Primary School catchment areas and determine whether to implement proposals	Matthew Jones	20-Nov-23
Cabinet	10-Apr-24	Sustainable Communities for Learning Strategic Outline Programme update	Martyn Groucutt - Education	To provide members with details of the revisions to the Strategic Outline Programme for the Sustainable Communities for Learning Programme which will inform the development of projects within the rolling programme of	Debbie Graves	12-Sep-23
ICMD	27-Mar-24	Welsh Church Fund Working Group	Ben Callard - Resources		Dave Jarrett	
ICMD	27-Mar-24	Experimental TRO Prohibition of driving except for access Goldwire Lane Monmouth	Catrin Maby - Climate Change and Environment		Graham Kinsella	
ICMD	13-Mar-24	Increase in building control charges	Paul Griffiths - Sustainable Economy		Craig O'Connor	

Cabinet	06-Mar-24	To consider a Business Case for the acquisition of a property for use as a registered children's home	Ian Chandler - Social Care & Safeguarding		jane Rodgers	13-Feb-24
Council	29-Feb-24	Agree the name of the new Welsh-medium Primary School in Monmouth	Martyn Groucutt - Education	Agree the name of the new Welsh-medium Primary School in Monmouth	Debbie Graves	15-Nov-23
Council	29-Feb-24	Standards Committee Appointment			James Williams	6-Feb-24
Council	29-Feb-24	Strategic Equality Plan 2024		To seek approval of a new Strategic Equality Plan for the period 2024-28, incorporating MCCs contribution to national action plans on race equality, LGBTQ and other protected characteristics	Matthew Gatehouse	15-Nov-23
Council	29-Feb-24	Appointment of Monmouthshire Local Access Forum		To secure the appointment of members to the Monmouthshire Local Access Forum for its next 3 year period.	Matthew Lewis	18-Jan-23
Council	29-Feb-24	Final Budget Proposals	Ben Callard - Resources		Jon Davies	
Council	29-Feb-24	Capital and Treasury Strategy	Ben Callard - Resources		Jon Davies	
Council	29-Feb-24	Council Diary	Angela Sandles - Engagement		John Pearson	
ICMD	28-Feb-24	WCF/Trust Treasury Fund Investment	Ben Callard - Resources			
Cabinet	28-Feb-24	2023/24 Revenue and Capital Monitoring - Month 9	Ben Callard - Resources		Jon Davies	27-Apr-23

Cabinet	28-Feb-24	2023/24 Final Revenue and Capital Budget Proposals	Ben Callard - Resources		Jon Davies	
Cabinet	07-Feb-24	Economic Development Strategy		REFRESHING THE MONMOUTHSHIRE BUSINESS GROWTH & ENTERPRISE STRATEGY and action plan in setting the economic ambition for the county and providing a strategic framework that guides future economic	Hannah Jones	9-Jan-23
ICMD	24-Jan-24	Amendment to Street Naming and Numbering Policy regarding Replacement or additional Street nameplate signs for Existing Streets	Catrin Maby - Climate Change and Environment		Mark Hand	2-Jan-24
ICMD	24-Jan-24	Community Council & Police Precepts - Determination	Ben Callard - Resources		Jon Davies	
Council	18-Jan-24	Introduction of Council Tax Premiums for Second homes from 1 st April 2024	Ben Callard - Resources	Council to re affirm their decision on the Second Home Premium	Ruth Donovan	5-Dec-23
Council	18-Jan-24	Council Tax Reduction Scheme	Ben Callard - Resources		Ruth Donovan	
Council	18-Jan-24	Asset Management Strategy			Nick Keyse	28-Sep-23
Cabinet	17-Jan-24	Community & Corporate Plan performance update	Mary Ann Brocklesby - Whole Authority Strategy	To provide cabinet with the latest performance report of commitments in the Community and Corporate Plan	Richard Jones	5-Sep-23
Cabinet	17-Jan-24	REPURPOSING OF ACCOMMODATION IN THE COUNTY FARMS PORTFOLIO TO SUPPORT HOMELESSNESS AND OTHER POLICY OBJECTIVES		To seek approval for the repurposing of vacant cottages held within the County Farms Portfolio to support policy objectives such as alleviating pressures with homelessness and to address the reliance on unsuitable temporary accommodation.	Nick Keyse	4-Dec-23
Cabinet	17-Jan-24	consultation on the relocation of Ysgol Gymraeg Y Fenni	Martyn Groucutt - Education		Matthew Jones	23-Aug-23

Cabinet	17-Jan-24	Approval of the revised MCC Counter Fraud, Corruption & Bribery Policy	Rachel Garrick - Resources		Jan Furtek	2-Nov-23
Cabinet	17-Jan-24	Draft Budget Proposals	Ben Callard - Resources		Jon Davies	29-Sep-23
ICMD	03-Jan-24	Welsh Church Fund Working Group - meeting 3 held on 7th December 2023 Meeting didn't happen	Rachel Garrick - Resources		Dave Jarrett	30-Mar-23
ICMD	20-Dec-23	Community Council & Police Precepts - Proposed payment schedule	Ben Callard - Resources		Jon Davies	
ICMD	20-Dec-23	Additional resources for the Revenues and Benefits Shared Service'	Ben Callard - Resources		Ruth Donovan	
ICMD	20-Dec-23	Council Tax Base Report	Ben Callard - Resources		Ruth Donovan	
ICMD	20-Dec-23	LDP Annual Monitoring Report	Paul Griffiths - Sustainable Economy	To endorse the LDP Annual Monitoring Report for submission to WG	Mark Hand / Rachel Lewis	16-Jan-23
Cabinet	13-Dec-23	King Henry VIII 3 – 19 School Funding Formula	Martyn Groucutt - Education	To update Cabinet with the consultation feedback regarding the proposed fair funding formula for King Henry 3 – 19 School in Abergavenny.	Nikki Wellington	23-Nov-23
Cabinet	13-Dec-23	Children's Services: Foster Carer Recruitment and Retention – Foster Friendly Policy	Ian Chandler - Social Care & Safeguarding	The purpose of the report is to outline a proposal to create a policy that supports MCC employees who are existing foster carers or wish to become foster carers through offering an appropriate leave entitlement.	Dr Charlotte Drury	9-Nov-23
Cabinet	13-Dec-23	Primary catchment review			Matthew Jones	23-Jun-23

Cabinet	13-Dec-23	Whole Authority Strategic Risk Assessment	Mary Ann Brocklesby - Whole Authority Strategy	To provide Cabinet with an overview of the current strategic risks facing the authority and to seek approval of the strategic risk assessment	Richard Jones	5-Sep-23
Cabinet	13-Dec-23	2023/24 Revenue and Capital Monitoring - Month 6	Rachel Garrick - Resources		Jon Davies	27-Apr-23
Council	07-Dec-23	Relocation of PRS in South Monmouthshire	Martyn Groucutt - Education	Relocation of South Monmouthshire PRS	Morwenna Wagstaff	13-Nov-23
Council	07-Dec-23	DIRECTOR'S ANNUAL REPORT		to provide Council with an overview of SOCIAL CARE AND HEALTH directorate with a focus on year 2022 – 2023.	Jane Rodgers	31-Jul-23
Council	07-Dec-23	SAFEGUARDING ANNUAL EVALUTION REPORT		To provide Council with the annual self-evaluation of safeguarding from a whole authority perspective.	Jane Rodgers / Diane Corrister	31-Jul-23
ICMD	29-Nov-23	Whole Authority Safeguarding Policy	Ian Chandler - Social Care & Safeguarding		Naomi Lovesay	3-Nov-23
ICMD	29-Nov-23	Museums - Accredited			Rachael Rogers	12-Oct-23
ICMD	29-Nov-23	A013 Highway Traffic Regulation Amendment Order	Catrin Maby - Climate Change and Environment		Mark Hand	18-Sep-23
ICMD	29-Nov-23	A012 Highway Traffic Regulation Amendment Order	Catrin Maby - Climate Change and Environment	Speed limit changes at Caerwent Brook/Dewstow Road	Mark Hand	18-Sep-23
ICMD	15-Nov-23	Planning Annual Performance Report	Paul Griffiths - Sustainable Economy	Double yellows at Main Road, Portskewett, leading to S	Mark Hand / Rachel Lewis	16-Jan-23

ICMD	15-Nov-23	A012 Highway Traffic Regulation Amendment Order MOVED TO 29TH NOV			Mark Hand	18-Sep-23
ICMD	15-Nov-23	A013 Highway Traffic Regulation Amendment Order MOVED TO 29TH NOV		Double yellows at Main Road, Portskewett, leading to S	Mark Hand	18-Sep-23
Cabinet	15-Nov-23	DEVELOPING THE FUTURE MY DAY MY LIFE BASES	Ian Chandler - Social Care & Safeguarding	Speed limit changes at Caerwent Brook/Dewstow Road	Jane Rodgers	7-Nov-23
Cabinet	15-Nov-23	Budget Process and timetable	Rachel Garrick - Resources	This report presents the findings of the final options appraisal for the proposed future My Day, My Life bases in Abergavenny, and to seek approval of the recommended base.	Jon Davies	
Cabinet	08-Nov-23	Public Services Ombudsman for Wales Annual letter 2022-23 to Monmouthshire County Council		The purpose is to fulfil the expectation of the Public Services Ombudsman for Wales that their report is brought to the attention of Cabinet.	Annette Evans/Matthew Gatehouse	17-Oct-23
Cabinet	08-Nov-23	RIPA Review		To review RIPA strategy and arrangements	Geraint Edwards	25-Sep-23
Cabinet	08-Nov-23	2023/24 Revenue and Capital Monitoring - Month 5	Rachel Garrick - Resources		Jon Davies	
Council	26-Oct-23	Monmouthshire County Council Self- assessment 2022/23		to seek Council approval of the Self-Assessment report 2022/23 in line with requirements outlined in the Local Government and Elections (Wales) Act 2021 and to ensure that members have a clear and transparent assessment of the Council's	Richard Jones	4-Jul-23
Council	26-Oct-23	RPB Area Plan			Jane Rodgers	4-Jul-23
Council	26-Oct-23	RLDP Preferred Strategy consultation report	Paul Griffiths - Sustainable Economy	To endorse the RLDP Preferred Strategy including any proposed changes arising from the public consultation.	Mark Hand / Rachel Lewis	3-Oct-22

ICMD	25-Oct-23	Welsh Church Fund Working Group - meeting 2 held on 21st September 2023	Rachel Garrick - Resources		Dave Jarrett	30-Mar-23
Cabinet	11-Oct-23	Disposal of Land at Natgavenny Lane	Rachel Garrick - Resources	To seek Cabinet approval for the disposal of a parcel of land adjacent to the Nantgavenny Lane Busines Park, Mardy, Abergavenny	Nick Keyse	
Cabinet	11-Oct-23	Developing a base for My Day My Life in Monmouth and Abergavenny	Ian Chandler - Social Care & Safeguarding	Further to the recommendations from the Practice Solutions review, the report sets out the criteria and decision making in respect of which bases to develop for the My Day My Life in both Monmouth and Abergavenny, and makes a recommendation on the	Ceri York	25-Sep-23
ICMD	11-Oct-23	MEMORANDUM OF UNDERSTANDING – TCBC AND MCC HERITAGE SERVICES IN RELATION TO MAMHILAD NYLON SPINNERS LISTED BUILDING.	Paul Griffiths - Sustainable Economy	The purpose of this report is to propose that MCC join into an MoU in relation to the provision of Heritage Advice to consider the ongoing management of the Nylon Spinners listed building at Mamhilad.	Amy Longford	22-Sep-23
Cabinet	04-Oct-23	Gypsy, Roma and Traveller Consultation			Cath Fallon	4-Sep-23
ICMD	27-Sep-23	Extending Public Spaces Protection Order (PSPOs) to tackle Anti Social Behaviour (ASB)		To seek approval to extend three Public Spaces Protection Orders (PSPO) in respect of Bailey Park, Abergavenny; Lower Abergavenny (including Castle Meadows) and Monmouth Town (including Chippenham	Andrew Mason	31-Aug-23
Council	21-Sep-23	REPORT ON JOINT SCRUTINY ARRANGEMENTS FOR CORPORATE JOINT COMMITTEES			Hazel Ilett	4-Sep-23
Council	21-Sep-23	Governance and Audit Committee Annual Report 2022/23	Paul Griffiths - Sustainable Economy	To inform Council of the work and conclusions of the Governance and Audit Committee from 1st April 2022 to 31st March 2023	Chair of Governance and Audit Committee, Andrew Blackmore	27th July 2023
Council	21-Sep-23	Standards Committee Annual Report		This report is the first annual report from the Standards Committee to Council as required by the change in law set out in the Local Government and Elections Act 2021. It has to report on the discharge of the Committee's functions for the	Matt Phillips	10-Oct-22
ICMD	13-Sep-23	Highway Traffic Regulation Amendment Order 12 MOVED TO 25TH OCTOBER 2023	Catrin Maby - Climate Change and Environment	'Agreement to make the traffic order - parking/waiting restrictions at Justins Hill and Wyesham Avenue, Wyesham; Main Road and Castle Way, Portskewett; lane leading to Sugarloaf Llanwenarth car park; and Wonastow	Mark Hand	

ICMD	13-Sep-23	Proposed Changes to the Membership of the School Budget Funding Forum	Martyn Groucutt - Education		Nikki Wellington	
ICMD	13-Sep-23	'Highways Traffic Regulation Amendment Order 12 deferred to September 13th		Agreement to make the traffic order - parking/waiting restrictions at Justins Hill and Wyesham Avenue, Wyesham; Main Road and Castle Way, Portskewett; lane leading to Sugarloaf Llanwenarth car park; and Wonastow	Mark Hand	24-May-23
Cabinet	06-Sep-23	Respite review for people with learning disabilities			Jane Rodgers	31-Jul-23
Cabinet	06-Sep-23	Home to School Transport Policy 2024/25		To consider the adoption of the proposed Home to School Transport Policy for the academic year 2024/25	Deh Hill Howells	
Cabinet	06-Sep-23	Proposal to establish a Welsh medium seedling school in Monmouth		Cabinet to consider objection report and make final determination on how to proceed.	Debbie Graves	27-Mar-23
ICMD	16-Aug-23	Castle Wood Usk Low Cost Home Ownership Future Use	Sara Burch - Inclusive and Active Communities			
ICMD	16-Aug-23	electric vehicle charging rate for public and staff at EV	Catrin Maby - Climate Change and Environment		Deb Hill Howells	20-Jul-23
ICMD	16-Aug-23	Highways Traffic Regulation Amendment Order 11	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - Exception Orders to identify those restricted roads that will remain 30mph in September 2023 instead of defaulting to 20mph	Mark Hand	
ICMD	16-Aug-23	Highways Traffic Regulation Amendment Order 10	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - prohibition of driving Pwll Du, Llanelly Hill and Belmont Close/Belmont Road Abergavenny	Mark Hand	
ICMD	02-Aug-23	Welsh Church Fund Working Group - meeting 1 held on 22nd June 2023	Rachel Garrick - Resources		Dave Jarrett	

ICMD	02-Aug-23	Highways Traffic Regulation Amendment Order 10 deferred to August 16th	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - Exception Orders to identify those restricted roads that will remain 30mph in September 2023 instead of defaulting to 20mph	Mark Hand	3-Oct-22
Cabinet	26-Jul-23	Implementation of the My Day My Life review recommendations			Ceri York	
Cabinet	26-Jul-23	Gypsy and Traveller Site Identification			Ian Bakewell	12-Jul-23
Cabinet	26-Jul-23	•Review of the Respite Opportunities Service			Ceri York	14-Mar-23
Cabinet	26-Jul-23	2023/24 Revenue budget progress – early update			Jon Davies	8-Jun-23
Cabinet	26-Jul-23	S016 Funding Castle Park and Arch Bishop Rowan Williams Schools.			Cath Saunders	13-Jun-23
Council	20-Jul-23	Gifts & Hospitality Report			Matt Phillips	12-Jun-23
Council	20-Jul-23	Freedom of the Borough Presentation			Joe Skidmore	5-May-23
Council	20-Jul-23	Recruitment of Local Access Forum		To agree arrangements for the recruitment of the Monmouthshire Local Access Forum for the next 3 year period of appointment	Matthew Lewis	21-Jun-23
ICMD	12-Jul-23	Highways Traffic Regulation Amendment Order 10 DEFERRED TO 16TH AUG	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - prohibition of driving Pwll Du, Llanelly Hill	Mark Hand	19-May-23

ICMD	12-Jul-23	transfer the school balances for both Deri View and King Henry VIII School to the new King Henry VIII 3 – 19 School.	Rachel Garrick - Resources	Both King Henry VIII school and Deri View Primary school are closing on 31 st August 2023 and the new King Henry VIII 3 – 19 School will open on 1 st September 2023, under a statutory closure of schools the financial balances transfer to the Local Authority,	Nikki Wellington	4-Apr-23
	05-Jul-23	Reopen Monmouth Cemetery for new burials			Rhian Jackson	
Cabinet	05-Jul-23	RESERVATION OF GRAVE PLOTS		To seek cabinet approval to cease the provision of reserving grave spaces (not incl cremated remains plots) in Llanfoist Cemetery	Rhian Jackson	7-Nov-22
Cabinet	05-Jul-23	2022/23 Revenue and Capital Monitoring - Outturn Report	Rachel Garrick - Resources		Jon Davies	27-Apr-23
ICMD	28-Jun-23	Highway Traffic Regulation Order	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - making permanent the part-time prohibition of driving on Cross Street and Market Street Abergavenny	Mark Hand	6-Jun-23
Council	22-Jun-23	Gwent Public Services Board Well-being plan		To approve the Public Services Board's Well-being Plan that sets out the steps being taken collaboratively by public services to improve wellbeing in Gwent ahead of approval by the Gwent Public Services Board.	Richard Jones	20-Jan-23
Council	22-Jun-23	Chief Officer Children and Young People's Report 2023			Will McLean	14-Feb-23
Cabinet	07-Jun-23	Adoption of Transforming Chepstow Masterplan	Paul Griffiths - Sustainable Economy	To adopt the Transforming Chepstow Masterplan, co-produced with Chepstow Town Council, to inform future regeneration priorities and grant bids	Mark Hand / Dan Fordham	3-Oct-22
Cabinet	07-Jun-23	Transforming Towns Strategic Grant regeneration priorities and LUF3 bid	Paul Griffiths - Sustainable Economy	To agree the priority projects for bids for WG Strategic grant funding to 24/25 and the submission for round 3 of Levelling Up Funding	Mark Hand / Dan Fordham	3-Oct-22
Cabinet	07-Jun-23	Proposal to establish a Welsh medium seedling school in Monmouth		Cabinet to consider the results of the consultation, recommendations and decide whether to publish statutory notices.	Debbie Graves	27-Mar-23

Cabinet	07-Jun-23	Socially Responsible Procurement Strategy	Rachel Garrick - Resources	To endorse the Socially Responsible Procurement Strategy	Scott James	22-Aug-22
ICMD	24-May-23	Highway Traffic Regulation Amendment Order 9	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - including Llantrisant 20mph village lane, 40mph through road, possibly Llantrisant (Usk to Wentwood) 50mph; 20mph Gilwern and surrounding villages	Mark Hand	14-Apr-23
Council	18-May-23	Political Balance Report		The Council is required to review at, or as soon as practicable after, the Council's annual meeting, the representation of different political groups on the bodies to which the Council makes appointments.	Matt Phillips	2-Feb-23
Council	18-May-23	Outside Bodies Report		To appoint representatives to serve on outside	Matt Phillips	2-Feb-23
Council	18-May-23	Appointments to Committees		To appoint committees together with their membership and terms of reference in accordance with the Council's Constitution.	Nicola Perry	2-Feb-23
Council	18-May-23	Constitution update		For the Monitoring Officer to bring proposed amendments and highlight changes made over the previous 12 months	Matt Phillips	2-Feb-23
Council	18-May-23	Corporate Parenting Strategy			Diane Corrister	24-Aug-22
Cabinet	17-May-23	Review of Home to School Transport Policy 24/25.	Martyn Groucutt - Education	The purpose: Is to seek approval to commence consultation on proposed amendments to the Home to School Transport Policy for the academic year 2024/25.	Deb Hill Howells	12-Apr-23
Cabinet	17-May-23	Monnow Street public realm improvements	Paul Griffiths - Sustainable Economy	To agree how we proceed with proposals for Monnow Street public realm following consultation	Mark Hand / Dan Fordham	6-Mar-23
ICMD	10-May-23	Highways Traffic Regulation Amendment Order 9 MOVED TO 24TH MAY	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - including Llantrisant 20mph village lane, 40mph through road, possibly Llantrisant (Usk to Wentwood) 50mph; 20mph Gilwern and surrounding villages	Mark Hand	3-Oct-22

Council	20-Apr-23	Motion for the Rivers and Oceans update		Deferred - new date to be advised	Hazel Clatworthy	10-Jan-23
Council	20-Apr-23	Community and Corporate Plan		To seek approval of a new Community and Corporate Plan that sets the direction for the council and county of Monmouthshire, articulating the authority's purpose and priorities alongside the steps we will take to deliver these, the	Matt Gatehouse	6-Feb-23
ICMD	12-Apr-23	Welsh Church Fund Working Group - meeting 4 held on 9th March 2023	Rachel Garrick - Resources		Dave Jarrett	
Cabinet	05-Apr-23	Rapid Rehousing Transition Plan	Sara Burch - Inclusive and Active Communities	To agree a plan to transition the delivery of homelessness that minimises the use of and the time homeless applicants spend in temporary accommodation	Rebecca Cresswell / Ian Bakewell	24-Jan-23
ICMD	22-Mar-23	Non Domestic Rates application for Hardship Relief - RESTRICTED	Rachel Garrick - Resources		Ruth Donovan	
ICMD	22-Mar-23	Highways Traffic Regulation Amendment Order 8	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - including Monmouth Road, Raglan no right turn onto A40; resi permit parking at Exmouth Place, Chepstow and Ross Road, Abergavenny; 3T weight restriction on Old Wye Bridge Chepstow; waiting	Mark Hand	
Council	09-Mar-23	Pay Policy		To approve the publication of Monmouthshire County Council's Pay Policy, in compliance with the Localism Act."	Sally Thomas	1-Feb-23
Council	09-Mar-23	Council Tax Premiums			Peter Davies	18-Jan-23
Council	09-Mar-23	Capital Strategy & Treasury Strategy			Jon Davies	17-May-22
Council	09-Mar-23	Youth Council			Jade Atkins	7-Dec-22

ICMD	08-Mar-23	Proposed amendment to primary school catchment area – Llandenny Village	Martyn Groucutt - Education		Debbie Graves	10-Jan-23
ICMD	08-Mar-23	Highways Traffic Regulation Amendment Order 8 DEFERRED TO 22 MARCH	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order - including Monmouth Road, Raglan no right turn onto A40; resi permit parking at Exmouth Place, Chepstow and Ross Road, Abergavenny; 3T weight restriction on Old Wye Bridge Chepstow; waiting	Mark Hand	
Council	02-Mar-23	Final Budget Sign Off including Council Tax Resolution			Jon Davies	
Cabinet	01-Mar-23	2023/4 Final Revenue and Capital Budget Proposals			Jon Davies	17-May-22
Cabinet	01-Mar-23	2023/4 WCF/Trust Treasury Fund Investments			Dave Jarrett	17-May-22
Cabinet	01-Mar-23	Month 9 budget monitoring report			Jon Davies	6-Feb-23
Cabinet	01-Mar-23	Monmouthshire ECO Flex 'Joint Statement of Intent' and Memorandum of Understanding"			Steve Griffiths	16-Nov-22
Cabinet	01-Feb-23	Tudor Street				9-Jan-23
ICMD	25-Jan-23	Highway Traffic Regulation Amendment Order No 7	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order	Mark Hand	15-Dec-22
ICMD	25-Jan-23	Community Council and Police Precepts - final	Rachel Garrick - Resources		Jon Davies	17-May-22

Council	19-Jan-23	'To determine the name for the new 3-19 School in Abergavenny		'To determine the name for the new 3-19 School in Abergavenny	Cath Saunders	28-Nov-22
Council	19-Jan-23	Council Diary		To confirm the Council Diary 23/24	John Pearson	14-Dec-22
Council	19-Jan-23	Appointments		A report for Council to appoint or ratify a number of appointments to bodies and positions	Matt Phillips	
Council	19-Jan-23	Community and Corporate Plan				
Council	19-Jan-23	Tudor Road Call-In			Nicola Perry	3-Jan-23
Council	19-Jan-23	Council Tax Reduction Scheme			Ruth Donovan	31-May-22
Cabinet	18-Jan-23	Garden Waste			Carl Touhig	21-Dec-22
Cabinet	18-Jan-23	Draft Revenue & Capital Proposals			Jon Davies	
Cabinet	18-Jan-23	Council Tax Premiums Consultation - Long Term Empty Properties and Second Homes			Ruth Donovan	
Cabinet	18-Jan-23	Proposal to establish a Welsh Medium Seedling school in Monmouth		To seek cabinet approval to commence statutory consultation processes to establish a Welsh Medium seedling provision in Monmouth.	Debbie Graves	23-Sep-22

ICMD	11-Jan-23	Clydach Ironworks Enhancement	Sara Burch - Inclusive and Active Communities	To seek approval for the transfer of land associated with the Clydach Ironworks Enhancement Scheme	Matthew Lewis	8-Dec-23
ICMD	11-Jan-23	Welsh Church Fund Working Group			Dave Jarrett	17-May-22
ICMD	14-Dec-22	Council Tax Base report			Ruth Donovan	31-May-22
ICMD	14-Dec-22	2023/4 Community Council & Police Precepts - draft			Jon Davies	17-May-22
Cabinet	07-Dec-22	Regional Integration Fund		To consider the financial liabilities and implications of the Regional Integration Fund and its tapered funding model.	Jane Rodgers	21-Nov-22
Cabinet	07-Dec-22	National Adoption Services and Foster Wales Joint Committee			Jane Rodgers	9-Nov-22
Cabinet	07-Dec-22	2022/23 Revenue and Capital Monitoring report - Month 6			Jon Davies	17-May-22
Council	01-Dec-22	Corporate Safeguarding Policy.		For Council to endorse the revised Corporate Safeguarding Policy.	Jane Rodgers	10-Nov-22
Council	01-Dec-22	Governance & Audit Committee Annual Report 2021/22			Andrew Wathan	18-Oct-22
Council	01-Dec-22	RLDP Preferred Strategy	Paul Griffiths - Sustainable Economy	To seek Council endorsement of the new Preferred Strategy for eight week consultation	Mark Hand / Rachel Lewis	25-Jul-22
ICMD	30-Nov-22	TUDOR STREET		to seek a decision regarding the Council's forward use of the property located in Tudor Street ahead of the outcomes of the wider review of My Day My Life	Jane Rodgers	14-Nov-22
ICMD	30-Nov-22	Govilon Section 106 Funding for Recreation & Play	Rachel Garrick - Resources		Mike Moran	8-Nov-22
ICMD	30-Nov-22	Highways Traffic Regulation Amendment Order 5	Catrin Maby - Climate Change and Environment		Mark Hand	3-Oct-22
ICMD	30-Nov-22	Planning Annual Performance Report (APR) Deferred to 30-Nov-22	Paul Griffiths - Sustainable Economy		Mark Hand Phil Thomas	3-Oct-22
ICMD	30-Nov-22	Highways Traffic Regulation Amendment Order 6	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order	Mark Hand	23-Aug-22
Cabinet	09-Nov-22	Implementing Sharepoint online		To secure funding to implement the project	Sian Hayward	13-Oct-22
Cabinet	09-Nov-22	A County of Sanctuary		to set out the reasons why an earlier decision is required due to time restrictions associated with TAN 15	Matt Gatehouse	20-Sep-22

Cabinet	09-Nov-22	SPF Update Report			Hannah Jones	12-Sep-22
Cabinet	09-Nov-22	Revenue & Capital MTFP update and process			Jon Davies	17-May-22
Cabinet	09-Nov-22	MonLife Heritage Strategy (or ICMD)		DEFERRED	Matthew Lewis	10-Feb-22
Council	27-Oct-22	RESPONSE TO URGENT NEED FOR HOUSING ACCOMMODATION		To present a proposal to enable Council to respond flexibly and promptly to the urgent need for housing accommodation, to address the	Cath Fallon	10-Oct-22
Council	27-Oct-22	Community and Corporate Plan		To seek endorsement of the new Community and Corporate Plan setting out the purpose, values	Matt Gatehouse / Paul Matthews	3-Oct-22
Council	27-Oct-22	Outside Bodies Appointment			John Pearson	3-Oct-22
Council	27-Oct-22	Annual Safeguarding Report			Kelly Turner	24-Aug-22
Council	27-Oct-22	Social Care & Health: Directors Report 2021/22			Jane Rodgers	6-Jul-22
ICMD	26-Oct-22	Welsh Church Fund Working Group			Dave Jarrett	14/7/22
Cabinet	19-Oct-22	PSOW annual letter		Present the Public Services Ombudsman For Wales' annual report as required by the letter	Matt Phillips	28-Sep-22
Cabinet	19-Oct-22	Regional Partnership Board - Gwent Market Position Statement		To provide a Market Stability Report produced by the Regional Partnership Board setting out a high	Phil Diamond Head of Regional Partnership Team	22-Sep-22
Cabinet	19-Oct-22	Community and Corporate Plan		To seek endorsement of the new Community and Corporate Plan setting out the purpose, values	Gatehouse / Paul Matt	20-Sep-22
Cabinet	19-Oct-22	22/23 Revenue and Capital Monitoring report - Month 4			Jon Davies	17-May-22
Cabinet	19-Oct-22	Land adjacent to Caldicot Comprehensive School - Housing Development Opportunity		To seek approval of the disposal of land at Caldicot Comprehensive School for the	Nick Keyse	
ICMD	12-Oct-22	Local Development Annual Monitoring Report (AMR)		DEFERRED TO 26 OCT	Rachel Lewis/Cllr Paul Griffiths	23/08/22
ICMD	12-Oct-22	Welsh Church Fund Working Group		DEFERRED TO 26 OCT	Dave Jarrett	14/07/22
ICMD	12-Oct-22	Ending Library Fines		enabling more people to enjoy reading without the worry of incurring a fine if they are unable to return	Cheryl Haskell/Fookes?	20-Sep-22
ICMD	28-Sep-22	Transport Policy			Deb Hill Howells - MG	22-Aug-22
ICMD	28-Sep-22	B4245 speed limit		DEFERRED TO 26 OCT	Mark Hand	18-Jul-22
Council	27-Sep-22				Nick John	24-Aug-22
Council	27-Sep-22	RLDP Options Report			Rachel Lewis	25-Jul-22
Council	27-Sep-22	Rivers and Ocean			Hazel Clatworthy	9-Jun-22

Council	27-Sep-22	Monmouthshire County Council self - assessment report 2021/2			Richard Jones	23-May-22
ICMD	14-Sep-22	Welsh Church Fund Working Group - meeting 2 held on 21st July 2022 (no meeting/no report -			Dave Jarrett	17-May-22
Cabinet	07-Sep-22	Transport Policy Consultation Update.			Deb Hill Howells	22-Aug-22
Cabinet	07-Sep-22	Cost Of Living			Matt Phillips	25-Jul-22
ICMD	31-Aug-22	MY DAY, MY LIFE SERVICE EVALUTATION			Ceri York	15-Aug-22
ICMD	31-Aug-22	Homesearch Policy & Procedure - Amendments & Welsh Translation Requirement			Ian Bakewell	
ICMD	03-Aug-22	Additional Resources in Educations Strategy		Resources required to develop and maintain schools education systems and the implementatin	Sian Hayward	14-Jun-22
ICMD	03-Aug-22	Designation of Secondary Catchment Areas			Matthew Jones	6-Jun-22
ICMD	03-Aug-22	Welsh Church Fund Working Group - meeting 1 held on 23rd June 2022 - Moved to ICMD 3rd Aug 2022			Dave Jarrett	
Cabinet	27-Jul-22	Wye Valley Villages Future Improvement Plan			Mark Hand	1-Jul-22
Cabinet	27-Jul-22	Regen Three Year Programme			Mark Hand	1-Jul-22
Cabinet	27-Jul-22	Review of Chepstow High Street closure			Mark Hand	1-Jul-22
Cabinet	27-Jul-22	Home to School Transport Policy 2023-24.			Deb Hill Howells	27-Jun-22
Cabinet	27-Jul-22	MUCH (Magor & Undy Community Hall) report			Nick Keys	9-Jun-22
Cabinet	27-Jul-22	Shared Prosperity Fund Local Investment Plan and Regional Lead Authority Arrangements			Hannah Jones	23-May-22
Cabinet	27-Jul-22	Welsh Church Fund Working Group - meeting 1 held on 23rd June 2022 - Moved to ICMD 3rd Aug 2022			Dave Jarrett	17-May-22
Cabinet	27-Jul-22	2021/22 Revenue and Capital Monitoring outturn			Peter Davies/Jon Davies	17-Feb-22
Cabinet	27-Jul-22	Play Sufficiency Assessment and Action Plan 22/23			Matthew Lewis	10-Feb-22
Cabinet	27-Jul-22	Housing Support Programme Strategy (Homeless Strategy)			Ian Bakewell	

Cabinet						

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Monmouthshire Select Committee Minutes

Meeting of Performance and Overview Scrutiny Committee held at Council Chamber, County Hall, The Rhadyr USK on Tuesday, 19th March, 2024 at 10.00 am

Councillors Present

County Councillor Alistair Neill, (Chairman)
County Councillor Laura Wright, (Vice Chairman)

County Councillors: Jill Bond, Paul Pavia, Peter Strong, Rachel Buckler, Meirion Howells, Phil Murphy (substituting for Ann Webb), John Crook

Also in attendance County Councillors: Cabinet Member for the Economy, Paul Griffiths

Officers in Attendance

Robert McGowan, Policy and Scrutiny Officer
Jane Rodgers, Chief Officer for Social Care, Safeguarding and Health
David Jones, Head of Public Protection
Louise Driscoll, Specialist Environmental Health Officer
Geraint Edwards, Solicitor
Alun Thomas, Principal Environmental Health Officer
Sam Watkins, Specialist Environmental Health Officer

APOLOGIES: County Councillors Ann Webb and Catherine Fookes

Note: the following minutes focus on the challenge from members – for the full discussion, the recording of the meeting is at www.youtube.com/watch?v=JPlx8E39e1c&list=PLlmqn4nAaFJDsC93C-EKJZrFkDEQBdiXK&index=18

1. Declarations of Interest

None

2. Public Open Forum

3. Covid learning and pandemic preparedness

Cabinet Member Paul Griffiths and Dave Jones introduced the report and answered the members' questions with Jane Rodgers, Louise Driscoll and Alun Thomas.

Key Points raised by Members:

- To note for residents that the LRF is the Local Resilience Forum, it's important that residents understand that this forum is ongoing to ensure the county is kept safe, for any particular development that might bring about risk, not just about the pandemic.
- This report is, understandably, from an Environmental Health perspective, but the committee also asked about a review of what happened to the rest of the staff: when staff went away for Test & Trace, how everyone managed; how people coped with working from home i.e. impact on the council of the pandemic and what was done in finer detail? Will there be another report covering this, and what would be done differently? – **ACTION: discuss whether a further report can be done that incorporates learning from all directorates combined**

- Councillor Bond previously sent a tool for a Before Action Review and After Action review – will that follow? – **ACTION: Councillor Bond to resend**
- The Integrated Impact Assessment is very important, as it needs to be written down what was done, how ethnic minorities and more vulnerable people were thought about, etc. – if it's not written down then it could be forgotten.
- What was the involvement of elected members and Cabinet, and is there any learning coming out of that as to what could be done better?
- How were changes managed and the ability to ensure that Cabinet members, the Leader and all members were properly informed? How would that work in terms of a post-Covid recovery plan?
- It seems that non-pandemic issues that were affected by the pandemic in some cases began to test some of the relationships and some of the decision making – was that the case?
- Councillor Murphy provided a Cabinet perspective from the period: Peter Davies and he had weekly briefing sessions and contact in some form 7 days a week. A great deal of information was exchanged, and although officers naturally took the lead in the specific operations Councillor Murphy felt he always knew what was going on, and his opinion was sought on things. He was very impressed by how the various agencies linked together.
- Councillor Murphy observed that where the system broke down was that initially all of the public followed the rules, then frustration kicked in and an unwillingness to follow the rules began to set in. Departments were affected, in that internal audit and Monlife disappeared, and an important part of the strategy was to furlough as few people as possible and move them into other operations. One of the best things that was done was the introduction of the Cwtch, for staff to come together online to share their frustrations and be kept informed.
- Councillor Murphy noted that reflecting on where things might have been done differently would be useful, despite the successes, and that many lessons learned will have already been incorporated into day-to-day operations e.g. hybrid meetings.
- If there was a breakdown in public trust in the national government's rules, what role is there for the local authority to actually play in reinforcing those points so that local people might feel that there is a major organisation that they can trust and it's not all on the national government?
- What needs to be borne in mind is, how do we coerce people into more cooperation than we actually got? #
- Were protocols concerning records for decision making where they needed to be?
- To what extent should those key experiences guide us in what would be wise to do now in preparation for what come in the future?
- The country is still suffering effects from the pandemic, especially hospitality businesses – should we engage more with local businesses if such a thing happens again, as we are told it will?
- Regarding the Regional Care Home multidisciplinary team, do you have a view as to whether you would have lobbied for different restrictions? i.e. did it do more harm than good, in some circumstances, that care home residents were unable to see their families?
- What effect did isolation measures have on care leavers e.g. those living alone at age 16-17 – what would have been done differently and therefore for the next time? Could a protocol be put in place to focus on the importance of communication with this particular demographic?
- Was it difficult to comply with regulations, as they moved so quickly, and were there things that you could see would be good to put in place?

- One conclusion that was reached was the importance of good ventilation to counter airborne disease: in terms of schools, what should we be doing to develop better ventilation?
- Regarding the Incident Management Team and the Regional Operational Planning Group, were there things that you would like to have done differently? Any concerns?
- Given the time constraints during the pandemic, how did the coproduction of documents and plans happen? Was this true coproduction or was this more collaboration and codesign with our partners? How did it work with our commissioned partners, particularly care providers?
- How beneficial were the preparations that were made in relation to Britain's exit from the European Union e.g. in relation to access of key supplies? Was access to those stocks useful, particularly in the early weeks and months of the pandemic?
- In terms of partnership working with health professionals, would a more rationalised regional model to handling such crisis be more preferable in terms of streamlining, decision making and operational planning rather than the small local authority model?
- From recollection, there were severe supply problems in the early period of the pandemic, so it's a very important area on which to focus – perhaps for the future, it is more about clarifying supply lines and not stockpiling items with a minimal shelf life.
- Presumably, not a great deal would be done differently next time, largely because the team was on a sharp learning curve and what was being done by the end of the pandemic was different from at the beginning?
- Much of the work must have been reactive – e.g. incorporating the large number of new regulations etc. – and we need to recognise that a future pandemic might be very different from the last one, so it won't be easy to pick up the previous work and reapply it?
- Regarding the report's reference to work/life balance: were some of the Environmental Health team close to breaking point given the pressure they were under? Do we have a problem in that our pool of people having to deal with these things is too small? Can anything be done to look at a pool that can be expanded in a future emergency?
- It would be good to take forward the suggestion of training that might go on now, to allocate individuals to specific parts of the county, for example, to allow us to step up at very short notice with a much higher level of capacity.
- It is important that we keep and use people with the right knowledge and experience if and when something else develops.
- Do we have any understanding of the number of residents affected by Long Covid? If not, can it be found out so that we can do more to support them? – **ACTION: find out from Aneurin Bevan colleagues**

Chair's Summary:

Thank you to officers and the Cabinet Member for this report. The response to the pandemic from the council and communities was exceptional: this committee and the rest of the council is eternally grateful to the community, third sector, council officers and employees who did so much to help, and put themselves in harm's way. It was the most remarkable effort and one which will have its own special chapter in the history of Monmouthshire. And we note our important partners who are blended into this report: the NHS, the police, the ambulance services, Fire and Rescue and others to whom we owe an enormous debt of gratitude. This report says so much about what makes Monmouthshire and the County Council such great places.

4. Performance and Overview Scrutiny Committee Forward Work Programme and Action List

To include a piece on future planning, incorporating reviews from teams, to bring back to the committee, as discussed today. – ACTION

5. Cabinet and Council Work Planner

6. To confirm the minutes of the previous meeting held on 20th February 2024

The minutes were confirmed.

7. Next Meeting: 14th May 2024

The meeting ended at **12.10 pm**